

***MORRIS/SUSSEX/WARREN
WORKFORCE INVESTMENT BOARD***

***UNIFIED WORKFORCE INVESTMENT SYSTEM
CONSOLIDATION PLAN***

Submitted by the Morris/Sussex/Warren Workforce Investment Board
February 27, 2004

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PART ONE

Planning Committee Members

- Fernando Baretto - NJ Commission for the Blind
- Joseph Berenguer - Manager, Workforce NJ Dover
- Marie Betlow - Vice President, Prime Time Personnel
- John Bonanni - Director, Morris County Department of Human Services
- Olga Burns - Director of Program Operations, Morris/Sussex/Warren Employment & Training Services
- Joseph Cammarata - Superintendent, Sussex County Technical School
- John Ciaffone - President, TransOptions
- Maureen Craven - Manager, NJ Division of Vocational Rehabilitation
- Jeffrey Daly - Director, Sussex County Division of Social Services
- Frank Delmore - Director, Warren County Housing Program
- Linda Durney - Director, Madison Welfare Department
- Steve Flynn - HR Manager, Toys'R'Us
- Dawn Gallant - Director, Blairstown Welfare Department
- Sally Gibson - Counselor, Sussex County Community College
- Ellie Jacobs - Experience Works
- Kathi Lynch - Executive Director, Housing Authority, Town of Dover
- Frank Mancuso - Superintendent, Warren County Technical School
- JanMarie McDyer - Transportation Coordinator, Warren County Department of Human Services
- Terry Newhard - Executive Director, NORWESCAP
- Marlene Ochse - Supervisor, Warren County Division of Temporary Assistance & Social Services
- Sr. Michaelita Popovice - One-Stop Executive Director, Catholic Charities
- Julia Popovitch - Intake Supervisor, Morris County Offices of Temporary Assistance
- Mark Portnoy - Urban Enterprise Zone
- William Primus - President/CEO, Urban League of Morris County
- Pat Reed - Regional Manager, Central UI Regional Office
- Kathleen Ross - Executive Director, Child and Family Resources
- Carmela Slivinski - Executive Director, D.A.W.N., Inc.
- Lech Szymanski - Manager, Workforce NJ Phillipsburg
- Ed Turenne - Apprenticeship Coordinator, Warren County Technical School
- David Walker - Director, Morristown Neighborhood House
- William Weightman - Manager, Workforce NJ Newton
- John White - Operations Officer, Daytop
- Veronica Whitehead - Community & Professional Programs, County College of Morris
- Jackie Wilson - Product Management Vice President, AT&T

Susan Zukoski

- Employment Service Coordinator, Abilities of
Northwest Jersey

ADVISORY GROUP		
SECTOR REPRESENTATION	NAME	ORGANIZATION
M/S/W WIB Director	Jack Patten	Director, M/S/W WIB
M/S/W WIB Chair	Charles Roberts	Vice President, Ames Rubber
YIC Chair	Karen Kubert	Director, Warren County DHS
One-Stop Operator	Olga Burns	Director of Program Operations, M/S/W Employment & Training Services (ETS)
One-Stop Staff	Lyn Krisa	Asst. Coordinator of Operations, M/S/W ETS
	Cathy Robertson	Supervising Sr. Counselor, M/S/W ETS
	Lori Kintner	Senior Counselor, M/S/W ETS
	Madeleine Toth	Supervising Employment Counselor, M/S/W ETS
WIB Literacy Committee Chair	David Hollowell	D&D Associates
Elected Official	Cecilia Laureys	Freeholder, Morris County
	Susan Zellman	Freeholder, Sussex County
	John DiMaio	Freeholder, Warren County
Local Admin. Entity	Olga Burns,	Director of Program Operations, M/S/W ETS
County Welfare Agency	Carol Novrit	Director, Morris County Div. of Employment & Temporary Assistance
	Jeffrey Daly	Director, Sussex County Div. of Social Services
	Natalie Provenzale	Director, Warren County Div. of Temporary Assistance & Social Services
	Henry Dinger	Director of Welfare, Warren County
Adult Literacy Advocate	Debbie Leon	LVA Morris County
	Georjean Trinkle	Assoc. Director, NORWESCAP
	Maria Heaton	Literacy Coordinator, Center for Career & Personal Development
Community & Faith-Based Agency	David Hollowell	D&D Associates, Morris County
	Georjean Trinkle	Assoc. Director, NORWESCAP, Sussex & Warren Counties
Education System Customer	Gregory LoRe	
DVRS	Maureen Craven	Manager, NJ DVRSS, Morris, Sussex, Warren Counties
Local Office of Disabilities	Maureen Craven	Manager, NJ DVRSS, Morris, Sussex, Warren Counties
County Mental Health Association	Laura D'Agostino	Director, Div. of Behavioral Health & Youth Services, Morris County
	Joseph Stapleton	Administrator, Mental Health Services, Sussex County

	Lorraine Scheibener	Deputy Director, Warren County DHS
Regional Legal Services	Mark Welsh	Legal Services, Morris, Sussex, Warren Counties
County Youth Services	Laura D'Agostino	Director, Div. of Behavioral Health & Youth Services, Morris County
	Lorraine Hentz	Coordinator, Youth Services, Sussex County
	Lorraine Scheibener	Deputy Director, Warren County DHS
County Apprenticeship Coordinators	Warren Carman	Principal, Sussex County Technical School
	Ed Turenne	Apprenticeship Coordinator, Warren County Technical School
	Joseph Rooney	Apprenticeship Coordinator, Morris County School of Technology
	Donna Scalia	Area Rep., USDOL, Bureau of Apprenticeship & Training
Local Chambers of Commerce	William Donnelly	President, Morris County Chamber of Commerce
	Tammie Horsfield	President, Sussex County Chamber of Commerce
	Christopher Phelan	President, Warren County Regional Chamber of Commerce
Local Child Care Agency	Ginny Mahoney	Child & Family Resources
	Sharon Giacchino	Director, Child & Family Resource Services, NORWESCAP, Sussex and Warren Counties
Transportation Agency	John Ciaffone	President, TransOptions, Morris, Sussex, Warren Counties
CWA Union Representative	Linda Rosa	CWA 1040 Union Branch President, Morris County
	Jane Triano	Sussex County Div. of Social Services
	Marlene Ochse	Warren County Div. of Temporary Assistance & Social Services
DYFS	Mary Vetreno	County Service Specialist, Morris County
	Mary Thiele	County Service Specialist, Sussex and Warren Counties
Non-consolidated Municipalities	Linda Durney	Director, Madison Welfare Department, Morris County
	Rachel Heath	Franklin Borough Welfare Director, Sussex County
	Dawn Gallant	Director, Blairstown Welfare Department, Warren County
HSAC	Mary Vetreno	County Services Specialist, DYFS, Morris County
	Stephen Gruchacz	Administrator, Dept. of Health & Human Services, Sussex County
	Lorraine Scheibener	Deputy Director, Warren County DHS

WELFARE WORKGROUPS

M/S/W WIB Director	Jack Patten	Director, M/S/W WIB
One-Stop Operator	Olga Burns	Director of Program Operations, M/S/W Employment

		& Training Services (ETS)
County Welfare Agency	Carol Novrit	Director, Morris County Div. of Employment & Temporary Assistance
	Jeffrey Daly	Director, Sussex County Div. of Social Services
	Natalie Provenzale	Director, Warren County Div. of Temporary Assistance & Social Services
	Henry Dinger	Director of Welfare, Warren County
Private Sector Member	Marie Betlow	Vice President, Prime Time Personnel, Morris County
	Charles Roberts	Vice President, Ames Rubber, Sussex County
	Ken Marino	President, Orbel Corporation, Warren County
Non-consolidated Municipalities	Linda Durney	Director, Madison Welfare Department, Morris County
	Rachel Heath	Franklin Borough Welfare Director, Sussex County
	Dawn Gallant	Director, Blairstown Welfare Department, Warren County
Workforce NJ Managers	Joseph Berenguer	Manager, Workforce NJ, Dover and Morristown, Morris County
	William Weightman	Manager, Workforce NJ, Newton, Sussex County
	Lech Szymanski	Manager, Workforce NJ, Phillipsburg, Warren County

EDUCATION WORKGROUP		
One-Stop Operator	Olga Burns	Director of Program Operations, M/S/W Employment & Training Services (ETS)
WIB Literacy Committee	David Hollowell	D&D Associates
	Sr. Ellen Dauwer	College of St. Elizabeth
	Miriam Faber	Morris County School of Technology
	Maria Heaton	Center for Career & Personal Development, WCCC
	Linda Johnson	Center for Business & Technology, CCM
	Polly Lacey	Joint Free Library Morristown/Township
	Debbie Leon	LVA, Morris County
	Virginia Lyttle	Morris County District Community School
	Terry Newhard	NORWESCAP
	Kathleen Okay	Sussex County Community College

PART TWO – Section 1

CURRENT MORRIS/SUSSEX/WARREN ONE-STOP SERVICE FLOW AND FUNCTIONAL INTEGRATION

There are full-service One-Stop Centers in Morristown, Dover, Newton and Phillipsburg. There is a satellite One-Stop Center in Franklin, which offers only WIA core services. Full service sites offer an integrated continuum of core, intensive and training services.

