

GSETA Minutes

10.13.21

Local Area/Contact	V	P	I
Atlantic			
Fran Kuhn	X		
Marian Woodson (ALT)			
Bergen			
Tammy Molinelli			
Carol Polack (ALT)			
Lynda Wolf			
Robert Espinosa for Linda	X		
Burlington			
Zahirah Sabir	X		
Barbara Weir	X		
Kelly West			
Camden			
Frank Cirii	X		
Nidia Sinclair (ALT)			
Jeff Swartz	X		
Leslie Williams	X		
Cumberland/Salem/Cape May			
Terri Bryan (ALT)	X		
Jamie Gomez (ALT)			
Tom Halligan (ALT)			
Kathy Lockbaum			
Allison Spinelli			
Amy Ronketty (ALT)			
Essex			
Julius Montford	X		
Jobi Odeneve (ALT)	X		
Janine Schaeffer (ALT)			
Josette VanDyke (ALT)			
Howard Weiss	X		
Gloucester			
Tom Bianco			
Eileen Gallo (ALT)	X		
Michelle Shirley			
Greater Raritan			
Paul Grzella	X		
Monica Mulligan	X		
Christopher Peake (ALT)	X		
Hudson			
Leidy Ramirez	X		
Deanine Muniz (ALT)			
Keri Sullivan	X		
Jersey City			
Katrice Thomas			
Mercer County			
Kendra Lee	X		
Virgen Velez	X		

Local Area/Contact	V	P	I
Middlesex County			
Claudia Dorsch (ALT)			
Barbara Heyward (ALT)			
Kevin Kurdziel	X		
Diane Seavers	X		
Monmouth County			
Lawrence Sternbach	X		
Yolanda Taylor	X		
Morris/Sussex/Warren			
Jane Armstrong			
Victoria Bollhardt	X		
Diane Jainarine (ALT)			
Kelly O'Neill McGuire (ALT)			
Beth Rodgers (ALT)			
Manuela Schuster (ALT)	X		
Newark			
Eva Anochi (ALT)			
Karen Gaylord	X		
Orlando Mingo (ALT)	X		
Davetta Lane Thurman			
Ocean			
Candy Fortier	X		
Patricia Leahey			
Kim Liguori (ALT)			
Cheryl Meyer	X		
Leandra Santos (ALT)			
Passaic County			
Davidene Alpart	X		
Duwan Bogert			
Chrystal Cleaves (ALT)			
Sofia Comas-Phillips (ALT)			
Lauren Murphy			
Velanae Rojas (ALT)	X		
Union			
Perle Almeida	X		
Debbie-Ann Anderson (ALT)			
Antonio Rivera	X		

P = Attended by phone
V = Attended virtually
I = Attended in person
Blank= Not present

Welcome and Introductions

Kevin Kurdziel called the virtual meeting to order at 10:03AM and welcomed the membership to the September meeting.

Attendance was taken via the chat feature of Zoom by Monica Mulligan.

Correspondence

Monica Mulligan reported that there was no correspondence, though Tammy Molinelli, Allison Spinelli and Pat Leahey reached out to say that would not be able to make today's meeting due to schedule conflicts.

Approval of August 11, 2021 Minutes

The minutes of the 8/11/21 meeting were presented at the September meeting, but a vote could not be taken because there was not a quorum at that time. It was established that there was a quorum today.

Jeff Swartz made a motion approve the August minutes as presented at the September meeting. Terri Bryan seconded the motion. There were no objections or abstentions. The motion was approved.

Approval of the September 18, 2021 Minutes

The minutes of the 9/18/21 were presented.

Leslie Williams made a motion approve the September minutes as presented. Fran Kuhn seconded the motion. There were no objections or abstentions. The motion was approved.

Treasurer's Report – August and September

The August Treasurer's report meeting were presented at the September meeting, but a vote could not be taken because there was not a quorum at that time. It was established that there was a quorum today.

Yolanda Taylor made a motion approve the August Treasurer's as presented at the September meeting. Larry Steinbach seconded the motion. There were no objections or abstentions. The motion was approved.