All One-Stop Centers contain:

- Office space for One-Stop staff
- Reception areas
- Meeting rooms
- Computers (with internet access), telephones, fax machines and photocopiers for customer use
- Resource areas for display of information on labor market conditions and projections, service providers, supportive services and transportation
- Testing areas

All One-Stop Centers are Americans with Disabilities Act compliant and accessible by public transportation.

Due to the large size of the WIB area (1371 square miles) and gaps in public transportation, the One-Stop System relies on technology to provide comprehensive services to businesses and job seekers in a seamless, integrated and efficient manner. One-Stop Centers are directly linked to the Internet via the Workforce New Jersey Public Information Network (WNJPIN) and OSOS, allowing access to information on and registration for One-Stop services and activities from any personal computer with Internet capacity.

The WIB and Morris County CEO have designated Olga Burns, Director of Program Operations, Morris/ Sussex/Warren Employment & Training Services as the One-Stop Career Center Operator and the following entities as One-Stop consortium partners:

- Workforce New Jersey (Dover, Morristown, Newton, Phillipsburg and Franklin PROS Offices)
- The Morris County Offices of Employment and Temporary Assistance
- The Sussex County Division of Social Services
- The New Jersey Division of Vocational Rehabilitation Services (Morristown and Hackettstown Offices)
- Morris/Sussex/Warren Employment & Training Services
- New Jersey Unemployment Insurance

One-Stop customers enter the system from a variety of places. Most often, customers file for New Jersey Unemployment Insurance and register with Workforce New Jersey.

Others may first hear about the One-Stop Career Center through a Response Team presentation, and still others through job fairs, chamber of commerce events, advertising, word of mouth or referral from any of the One-Stop partners or affiliates. "Work-ready" TANF recipients are referred by county welfare agencies. County and municipal welfare offices also inform new food stamps and general assistance registrants of available One-Stop services.

Customers interested in doing their own job search or in need of resume assistance may use the Resource Room. Exhausted UI claimants seeking training are referred to a Workforce New Jersey Reemployment Orientation along with new UI filers. All customers interested in re-training are then registered for a Career Beacon Training Module with Morris/Sussex/Warren Employment & Training Services. At this session, all options are discussed and customers have the opportunity to work with a counselor to identify employment goals.

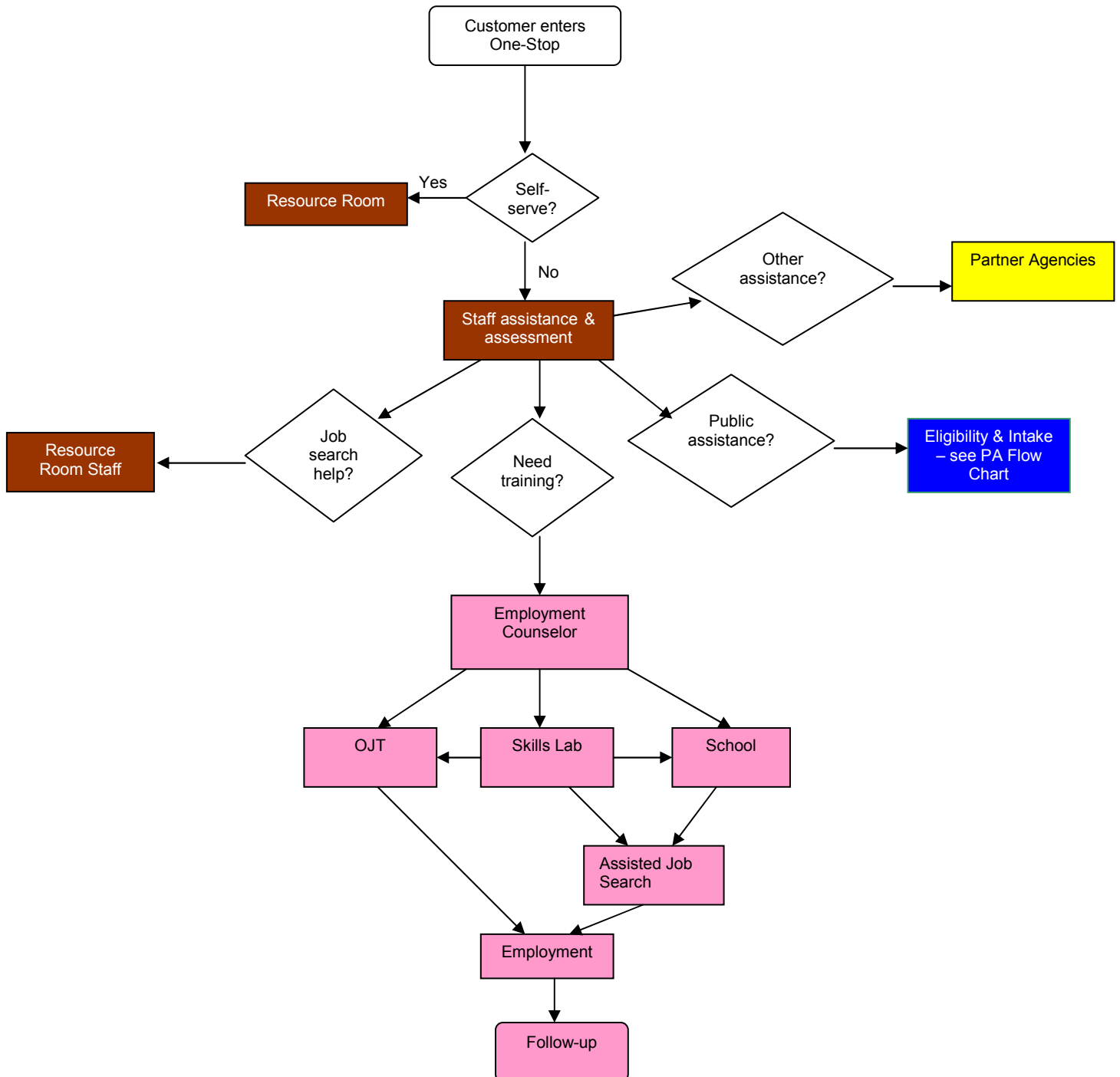
Customers with marketable skills are encouraged to do an intensive job search or to attend Career Beacon training to improve their resumés and interviewing skills. All customers must show the results of their most recent job search as a part of their "homework assignment." Other aspects of this homework include research into the labor demand opportunities in the desired field, and research into three schools providing training in the desired area. All of this information is evaluated with the ETS employment counselor and an Employability Development Plan is created with the customer. This document outlines the steps to be taken to make the individual employable. Customers are then enrolled in the most appropriate training program and monitored throughout their program participation. Upon exiting their training, the training provider offers job development and placement services. Should a customer fail to find employment through their training provider, they may use the One-Stop Career Center to assist them in their own job search.