Leslie Williams presented the September Treasurer's Report (attached). She indicated that the August bank reconciliation and bank statement and have been provided to the Executive Committee. She noted that the asset report shows a balance of \$221,080.53. Leslie noted that the report reflect the payment received for the GSETA Institute's two recent workshops, Disruption by Design and Wellness. The report also shows the outstanding balances from the GSETA Institute. Since these invoices went out through Pat Fenn and not Leslie, if anyone believes that they have paid for the workshops, but it is not reflected in the report, to please contact her with the check number of the payment. Kevin indicated that for the GSETA conference, a plug in will be utilized that will automatically generate an invoice for registration that will make this process run much smoother. Leslie further reported that 39 members were invoiced for the GSETA membership fee and that 22 payments have been received.

Jeff Swartz made a motion approve the September Treasurer's Report as presented. Yolanda Taylor seconded the motion. There were no objections or abstentions. The motion was approved.

President's Report

Kevin Kurdziel reported that GSETA is gaining political traction. In the last week, Kevin participated in meetings with Mikie Sherrill and Donald Norcross through the United States Workforce Association (USWA) where input from GSETA on the \$100B Jobs Program proposed by President Biden. There was some discussion that this program may be reduced to about a third of its original dollar amount but that there will still be funds available to states and local areas to augment WIOA funding. Kevin discussed the importance of growing GSETA as an advocacy/government relations/legislative organization

that stays at the forefront of national workforce issues that impact New Jersey and local areas. Being involved in this way gives New Jersey a voice.

Kevin further reported that Aaron Fichtner and Catherine Starghill from the Community College Consortium will be joining the meeting at about 10:30AM today to talk about the agreement between GSETA and the Consortium. The Consortium recently received \$8M from the state budget. There had been some discussion originally about each local area signing an agreement with the Consortium, but the WDB Directors decided at its weekly Monday meeting to have this agreement made between the Consortium and GSETA. Local areas have the flexibility to adopt local resolutions to support the agreement. Kevin mentioned that if this were completed, he believes that it would be the first agreement of its kind nationally. If it works well here with positive outcomes, it may be brought to other states.

Kevin also reminded the group that the GSETA Executive Committee is committed to both short and long term goals. To this end, the Executive Committee will have a strategic planning meeting in early December. Kevin and Jeff Swartz are going through existing strategic documents in preparation of this meeting to see what is still relevant and what other planning may need to be done. Kevin also reminded the group that there will be a GSETA retreat in the early spring for all members where the strategic direction will be discussed. Kevin indicated that if anyone has ideas they want to share to please reach out to him or to any Executive Committee member.

2021 Virtual Conference

Larry Sternbach provided the group with an update on GSETA's annual conference which will be held virtually this year on November 15th and November 16th. There will be a total of five sessions with two options – operational workshops and strategic workshops. The conference will end with a motivational speaker on November 16th. Larry asked everyone to promote the conference and encourage participation. The cost is \$225.00 per person and registration will open in the next several days. Larry mentioned that Lincoln Tech is the Presenting Sponsor and Smith and Solomon is a Gold Sponsor. There are about 15 other sponsors who are supporting the conference with \$500.00 each/ The sponsors will all be mentioned on the GSETA website and on the speaker's page. Jeff Swartz suggested that the names of the presenters be added to the website while we wait for the registration to open. He is receiving inquiries from people interested in what the event will be offering. Leslie Williams indicated that if someone is anxious to register before the official registration opens, to refer them to her and she will take care of it. Kevin Kurdziel reminded the group that he, Jeff Swartz, Allison Spinelli, Larry Sternbach and Pat Leahey will be headed down to Atlantic City to meet with hotel representatives about a venue for next year's conference. It would be helpful if this location and dates were secured prior to the conference so that it could be promoted at this year's event.

NJCCC/GSETA MOU:

Aaron Fichtner and Catherine Starghill from the New Jersey Consortium of Community Colleges gave an overview of the formal partnership they are proposing with GSETA (see attached). They presented that they would like to see a global partnership that would allow the students served by both entities to get more value and better outcomes so to positively affect people's lives. This public agreement would send a strong message that these two systems are working in concert with each other through a partnership. This agreement would help to bridge individuals from non-credit into credit pathways. If this agreement is signed, it would likely be the first of its kind in the nation and would set the example for other states. Jeff Swartz indicated that he feels strongly that there should be regional agreements between the county colleges that allow students to go to a school outside of their area when classes in their area of interest are not offered in their home area. Aaron indicated that there are some agreements between individual colleges to do this, but certainly they would send the message to the colleges that this is something that is seen as necessary across the various regions. Karen Gaylord indicated that she felt it was important for GSETA representatives to have a small group discussion with the directors of the community colleges to share concerns and brainstorm solutions. Antonio Rivera indicated that the community colleges should be at the table as part of the strategic planning process. Aaron Fichtner indicated that certainly there should be a better partnership between the Perkins/WDB/Community College planning process. Aaron Fichtner also indicated that he

would like to establish a workgroup to develop a workplan that focuses on the SCALES report and how to further advance adult literacy. Fran Kuhn also felt that it is important to have a more global approach to apprenticeships.

Committee Updates:

Monitoring Committee: No update since the last GSETA meeting. The committee will be meeting on November 18th at 10AM.

MIS Committee: No update since the last GSETA meeting. The committee will be meeting on October 27th at 10AM.

Operations Committee: Fran Kuhn indicated that the committee met on October 4th. Sarah Singer Quast and Patricia Robertson gave a comprehensive presentation of technical assistance and monitoring updates. Comprehensive manuals have been created that cover AOSOS, Skill Assessments, procurement and monitoring and shared. The committee also discussed the local skill assessments being used to identify skills and/or skill gaps. Fran indicated that these are some of the best manuals he has ever seen come out of NJDOL. Fran will forward the manuals from NJDOL to Monica for circulation to GSETA membership.

Fiscal Committee: Leslie Williams reported that the final draws for WFNJ must be completed by 12/23/21. She also indicated that NJDOL indicated all fiscal monitoring will be conducted virtually this year. The next meeting is scheduled for November 22nd.

Youth Committee: The youth committee met last week, and Sarah Singer Quast and Patricia Robertson gave their presentation on their new manuals. The next meeting is scheduled for December 6th.

Open Discussion

Kevin Kurdziel reminded the group that NJDOL has coordinated another training on the new scheduling tool that ES will be utilizing. If anyone needs the link to the training, please reach out to Monica and she will send it. There was concern expressed by many members about the timeline for ES to be opening to the public and the lack of communication of safety protocols in areas that have shared space. There has not been formal communication from NJDOL to state or local staff. Those who share space with state workers are going to work that they follow County protocols while they wait for further instruction from the state.

Paul Grzella asked the group about the Pathways to Recovery grant. Those that currently are recipients said they have not received anything official about receiving new funds. Fran Kuhn indicated that the grant is not an easy lift and that there is not a high value proposition. Diane Seavers indicated that Middlesex County is not the lead on this grant and basically just data enters participants into AOSOS. There was an indication that their participants do not help support positive performance outcomes. Larry Sternbach indicated that the timeframe given by the state is problematic because there is not always enough time to get participants through in a successful manner.

Larry Sternbach reminded everyone that NJDOL has indicated that WIOA Title I fiscal monitoring will be happening in each local area sometime in the fall and that NJDOL sent out a copy of the financial survey to be filled out by each local area.

Adjournment:

Howard Weiss made the motion to adjourn the meeting. Fran Kuhn seconded it. There were no objections or abstentions. The motion was approved. The meeting was adjourned at 11:41AM. Due to the GSETA conference in November, the group decided to cancel the November 10th GSETA meeting. The next GSETA meeting is scheduled for December 8, 2021 at 10:00AM via Zoom.

Garden State Employment and Training Association
Notes to Financial Statements
For the Period Ending September 30, 2021
(For meeting date October 13, 2021)

The Statement of Financial Position (or Balance Sheet) shows our total assets of \$221,080.53 which was reconciled to the bank statement balance of \$198,766.67.

Bank Balance as of 09/30/2021	\$198,766.67
Less uncleared transactions	(<u>\$ 851.14</u>)
Total Bank Accts on Statement of Financial Position	\$197,915.53
Plus Accts. Receivable	<u>\$ 23,165.00*</u>
Total Assets	\$221,080.53

**See A/R Aging Detail Report.*

The Bank Reconciliation along with the 2021 September Bank Statement has been provided to the Executive Committee.

Statement of Activity -This report reflects all funds collected and deposited as well as all checks paid in the month of September 2021.

GSETA Institute Statement of Activity: This report shows payments received for the Disruption by Design and Wellness and Mental Health for Workforce Professionals training events in the month of September.

Please refer to the "Outstanding Registration Payments Reports" for a list of all outstanding registration fees by local area.

Membership Information

All areas (39) have been invoiced for 2021-2022 membership for a total \$27,300. As of October 8, 2021, 22 membership dues payments have been received and 17 are outstanding.

Only 1 area's membership invoices remain unpaid from 2020-2021.