Many customers accessing the One-Stop Career Center are not seeking training opportunities, but other services. Referrals are made to the New Jersey Division of Vocational Rehabilitation Services for individuals with disabilities who need specialized services. Experience Works assists older workers by providing them with community work experience to enhance their employability and secure unsubsidized employment. The computer lab at the Morristown site offers unemployed, underemployed and employed workers the opportunity to improve their computer skills to make themselves more marketable and more able to climb the career ladder. The One-Stop Career Center in Morristown also provides public assistance screening and referrals.

All One-Stop Career Centers offer customers the opportunity to access WNJPIN, America's Job Bank, computer access for resumé preparation, transportation information, and information on many other local services that can assist them in their job search or in meeting those needs that might prevent them from being fully employable.

The Dover and Phillipsburg One-Stop Centers and the Franklin PROS Center contain literacy labs that offer Adult Basic Education remediation, General Educational Development (GED) test preparation, English as a Second Language (ESL) instruction and basic computer literacy training for customers who need these services. These customers may be referred from other One-Stop Center component services, community-based organizations or high schools and adult schools.

ONE-STOP SERVICE FLOW CHART



MORRIS COUNTY WELFARE-TO-WORK

- **Description of Current System**
- **Consolidation Issues**

**DESCRIPTION OF MORRIS COUNTY PUBLIC ASSISTANCE
“TO WORK” CUSTOMER FLOW – “AS IS”**

Introduction

Morris County is a predominantly suburban county in northern New Jersey. It is one of the ten richest counties in the country, and is home to a number of county parks and historic sites dating to the American Revolution. Major population centers include the townships of Parsippany-Troy Hills, Randolph and Roxbury, and the towns of Dover, Morristown, and Madison. The areas with the highest numbers of low-income individuals are Dover, Morristown, and Parsippany-Troy Hills. Although Morris County remains one of the richest counties in the country, its economy has suffered as a result of the downturn in the national economy since September 11, 2001. The county's wealth also works against it when businesses look to relocate because the cost of living is also one of the highest in the country. Manufacturing continues to decline, and the IT and telecommunications fields have experienced major downsizing and economic losses in the last two years. The pharmaceutical industry has begun once again to grow, as has retail business. However, corporate downsizing and lay-offs continue, and companies continue to relocate because of the high cost of living and the high wages they are required to pay to attract good employees.

With a total population of 470,212, Morris County's public assistance caseload remains small. As of October 2003, there were 245 TANF cases (families), approximately 52% of which are "child only" cases. There were 420 General Assistance cases (345 consolidated and 75 non-consolidated), and slightly more than 1900 Food Stamps cases. Approximately 120 consolidated and 28 non-consolidated GA recipients are considered employable, and almost 75% of the Food Stamps cases are working poor. Of the remaining 25% of Food Stamps recipients, many are exempt due to age, disability, substance abuse, mental health, family violence or other legitimate reasons. The total number of adults who are employable who are receiving these forms of assistance is 124.

The Morris County Division of Employment and Temporary Assistance, located on Hanover Avenue in Morris Township, currently administers all of these programs in addition to 23 other programs which assist low-income residents of Morris County in some way.

Morris County is one of the few workforce areas in New Jersey that has had a long history of close integration between the Division of Employment and Temporary Assistance (Offices of Temporary Assistance – OTA) and the Morris/Sussex/Warren Employment and Training Services (ETS). Since 1994, ETS has handled case management for all "to work" and many social service activities of adults who are required to participate in work activities and receive TANF, consolidated GA and Food Stamps. In addition, even though OTA and ETS are in different locations, ETS is able to pre-screen individuals for several forms of public assistance through the One-Stop Career Center. The "to-work" case management functions of the Offices of Temporary

Assistance are fully integrated into the One-Stop Career Center, with six case managers providing services at the Morristown One-Stop Center.

The New Jersey Department of Labor office is located in Morristown at the One-Stop Career Center on Schuyler Place. Services available at the One-Stop Career Center in Morristown include Labor Exchange, Unemployment Insurance Reemployment Orientation, Division of Vocational Rehabilitation (DVRS) services, Workforce Investment Act services, and Legal Aid. In addition, all “to-work” case management services are available at the Morristown One-Stop, and pre-screening for a variety of public assistance programs takes place there as well. There is also a One-Stop Career Center on Bassett Highway in Dover.

For the low-income population of Morris County, the most often-mentioned and chronic problem, aside from the lack of affordable housing and lack of jobs paying a livable Morris County wage, is transportation. Morris County is served by Morris County Metro and New Jersey Transit. However, New Jersey Transit bus service picks up but does not drop off en route to New York City, and the trains run east only in the morning and west only in the afternoon. This makes it difficult to negotiate everyday activities, such as work, shopping, childcare, medical appointments and job search without a driver’s license and access to an automobile. Morris County Metro service does operate within Morris County but routes and hours are limited, and routes are directed to all area shopping malls, which limits their usefulness for day care and jobs. ETS has recently received two grants for shuttle transportation to get customers to their “to work” activities. Using a combination of Transportation Block Grant funds and JARC funds, shuttle services have been developed to provide daily on-call shuttle services and the extension of scheduled service routes to areas that have no transportation and areas with concentrated populations of low-income families.

Meetings of the Welfare Workgroup in Morris County were held on August 27th, September 30th and October 7th. Representation included the New Jersey Department of Labor, Morris County Offices of Employment and Temporary Assistance, the labor union (Communication Workers of America) representing workers at the Offices of Temporary Assistance, Madison municipal Welfare Department representing non-consolidated towns, Morris/Sussex/Warren Employment & Training Services, Morris/Sussex/Warren Workforce Investment Board and WIB private sector. The outcome of these discussions is presented below.

“To Work” Customer Flow – “As Is”

The following description accompanies the flow chart.

1. Customer expresses interest in applying for public assistance.

Possible types of assistance:

- Temporary Assistance for Needy Families (TANF)
- General Assistance (GA)

- Food Stamps (FS)
- Medicaid
- Social Service

All of these programs are administered by the Morris County Offices of Temporary Assistance (OTA) located in Morris Township on Hanover Avenue, and open from 8:30 a.m. to 4:30 p.m., Monday through Friday.

2. Initial Pre-application Screening is done.

Initial or pre-application screening is done on the first visit to OTA, at ETS or the One-Stop Career Center. This holds the date for the initiation of customer services, even if the customer is unable to see a case manager for several days. OTA/ETS determines potential eligibility for TANF/TANF-related services or GA/GA-related services and Food Stamps, along with the need for emergency services in one single process. At this time, those individuals with disabilities who may need specialized vocational services are referred to the NJ Division of Vocational Rehabilitation Services (DVRS).

A Child Support worker conducts the Child Support Intake interview, followed by the WFNJ (TANF/GA) Program Intake. The next step is referral to NJES for work registration. Individuals not seeking emergency services are then referred for a Social Services intake to assist with non-emergency barriers.

If there is a need for emergency services, the customer is referred for a social service intake before going to Child Support and completing the rest of the process.

3. Referral for “to work” activities

a) Early Employment Initiative.

Applicants for TANF who meet certain eligibility criteria may participate in the Early Employment Initiative (EEI). The Division of Family Development (DFD) permits customers who have worked at least four (4) consecutive weeks in the last 52 weeks to be included as volunteers in EEI.

OTA completes an Individual Responsibility Plan (IRP) and a CAGE AID (substance abuse determination), and asks the customer to sign an EEI Participation Agreement. The customer is then referred to Employment & Training Services for intensive, short-term job search and job placement services. Applicants are made aware of DVRS and the availability of specialized vocational rehabilitation services to individuals with disabilities. Referral can be made to a DVRS counselor at the One-Stop Center. ETS is responsible for the continuing development of the IRP which details the steps to be taken in obtaining unsubsidized employment and identifies the customer’s individual barriers to employment as well as supportive services needed to overcome these obstacles. Customers are taught how to use the One-Stop Career Center Resource

Room for their own job search, and are also provided with job readiness/job search assistance.

Lump sum support service payments are made to meet the customer's immediate financial needs no later than one business day following the determination of such need.