- City of Newark

Garden State Employment and Training Association, Inc.

Statement of Financial Position

As of September 30, 2021

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
Main Operating Account	197,915.53
Total Bank Accounts	\$197,915.53
Accounts Receivable	
Accounts Receivable (A/R)	23,165.00
Total Accounts Receivable	\$23,165.00
Total Current Assets	\$221,080.53
TOTAL ASSETS	\$221,080.53
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable (A/P)	0.00
Total Accounts Payable	\$0.00
Total Current Liabilities	\$0.00
Total Liabilities	\$0.00
Equity	
Opening Balance Equity	156,944.15
Retained Earnings	40,632.14
Net Revenue	23,504.24
Total Equity	\$221,080.53
TOTAL LIABILITIES AND EQUITY	\$221,080.53

Garden State Employment and Training Association, Inc.

Statement of Activity

September 2021

	TOTAL
Revenue	
GSETA Institute Registrations	
Wellness and Mental Health	3,634.00
Total GSETA Institute Registrations	3,634.00
Total Revenue	\$3,634.00
GROSS PROFIT	\$3,634.00
Expenditures	
Charitable Contributions	100.00
Legal & Professional Services	
Consulting Services	1,500.00
Total Legal & Professional Services	1,500.00
Meeting Expense	74.29
Office/General Administrative Expenses	
Dues, Subscriptions & Memberships	290.00
Postage	23.85
Total Office/General Administrative Expenses	313.85
Total Expenditures	\$1,988.14
NET OPERATING REVENUE	\$1,645.86
NET REVENUE	\$1,645.86

Garden State Employment and Training Association, Inc.

A/R Aging Summary

As of September 30, 2021

	CURRENT	1 - 30	31 - 60	61 - 90	91 AND OVER	TOTAL
Camden County One-Stop Career Center		700.00				\$700.00
Cape May County Division of Workforce Development		700.00				\$700.00
Cumberland County Workforce Development Board	790.00					\$790.00
Essex County Division of Training & Employment		700.00				\$700.00
Greater Raritan Workforce Development Board		700.00			79.00	\$779.00
Hudson County One-Stop Center		700.00				\$700.00
Hudson County Schools of Technology		700.00				\$700.00
Lincoln Educational Services		2,500.00	2,500.00			\$5,000.00
Mercer County One-Stop Career Center		1,400.00				\$1,400.00
Middlesex County Office of Workforce Development		700.00				\$700.00
Monmouth County Division of Workforce		700.00				\$700.00
Monmouth Workforce Development Board	711.00	700.00			237.00	\$1,648.00
Morris/Sussex/Warren Employment & Training Services		700.00				\$700.00
Morris/Sussex/Warren Workforce Development Board		700.00			79.00	\$779.00
Newark Workforce Development Board		700.00			158.00	\$858.00
Newark WORKS		700.00			700.00	\$1,400.00
Ocean County Dept. of Human Services		700.00				\$700.00
Ocean County PIC	711.00	700.00				\$1,411.00
Ocean County PIC One-Stop		700.00				\$700.00
Passaic County WDB					700.00	\$700.00
Union County American Job Center		700.00				\$700.00
Union County One-Stop		700.00				\$700.00
TOTAL	\$2,212.00	\$16,500.00	\$2,500.00	\$0.00	\$1,953.00	\$23,165.00

Garden State Employment and Training Association, Inc.

GSETA Institute Activity

July 1 - October 8, 2021

DATE	TRANSACTION TYPE	NUM	NAME	CLASS	MEMO/DESCRIPTION	SPLIT	AMOUNT	BALANCE
Ordinary Revenue/Expenditures								
Revenue								
GSETA Institute Registrations								
Disruption by Design								
08/10/2021	Pledge	1052	Mercer County Workforce Development Board	Institute	Registration for Shanele Gooch	Accounts Receivable (A/R)	79.00	79.00
08/10/2021	Pledge	1052	Mercer County Workforce Development Board	Institute	Registration for Kendra Lee	Accounts Receivable (A/R)	79.00	158.00
08/10/2021	Pledge	1052	Mercer County Workforce Development Board	Institute	Registration for John Raines	Accounts Receivable (A/R)	79.00	237.00
08/10/2021	Pledge	1052	Mercer County Workforce Development Board	Institute	Registration for Virgen Velez	Accounts Receivable (A/R)	79.00	316.00
Total for Disruption by Design							\$316.00	
Wellness and Mental Health								
09/28/2021	Pledge	1096	Passaic County WDB	Institute	2 day seminar, September 21, 2021 and October 5, 2021	Accounts Receivable (A/R)	1,422.00	1,422.00
Total for Wellness and Mental Health							\$1,422.00	
Total for GSETA Institute Registrations							\$1,738.00	
Total for Revenue							\$1,738.00	
Net Revenue							\$1,738.00	

GSETA INSTITUTE
WORKSHOP OUTSTANDING REGISTRATION PAYMENTS REPORT
AS OF OCTOBER 8, 2021

PO's may have been received for some of these but no payment has been received.