Follow-up services are provided for four months after an EEI participant obtains employment. Employed EEI participants who have withdrawn their WFNJ applications may be eligible for childcare assistance for up to two years, as needed.

b) TANF

Once a customer has been approved for TANF, an R-1 first letter or R-13 reapplication letter is generated and routed to ETS for assignment to a case manager. The case manager then mails the letter to the customer with a pamphlet entitled "Your Guide to WorkFirst New Jersey". The letter notifies the customer of their responsibilities under WFNJ, tells them their counselor's name, and the date and time of their appointment. The case manager enters EVAL into the OMEGA system.

At the initial appointment, the customer completes an intake application, then takes the TABE test to determine basic math and reading levels. Applicants are advised that if they have a disability that presents an obstacle to employment, they can be referred to the DVRS counselor located at the One-Stop Center. A thorough assessment is done, and the IDT (Individual Development Tool and Employability Profile WFNJ-81A) is completed. Other forms completed are the Workforce New Jersey Customer Registration Form (OSOS), CAGE AID (Substance Abuse Questionnaire), WFNJ-126 and 127, IRP (Individual Responsibility Plan WFNJ-81), release form, and the WorkFirst New Jersey agreement. The IRP is the on-going case management tool that outlines customers' participation in activities and support services documented. It is a joint effort between the case manager and the customer to determine goals. The IRP is updated with each additional activity.

Customers are scheduled for the next step that makes the most sense for them. All appropriate customers are then directed to the Group Job Search program. The customer makes childcare arrangements with Child and Family Resources, the unified childcare provider in Morris County. A referral form is submitted to Workforce Advantage, which provides Group Job Search on-site at the One-Stop Career Center in Morristown. Once the childcare is in place, the customer immediately starts Group Job Search the next day for one month. An active job search is conducted with the aim of full-time employment. Once a person has been in job search for five days, the referral form is sent back to the case manager with comments. If needed, the case manager will meet with the customer throughout the process to assist with unresolved problems and give assistance. Attendance at the job search program is recorded in the OMEGA system which enables the generation of Travel Related Expense (TRE) checks.

If the customer is not ready for Group Job Search or if the customer does not obtain employment after one month, a Community Work Experience Program (CWEP) position is made available to them. If childcare is in place, the customer will begin CWEP immediately, dependent upon site availability. Other options include AWE (Alternative Work Experience Program) which combines CWEP with ESL, GED, On-the-Job training, supported work, or other education/training. All of these must be carefully arranged to meet the requirements for program participation.

When the individual becomes employed, a Placement Data Form is sent to the case manager. The case manager meets with the customer to discuss support services, follow up, post-TANF services and to discuss their eligibility for post-TANF childcare, Medicaid, Career Advancement Voucher and Extended Work Pass. Placement information is entered into the OMEGA system. Follow up is done on a weekly basis for the first month, two times a month for the next two months and once a month for the next three months. Case managers encourage customers to call whenever needed for assistance.

If the person fails to comply, the case manager will send a Notification of Intention to Impose a WorkFirst New Jersey Sanction/Food Stamp Penalty (WFNJ/FSP-1) to the customer. The customer is given ten days to respond and comply. If the person fails to comply, the case manager mails out the WorkFirst New Jersey Referral Form to OTA and OTA sends the sanction letter to the customer. The case manager will work with customers who are willing to complete a two-week intent to comply activity and lift the sanction. A written reply of sanction completion is faxed to the caseWorker at OTA.

If a customer is unable to participate due to personal or dependent medical condition, either OTA or ETS sends a deferral form to the physician or appropriate person. An enclosed envelope is provided for quick response. The customer has 30 days to return the paperwork. When the completed paperwork is returned and the deferral is approved by OTA, the deferral is entered into OMEGA.

Throughout the process, the case manager is in contact with the customer by telephone or by mail if a telephone is unavailable. If an emergency arises, the case manager offers assistance and will see the person or have another case manager assist until the assigned case manager is available.

When a case is closed, OTA forwards the R-10 letter to ETS to inform the case manager of the reason the case is closing. The letter is mailed out to the customer with the brochure "Support for Working Families" which explains post-TANF services and contact information.

c) General Assistance/Food Stamps – consolidated

Referral paperwork comes to Employment & Training Services (ETS) and to Workforce New Jersey (New Jersey Department of Labor) from the Office of Temporary Assistance (OTA). Workforce New Jersey schedules the customer for the next work

orientation and sends them a letter advising them of the date and time. The day before the orientation, a list of names of possible attendees is prepared and shared with Social Services at OTA for compliance purposes.

At the orientation, the Workforce New Jersey staff advises all customers of their rights and responsibilities regarding the four-week job search workshop. Applicants are advised that if they have a physical, mental or learning disability and would benefit from specialized vocational services, referral can be made to the DVRS counselor located at the One-Stop Center. Case managers from ETS are then introduced and the WFNJ program is explained to the group. The TABE test is administered and the IRP is reviewed and signed by all customers. Individuals are then instructed that they will attend Group Job Search with Workforce New Jersey for a period of four weeks. ETA sends a referral to OTA for Travel Related Expenses (TRE's) and OTA issues those checks. If the customer does not attend the four-week job search as required, Workforce will notify the ETS case manager that the customer is in noncompliance and the ETS case manager will send a conciliation letter to the customer. If the customer does not respond or comply within 10 days, the ETS case manager will send an NJES-1A form to OTA requesting the customer be sanctioned. A conciliation letter is also sent to customers who do not attend the orientation and the sanction process follows.

If the customer is not employed within the four weeks of Group Job Search, Workforce New Jersey uses form NJES-1A to refer them to ETS. The ETS case manager requests transportation money of \$6/day, using form NJES-1A, from OTA. OTA issues the Training Related Expense payments to the customer. The ETS case manager forwards an appointment letter to the customer. At the appointment, the following forms are completed and/or updated:

- CAGE AID & SAI Referral, if needed (also notification to DYFS if there is "imminent risk of harm" to children in the home
- IRP
- RELEASE FORM
- WFNJ AGREEMENT
- WFNJ INTAKE FORM
- OSOS FORM
- INDIVIDUAL DEVELOPMENT TOOL (IDT)

A four-week Life Skills class is the first activity for each customer. Upon completion, the case manager will talk about other options such as classroom training, CWEP, AWEF, GED programs, ESL and supported work. The program chosen must fit into the amount of hours defined in the WFNJ Guidelines for each customer. The case manager is responsible for maintaining customer information in the ETS Access database, OSOS and GAAS. Any information that affects the customer's case, such as deferral paperwork or employment information, is sent to OTA via interoffice mail.

d) General Assistance – non-consolidated

The customer applies for GA in a municipal welfare office, which establishes eligibility. If the customer is considered employable, the Director contacts the Morristown One-Stop Career Center to schedule an appointment for the next work orientation. In some cases, the monthly orientation has already been held, and the customer has to wait as long as three weeks for the next one. In the meantime, there is nothing the customer can do to satisfy the work requirement. The municipal welfare office completes the IRP and all relevant forms, as noted in the above section for the consolidated municipalities.

If the customer is not an active Food Stamp recipient, the Municipal Welfare Director (MWD) provides initial transportation funds to enable the customer to attend orientation. Additional transportation funds are provided at the request of the One-Stop Career Center. For customers with an active Food Stamp case, transportation is funded by Food Stamps at the request of the One-Stop Career Center. Since, officially, Municipal Welfare Directors are not permitted to know if a GA recipient is receiving Food Stamps, the One-Stop Career Center coordinates the information provided by both the MWD and the Food Stamp office.

Once the customer attends the work orientation, s/he is informed by the One-Stop Career Center about further expected work search activities and timeframes. Transportation monies are requested from the appropriate agency.

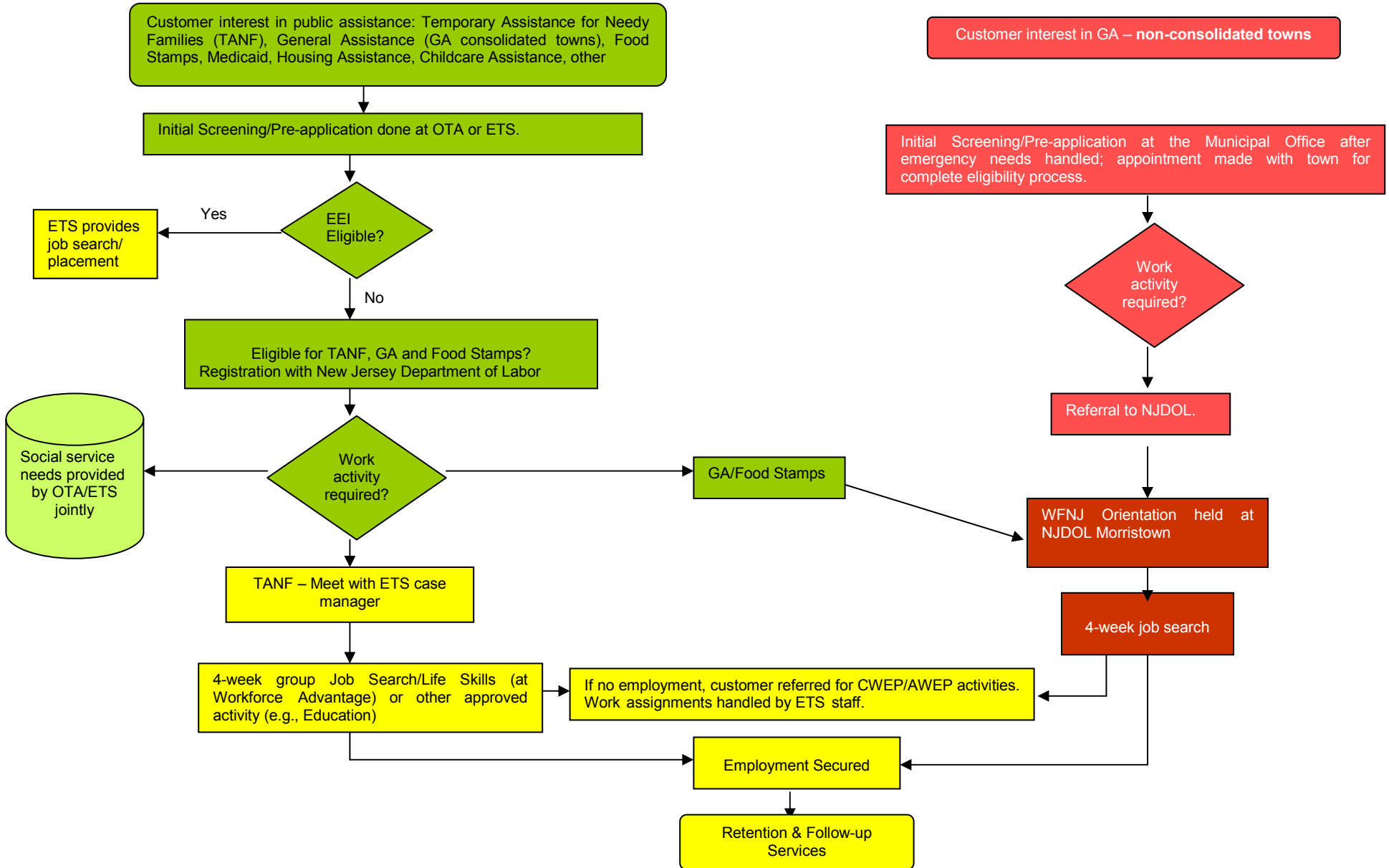
The orientation reviews the work search program and customer rights and responsibilities, after which the customer is scheduled for nine half-day Job Search Workshop sessions. This workshop provides education on looking for work, completing applications, resumes, making telephone calls and interviewing.

Upon completion, the customer remains in monitored job search until they become employed. This job search program requires the customer to report on a daily basis to look for work.

If the customer fails to comply for any required activity, the One-Stop Career Center generates a Conciliation Letter allowing ten days for compliance. If the customer continues to be non-compliant, the local welfare office is notified and asked to impose a sanction.

The noncompliant customer is issued a notice of adverse action (GA15) by the MWD and has fifteen days to request a hearing. If the hearing is requested within that timeframe, benefits continue until the hearing takes place. Should a State Fair Hearing be required, both the MWD and a One-Stop Career Center representative must appear to substantiate the sanction.

“AS IS” Customer Flow Chart: Morris County



MORRIS COUNTY CONSOLIDATED WORK FLOW FOR PUBLIC ASSISTANCE CUSTOMERS

Issues To Be Addressed in the Consolidation

1. Cross-Training and Development of Staff

All Social Services, One-Stop and Workforce New Jersey staff must be fully cross-trained to facilitate the best possible and most appropriate customer service and to maximize the value of each visit the customer makes to a particular office. Staff must have expertise in assessment, career development and placement. They must be up-to-date in knowing how people find jobs and what the labor market is like at that moment. Therefore, staff development must include, but not be limited to, labor market information, job development, quality customer service, customer advocacy, and customer assessment. Through Project Access, Disability Program Navigators will train staff to encourage applicants to self-identify disabilities and disability-related needs.

2. Placement Services at OTA Office

Comprehensive placement services must be available at the Office of Temporary Assistance in Morris Township. With additional staff, job search/job placement activities could be provided to work-ready public assistance applicants at OTA at the time of work registration, and even while awaiting appointments with OTA staff. DOL staff that are trained in the “to work” side of the service spectrum must provide placement services.

3. Work Registration

At present, all public assistance customers must be work-registered in OSOS, whether or not they are awaiting deferral from the work participation requirement. Currently in Morris County, the vast majority of customers are not required to participate in work activities. The requirement to register everyone, therefore, appears to waste staff time, customer time, and fills the applicant data base of NJDOL with candidates who are not available for work. In establishing and maintaining credibility with businesses, it is important for DOL to refer only appropriate candidates.

Work registration should occur only for those who are deemed work-ready by the Office of Temporary Assistance. Registering only those who are mandatory will free up staff resources to provide more intensive services with those who are work-ready.

In addition, assessment of education and skills must be done at the time of application in order to determine the work-readiness of the individual. Up-front in-depth assessment will enable staff to direct the customer to the most appropriate work activities.

4. “To Work” Case Management for General Assistance Recipients

At present, case management responsibility for TANF recipients and GA recipients from consolidated towns that are required to participate in work activities rests with Employment & Training Services. By State contract, case management for GA recipients from non-consolidated municipalities is the responsibility of the New Jersey Department of Labor. Currently, the Workforce New Jersey offices in Morris County (Morristown and Dover) receive no funding to staff this function. The function is being performed by a staff person funded through a different source (TANF) who has a number of other duties which preclude the provision of adequate services to this often hard-to-serve population. In order to provide the quality of service required, a dedicated funded staff person must be available.

When the current contract between DOL and DHS expires, the ideal situation would be to have job search services for consolidated and non-consolidated customers integrated into one seamless system, regardless of the referral source. This will give the non-consolidated customers faster access to job search workshops that are currently offered only once a month because of the previously mentioned Workforce New Jersey staffing issues.

5. More Timely Service to GA Recipients from Non-Consolidated Municipalities

If the entire non-consolidated GA population is to receive the best services possible, issues of timeliness and frequency of services must be addressed. Due to staffing shortages at NJDOL, orientation and job search sessions are held only once each month for GA recipients. This inevitably results in long waiting time for many people, who often then fail to comply with their work activity requirement.

In addition, better communication between the job search entity and the non-consolidated municipalities is a must. This includes notifying the municipality of no-shows and forwarding copies of the Conciliation Letter.

6. Integration of Information Systems

Computer system linkages, data base integration, and a single telephone system are absolute musts. Issues of who can view what information must be worked out on a State level, and communicated to all local entities. Partners must be able to access necessary data without maintaining duplicative data base systems. The AOSOS system will be used by all partner agencies as a tool for case management through its ability to track all services provided for shared customers. In addition, a single system will eliminate the need for the customer to complete different forms requiring the same basic information.

In addition, a single telephone system will enable staff from one agency to transfer calls from customers to all appropriate and necessary staff at another agency without asking the customer to hang up and redial. This is critical for customers who either have no

phones and are using someone else's telephone, or who have limited telephone access due to their financial situation.