Training	Area	Registrant(s)	Amount	Invoice No.
Front Line Worker Training-Middlesex	Union County	Viginie Cinnatus	\$129.00	Invoices sent by Pat Fenn
	Morris County	Elva Reis	\$129.00	Invoices sent by Pat Fenn
	Morris County	Paula Goncalves	\$129.00	Invoices sent by Pat Fenn
	Morris County	Brittan Nagle	\$129.00	Invoices sent by Pat Fenn
	Monmouth County	Andrea Aikens	\$129.00	Invoices sent by Pat Fenn
	Monmouth County	Cindy Lopater-Delourey	\$129.00	Invoices sent by Pat Fenn
	Monmouth County	Don Miragliotta	\$129.00	Invoices sent by Pat Fenn
	Monmouth County	Yolanda Taylor	\$129.00	Invoices sent by Pat Fenn
Front Line Worker Training-Burlington	Gloucester County	PO 19-10019 for 5 participants. Only received payment for 4 participants.	\$129.00	Invoices sent by Pat Fenn
Disruption by Design Training	Morris, Sussex, Warren	Jane Armstrong, Paula Goncalves	\$158.00	Inv. 1046
	Newark WDB	Eva Annochie, Davetta Thurman	\$158.00	Inv. 1047
	Monmouth County	Pamela Shepherd, Larry Sternbach, Yolanda Taylor	\$237.00	Inv. 1048
	Greater Raritan	Jeanne Cassanno	\$79.00	Inv. 1050
Wellness & Mental Health for Workforce Professionals	Monmouth County	Andrea Aikens, Lisa Albarella, Angela Barens, Christy Davis, Carolyn Ellington, Cindy Lopater-Delourey, Michael McDonough, Giovanna Percontino, Sherri Washington	\$711.00	Inv. 1097
	Cumberland County	Essie Allen, Beth Bordley, Ronny Byers, Sherri Orr, Mildred Pacheco, Nataliya Pasichnyk, Suzanne Silvestri, Michelle Slaney-Mills, Allison Spinelli, Delilah Taylor	\$790.00	Inv. 1098
	Ocean County PIC	Christopher Bristow, Kimberly Clayton, Debbie DiStasi, Syasi Dystant, Tara Hansen, Deanna Kramer, Matthew Llauguet, Kali Rorke, Jeannette Stevens	\$711.00	Inv. 1099
	Atlantic County	Carol Braff, Mike Falcone, Margaret Hemlock, Donna Plemons	\$316.00	Inv. 1100
	Atlantic County	April Anderson	\$79.00	Inv. 1101
	Morris, Sussex Warren	Mike Carrigan, Lina Holguin, Brittany Nagle, Elva Reis, Enid Rodriguez, Nadine Scala, Dorothy Snider	\$553.00	Inv. 1102
	Mercer County	Robert Copeland, Kamal Muhammad	\$158.00	Inv. 1103
	Greater Raritan	Aileemah Cannon-Horton, Junia Galacka, Jan Goodman, Yarlene Perkins	\$316.00	Inv. 1104
	Greater Raritan	Jeanne Cassano	\$79.00	Inv. 1107
	Gloucester County	Stanley Hershey, Alisha Thompson	\$158.00	Inv. 1105
	Salem County	Kim Chassier, Erin Steffier	\$158.00	Inv. 1106
	Burlington County	Maartin Nock	\$79.00	Inv. 1108



DRAFT

PARTNERSHIP COMMITMENT
NEW JERSEY COMMUNITY COLLEGE CONSORTIUM FOR WORKFORCE AND ECONOMIC DEVELOPMENT
AND
GARDEN STATE EMPLOYMENT AND TRAINING ASSOCIATION

This Partnership Commitment is entered into on October XX, 2021 by and between the New Jersey Community College Consortium for Workforce and Economic Development and the Garden State Employment and Training Association.