The SCAN card system will provide a means of tracking customer visits and determining whether or not the consolidation effort has successfully reduced the number of visits required.

7. Continuous Improvement

A consolidated system needs to have a continuous improvement process to analyze what works and what doesn't to help each customer attain success, and then build on this knowledge. The process also needs to maintain the most current information on accountability and performance requirements for each funding stream to enable it to adapt to changes.

SUSSEX COUNTY WELFARE-TO-WORK

- **Description of Current System**
- **Consolidation Issues**

DESCRIPTION OF SUSSEX COUNTY PUBLIC ASSISTANCE "TO WORK" CUSTOMER FLOW – "AS IS"

Introduction

Sussex County is a predominantly rural county in northern New Jersey. It is home to the highest elevation in New Jersey (High Point), and New Jersey's popular skiing areas, including Mountain Creek. At its northern-most point, Sussex County adjoins New York and Pennsylvania near Port Jervis. Major population centers include the townships of Vernon, Sparta, Hopatcong and Wantage. Areas with the highest proportion of individuals living in poverty are Newton, Franklin, Sussex Borough, Hamburg and Hopatcong. Although Sussex County has a great deal of natural beauty, its economy has suffered in recent years because almost all of its business base is small to medium sized companies struggling to continue in the current poor overall economy. A number of businesses have closed, downsized or moved to neighboring Pennsylvania to garner the economic development incentives offered across the river.

With a total population of approximately 145,000, Sussex County's public assistance caseload is modest by New Jersey standards. As of October 2003, there were 114 TANF cases, of which more than half are "child only" cases. There were 116 General Assistance cases, of which half are deferred due to medical or other reasons. There were 630 Food Stamps cases, of which approximately 100 are required to participate in work activities. The rest are exempt due to current employment, age, disability or other legitimate reason. The net effect is that there are a total of approximately 100 adults required to participate in work activities under TANF and GA (combined) and another 100 under Food Stamps.

The Sussex County Division of Social Services (DSS), located in Newton, administers all three programs (except GA in non-consolidated towns). The Division provides all case management. With an agency as small as this, staff members tend to be multi-skilled and perform work in many program areas. Creating specialization in the area of "to work" programs has been difficult, and philosophically DSS supports the idea that DOL is the expert in "to work" programs.

The New Jersey Department of Labor office is also located in Newton, on Route 206, approximately one mile from the Division of Social Services. One DOL staff person spends one day each week at DSS. The New Jersey Department of Labor has an outstation at the armory in Franklin, which is also the location of the newly installed literacy lab. Franklin is approximately 14 miles from Newton. In addition to these public agencies, the biggest service provider is the non-profit organization Project Self-Sufficiency (PSS), with a Career Center at 61 Spring Street in Newton, and a childcare center across Rt. 206 from the Sussex County Mall in Newton.

For the low-income population of Sussex County, the most often-mentioned and chronic problem, aside from the lack of jobs, is transportation. Sussex County is served by Sussex County Transit, and is the only county in New Jersey that is not served by New

Jersey Transit. It is difficult to negotiate everyday activities, such as work, shopping, childcare, medical appointments and job search without a driver's license and access to an automobile. There is also a shortage of affordable housing for low-income families. At least half of General Assistance customers in the county are receiving "temporary rental assistance," i.e., they are homeless.

Meetings of the Welfare Workgroup in Sussex County were held on September 11th, October 1st and October 7th. Representation included the New Jersey Department of Labor (local office and business services), Sussex County Division of Social Services (TANF, GA and Food Stamps representatives as well as the agency Director), Franklin Municipal Welfare representing the non-consolidated towns, Morris/Sussex/Warren Employment & Training Services, Morris/Sussex/Warren Workforce Investment Board and the Division of Family Development within the New Jersey Department of Human Services. The outcome of these discussions is presented below.

"To Work" Customer Flow – "As Is"

The following description accompanies the flow chart.

1. Customer expresses interest in applying for public assistance.

- Possible types of assistance:
- Temporary Assistance for Needy Families (TANF)
- General Assistance (GA) -- consolidated
- Food Stamps (FS)
- Medicaid
- Housing Assistance
- Childcare Assistance
- Assistance in obtaining child support from non-custodial parent

All of these programs are administered by the Sussex County Division of Social Services (SCDSS), located in Newton at 18 Church Street, and open from 8:30 a.m. to 4:30 p.m., Monday through Friday.

Individuals who live in non-consolidated towns apply for General Assistance through their towns.

2. Initial Screening/Pre-application is done.

Initial or pre-application screening is done on the first visit and then an appointment is set for more in-depth eligibility for those who appear to be eligible. Different staff members within the Sussex County Division of Social Services are responsible for the different programs.

3. If individual is applying for TANF, GA or Food Stamps, additional screening relating to employment is done. Case management responsibility is assigned.

a) Early Employment Initiative.

Applicants for TANF who meet certain eligibility criteria may participate in the Early Employment Initiative (EEI).

EEI intake includes an in-depth interview with an Intake Social Worker, who obtains medical and social background information as well as work history. Support needs are identified and barriers to employment such as transportation, childcare, and counseling are explored. Individuals with disabilities are made aware that the New Jersey Division of Vocational Rehabilitation Services (DVRS) can provide specialized vocational services and referral can be made to the DVRS counselor located at the One-Stop Center. Referral is made to NJDOL. Same-day payments are issued for emergency needs. A job skills inventory is conducted to assess the applicant's job preferences and individual skills and strengths. From this interview, an individualized job search plan is developed. Customers receive instruction on the One-Stop computer to complete a résumé and begin on-line job search. An Intake Social Worker works closely with the customer during this phase.

Once the Intake phase is completed, the Job Development phase begins. At this point, an NJDOL counselor helps the customer find a job that is right for him/her. This is a multi-faceted approach, utilizing the One-Stop computer, the local newspapers, face-to-face applications to selected employers, and other job search tools until employment is obtained or TANF eligibility is established.

When the customer has obtained a job, the support phase begins and is monitored by the SCDSS Social Worker, who has responsibility for case management. The need for additional support services during the initial stages of employment is assessed and arranged. The customer can receive assistance with all needs, such as transportation, childcare, and clothing, as well as with unforeseen, unusual things. Monthly contact with the customer is maintained so the Social Worker is aware of any problems that may jeopardize success on the job. As times goes on, this support is less intensive. Contacts are more sporadic, with the goal of monitoring the employment and "troubleshooting" any problems before they become actual barriers. Of course, customers are urged to call on the Social Worker at once if they encounter any problems which might cause the loss of employment.

Participants who obtain employment provide the name and address of their employer, the type of occupation, the number of hours they will be working and the salary compensation on a pre-printed form for their permanent record. In addition, they identify any employer benefits such as health and dental coverage.

b) TANF

Once a customer has been approved for TANF, an R-1 or R-13 system generated notice is generated and routed to the WFNJ support person, who enters the plan into OMEGA. A Social Worker is assigned the function of case management. The Social Worker makes an appointment to complete the Individual Responsibility Plan (IRP). At this initial appointment the customer is evaluated as to employability, including what barriers they may have and what supports they may need. If the customer requests a health deferral, the WFNJ/MED-1 is given; the customer is given 30 days to return it and "health" is entered into OMEGA for a period of 30 days.

Customers who do not request a deferral are assessed through an interview based on completion of SL-220, Employability Assessment, and the IRP. In keeping with WFNJ regulations, most participants are placed in job search immediately but referrals are also made for education, supported employment, and Community Work Experience Program (CWEP).

Services provided by the case manager include initial evaluation, development of employability plan, referral to providers, arrangement of support services, and monitoring of participation. The case manager remains the primary contact for that participant through training and/or Job Search and into post-employment.

c) General Assistance -- consolidated

An Intake Social Worker screens for income eligibility and determines preliminary service needs and housing status. For homeless customers, case management is handled by the Social Worker. For non-homeless customers, case management is handled by Eligibility Services. An individual is considered homeless if s/he is receiving emergency housing assistance. The assigned case managers make the preliminary determination as to whether the customer is employable or not. Those that are unemployable are instructed to bring back documentation (WFNJ-5S, with SL-223 attached) within 30 days. Customers may also be referred to SAI for substance abuse assistance.

For employable GA customers, an Individual Responsibility Plan (IRP) is completed and referral is made, with written confirmation, to NJDOL and to Project Self Sufficiency's Job Start program. In addition, transportation is arranged, if needed. For homeless employable recipients, emergency shelter arrangements are confirmed. Individuals with disabilities requiring specialized vocational rehabilitation are referred to DVRS.

d) General Assistance – non-consolidated

The non-consolidated municipality determines that the individual is either employable or medically deferred. If employable, the individual is referred to Workforce New Jersey via a 1-A, and to the County for Food Stamps. Workforce New Jersey engages the individual in job search activities. If the individual is not employed or does not make

progress through Job Search, s/he is referred back to the municipality, and placed in a CWEP slot. These slots are assigned by NJDOL.

Individuals receiving GA meet with the municipal welfare director on a monthly basis for case management.

e) Food Stamps

Individuals determined to be eligible for Food Stamps are referred to the Food Stamps worker, who explains this service and collects all the data and verifying documents necessary. If the individual is determined to be a mandatory participant in work activities, s/he is referred to Workforce New Jersey. The Food Stamps worker completes a form for the customer indicating the date and time of their appointment with Workforce New Jersey, and also posts the appointment on a schedule of Workforce New Jersey appointments maintained at the Division of Social Services.

The individual then meets with the Workforce counselor and begins a four-week job search. This can be extended an additional four weeks, if necessary, since Food Stamps recipients are eligible for a total of eight weeks in job search during a twelve month period.

Workforce New Jersey notifies the Division if the individual is non-compliant, and the sanction process begins. It is very rare that a Food Stamps recipient does not obtain employment within the eight weeks. However, if this should happen, the individual is encouraged to continue a job search and continues to receive Food Stamps as long as s/he remains in compliance with program requirements.

4. If a customer is required to participate in a work activity, a determination is made among the following services:

1. Job Search/Job Readiness

Sussex County Job Search/Job Readiness services are provided by Project Self-Sufficiency through a direct DFD grant and through NJDOL.

The **NJ Department of Labor (NJDOL)** provides individualized job search, which consists of employment counseling, job referral, solicitation and development, testing and a monitored work search program to work-ready Sussex County WorkFirst NJ participants. The Newton NJDOL office is open between the hours of 8:30 and 4:30, with services available to the public between 8:30 and 12 noon and 1:00 to 3:00. Services after 3:00 are by appointment only. A DVRS counselor at the One-Stop Center can see individuals with disabilities requiring specialized vocational services.

An NJDOL staff person who is outstationed at the SCDSS office one day per week conducts job search with individuals. Employment counseling sessions are

provided to work-ready participants referred to the NJDOL by the participant's case manager. A work search strategy and resume are developed. WIA-funded services are explored. Customers needing additional supports are referred back to the case manager.

Participants are given information about the Work Opportunities Tax Credit/Welfare-to-Work Tax Credit and Earned Income Tax Credit. When no suitable job opening exists, job development and solicitation will be undertaken. This entails the identification of specific employers whose job demands may match the skills of the applicant.

Individual Job Search appointments are scheduled twice each week for four weeks concurrent with Group Job Search. The job search is monitored by the DOL staff person through a combination of individual interviews and telephone contacts. Communication with the case manager is both informal, through weekly spot conferences, and formal, via the form 1-A. Individuals with disabilities are scheduled to meet with a DVRS counselor at the One-Stop Center.

Project Self Sufficiency is a private non-profit organization open from 9 a.m. through 9 p.m., Monday through Thursday. Project Self Sufficiency provides group job search for WFNJ participants through a program called Job Start. Job Start combines group and individual job search activities as well as job readiness. Women attend group job search five days a week, and the men on Monday, Wednesday and Friday.

Group attendance is for four weeks from 9:30 a.m. to 1:30 p.m. Enrollment is open-ended. The group activities focus on assessment of interests, skills, and abilities. Confidence building and self-esteem issues are addressed, and interviewing skills and job seeking techniques are explored. Instruction in Microsoft Office including Word, Excel and Access, is provided. Each participant learns how to develop his/her own resume. The individual job search is conducted by participants outside the classroom, and is monitored by the Job Start counselor. If the customer has not secured employment at the end of four weeks, a further assessment of customer's job readiness is completed. If appropriate, the participant is assigned to a CWEP site through Job Start. Continued mentoring and job search monitoring are provided until the participant is successfully employed. The Job Start counselor continually reviews progress and communicates with the case manager both formally through attendance verification and written file notes as well as informally through weekly phone calls and office visits.

Customers who do not obtain employment are enrolled in one of the following activities:

2. Alternative Work Experience

Sussex County Alternative Work Experience (AWEP) combines 15 hours per week of an educational activity with 20 hours per week of CWEP. Although the most common educational activity for Sussex County WFNJ participants is GED, occasional referrals are made to ESL and ABE. Most AWEP referrals are made through one of the two Even Start family literacy programs in Sussex County. Even Start, through Newton Schools, operates five days per week, from 9 to 12. Life skills and workplace literacy are included in the program and specialized childcare is provided. CWEP placements are made via Morris/Sussex/Warren Employment and Training Services (ETS) and are usually with the community college, the same site as the GED classes. Even Start, through PSS, consists of GED for four afternoons per week, with a fifth day of computer training. Both programs have a parenting component. Both also provide weekly attendance documentation, and telephone conferences are held with case management on an as-needed basis. Monitoring of the CWEP portion is done jointly by the Even Start counselor and the CWEP site manager. Some customers are referred to a combination of GED and AWEP directly through ETS (i.e., no Even Start). Participants who are involved with Substance Abuse Initiative (SAI) and have a part-time substance abuse treatment plan are also referred to CWEP to bring their participation up to the hours recommended by the SAI coordinator.

2. Supported Work

This portion of the WorkFirst Grant is used for three different groups of customers. The first are those who need to be “job involved” but may never be gainfully employed. In some cases they will need to be referred for SSI but they benefit greatly from being involved in work. Sometimes these customers can be transitioned to the Division of Vocational Rehabilitation for funding. The second group are those customers who are low functioning and in need of constant support to obtain and maintain gainful employment. The third group is those customers who have the ability to obtain employment but constantly fail to retain it. In each case, one-on-one, “hands-on” attention is needed if they are to be successful in achieving self-support.

The agency currently uses the Easter Seals/Highlands Workshop or Project Hire for Supported Work. Referrals are made directly by the case manager and the initial interview is a three-way meeting with the customer, case manager and the employment specialist. Pre-employment services include job skills inventory and evaluation of work related strengths and skills, and could last for one or two weeks depending on customer employability level. Supportive services include vocational counseling, interviewing skills, learning “how to work”, resume development and fostering self-confidence. Some customers may need further workshop work experience to help prepare them for the world of work. Job development and job placement follow. The counselor actually looks for the job with the customer. The final supportive phase includes job coaching,

daily at first and tapering off to an as-needed basis. Attendance is required for 35 hours during the entire process, until the customer is no longer in need of this type of support on the job or a two-month period has elapsed. There is no set timeframe for completion. It is based on individual customer progress and needs. Communication is formal via attendance sheets and monthly written reports and informal via telephone conferences.