This Partnership Commitment, grounded in the two institutions' critical role in expanding economic opportunity and preparing individuals to have family-sustaining careers, will serve to expand collaboration and coordination for the benefit of residents and employers.

The New Jersey Community College Consortium for Workforce and Economic Development was created to coordinate and support the efforts of the state's Community Colleges to respond to the needs of the changing economy. New Jersey's 18 Community Colleges, as the only educational institutions with statewide reach, provide essential education and training opportunities to more than 300,000 New Jersey residents each year. Over 200,000 students – more than half of all undergraduate students in all public colleges and universities in the state – are enrolled in credit and degree programs at New Jersey's Community Colleges. The Community Colleges bridge the skills gaps for employers, their employees, and job seekers through aligned education and training pathways that build an innovative workforce for the state of New Jersey.

The Garden State Employment and Training Association (GSETA) is the statewide organization that supports the needs of the state's workforce development system and Workforce Development Boards (WDBs). The state's workforce development system and 17 Workforce Development Boards (WDBs) oversee workforce development programs across the state that assist more than ___ individuals each year. The mission of GSETA is to ensure that the state of New Jersey's workforce development system is demand-driven and responsive to the needs of employers, their employees, and job seekers through skills training, career pathways, and other employment supports.

The Community College Consortium and GSETA agree that strengthening **coordination, collaboration, and communication** in executing their respective missions would be mutually beneficial and would support the creation of a more efficient, effective, and seamless service delivery model for assisting employers, employees, and job seekers throughout the state of New Jersey.

Common Goals

This commitment is built on three common goals:

- (1) To increase the percentage of New Jerseyans who have earned a post-secondary credential or degree, with a focus on groups who have been traditionally underrepresented;
- (2) To increase the number of individuals who can achieve family-sustaining careers; and
- (3) To reduce skills gaps by ensuring that more individuals have the skills that are needed by employers.

Common Commitments

The Community College Consortium and GSETA agree to engage in coordination, collaboration and communication efforts in support of the common goals and to develop coordinated strategies for:

- Unemployed workers skills training programs with non-credit to credit pathways;
- Incumbent worker workforce literacy and basic skills training program with non-credit to credit pathways;
- Incumbent workers advanced skills training program with non-credit to credit pathways;
- Dual enrollment in the New Jersey Community College Opportunity Grant program (tuition-free college) and the Workforce Innovation and Opportunity Grant Act (tuition-free workforce training) for unemployed and employed individuals for education and training pathways that lead to industry-valued credentials and degrees; and
- Pre-apprenticeship and apprenticeship pathways with experiential learning, industry-valued credentials, and degrees.

The Community College Consortium and GSETA agree to support the coordinated efforts of Community Colleges and their local WDBs to engage in joint regional planning efforts, pursue new aligned initiatives to respond to shared priorities, and market services collectively.

The signing of this Partnership Commitment demonstrates the intention of the Community College Consortium and GSETA to support the building of education and career pathways with aligned curriculum to employers' and industry needs to serve the learning lifespan of workers and job seekers that results in economic mobility and drives economic growth.

**Aaron R. Fichtner, Ph.D., President
New Jersey Council of County Colleges /
New Jersey Community College Consortium
Of Workforce and Economic Development**

**Kevin J. Kurdziel, President
The Garden State Employment and Training
Commission**

Specific Ideas for Collaboration

Coordination & Collaboration

The Colleges and WDBs will engage in consistent coordination and seek collaborative opportunities by instituting policies that establish the following:

- Joint marketing and branding of services to collectively engage employers, employees, and job seekers.
- Combined funding to provide education and training programs and pathways that have the benefit of allowable services from both institutions.
- Creation of individual and cohort-style workforce training programs that provide pathways to industry-valued, stackable credentials and degrees for displaced, incumbent, and underemployed workers, youth, individuals with disabilities, previously incarcerated individuals, and veterans.
- Support for each other with regard to state, federal and private grants and other funding opportunities.

Communication

The Colleges and WDBs will achieve open and consistent communication between institutions by establishing periodic forums within which to share information including the following:

- Biannual joint meetings of leadership;
- Quarterly participation of WDBs in the Workforce Alignment Committee meetings of the New Jersey Council of County Colleges;
- Colleges membership in the Garden State Employment and Training Association; and
- Biennial statewide education and workforce conference.