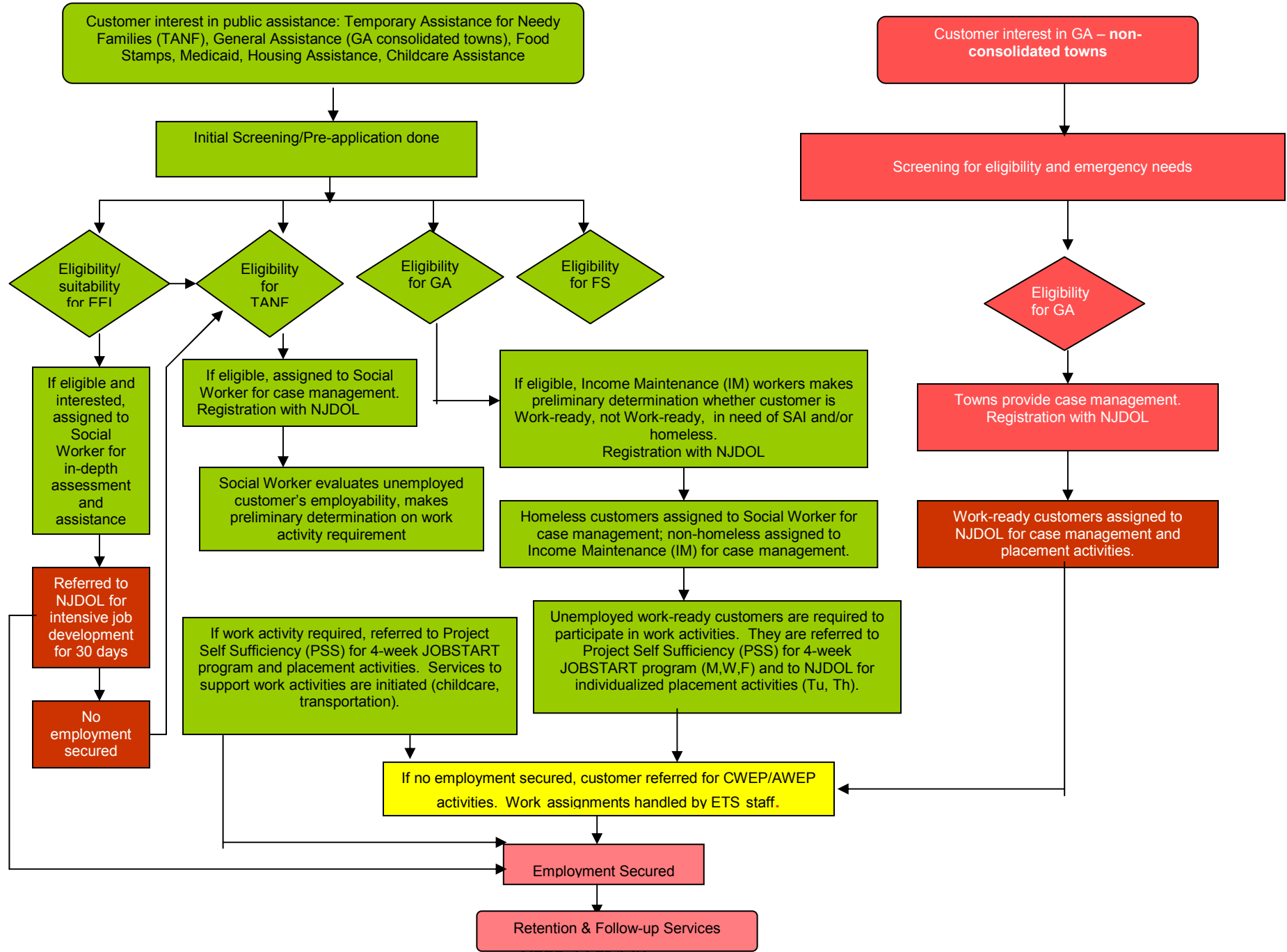
5. When a customer's TANF case is closed due to employment, retention and follow-up services are provided.

In addition to the allowable continuation of childcare assistance and Medicaid for two years, post-TANF assistance includes:

- Housing assistance
- Assistance for work related expenses such as special clothing and tools
- Transportation
- Individual Development Account (IDA) Program

Through its *Transportation Block Grant* and *Transportation Plus Grant*, the Sussex County DSS provides a number of transportation services for current and post-TANF customers. For those who are able to use public transportation, SCDSS pays the Sussex County Transit System. For other, it pays for car repairs and insurance (with pre-set limits), car purchase (with pre-set limits for those who meet requirements for this), license and registration (with pre-set limits), and automobile fines unrelated to recklessness or DUI (with pre-set limits). In some circumstances, taxis fares are paid.

“AS IS” Customer Flow Chart: Sussex County



SUSSEX COUNTY CONSOLIDATED WORK FLOW FOR “TO WORK” ACTIVITIES FOR PUBLIC ASSISTANCE CUSTOMERS

Issues to Be Addressed in the Consolidation

1. Co-location and integration of services

Although there is some outstationing of staff at present, each agency generally offers services in its own location. Co-location and integration of services is the most desirable arrangement. It offers the following major benefits:

- Convenient for customers
- Allows customers to get needed services in most efficient manner
- Maximizes staff communication
- Facilitates “seamless” delivery of services
- Eliminates serious transportation barrier

It would be ideal if, in addition to the co-location of SCDSS and DOL offices, related offices such as Social Security, Legal Aid, Division of Vocational Rehabilitation, Project Self Sufficiency, NORWESCAP, and perhaps others were included. Including Project Self-Sufficiency and NORWESCAP would enable childcare services on site, and eliminate the major issue of transportation between service provider sites that currently exists.

Due to current lease arrangements and budget considerations at the State level, it appears unlikely that complete co-location is possible. In this case, it would be best if services could be offered in two locations in the County – Newton and Franklin. Outstationing and on-call shuttle services among the major providers would be the best vehicles for achieving this integration.

With the new literacy lab located at the Littell Community Center in Franklin, the partners are considering the idea of having a satellite Social Services office in Franklin, co-located with the New Jersey Department of Labor. The DVRS counselor at the One-Stop Center can serve individuals with disabilities.

Co-location will continue to be an issue until the State resolves issues of space in Newton to allow all services to be physically co-located. Therefore, “co-location” will be achieved through technology. Using AOSOS as a case management tool available to the welfare agencies and the One-Stop Career Centers will allow information exchange among the partners and simplify the data collection process for the customer. The SCAN card system will be used to track customers’ visits within the system as a means of tracking participation and monitoring the efficiency of the consolidation effort, which is designed to reduce the number of visits to the various partners. However, the on-going issue is State systems that talk to each other and allow the sharing of personal information without violating confidentiality. Until such time as this is achieved at the

State level, partners will continue to use available tools such as existing computer systems, phones, faxes, and email.

2. Sufficient and Cross-Trained Staff

Staffing issues are critical, especially if co-location is not possible. Currently, neither Sussex County Workforce New Jersey (DOL and ETS) nor the Sussex County Division of Social Services has enough employment counselors/case managers to provide even weekly co-location at each other's site. To meet the mandates of consolidation, additional staff for both agencies may be necessary, especially in the area of intensive supported CWEP (see Work Registration). If the aim of consolidation is to provide the best possible service to the customer, then trips between service providers must be minimized, even if transportation is provided.

In addition, all Social Services and Workforce New Jersey staff must be fully cross-trained to allow the best possible and most appropriate customer service.

3. Unified Information Systems

The new consolidated service system should not create more administrative work for the organizations operating the programs. The various information systems (e.g., OSOS, OMEGA) must be unified. At a minimum, these systems must be able to "talk to" each other. Ideally, customers should never have to provide the same basic information twice and staff should not have to enter the same information into different information systems ("double data entry"). There should be non-duplication of information collection and single entry of demographic information with clear protocols. The State needs to work out issues of access and confidentiality, e.g., while Workforce New Jersey does not need the details of someone's public assistance grant, they do need to know that a customer is a Food Stamp recipient. DHS systems need to be able to communicate with OSOS, and OSOS needs to have reporting capacity. If services are not co-located, then Social Services needs full access to OSOS.

4. Work Registration

At present, all public assistance customers must be work-registered in OSOS, whether or not they are seeking a deferment from the work participation requirement. In Sussex County at present, more than half of TANF and GA customers and more than three-quarters of Food Stamp customers are not required to participate in work activities. The requirement to register everyone, therefore, appears to waste precious staff time and unnecessarily burdens the customer, but more importantly, fills the applicant base of NJDOL with candidates who are not really available for work. In establishing and maintaining credibility with employers, it is important for DOL to refer only appropriate candidates. This requirement also represents an inappropriate burden on people applying for public assistance.

Work registration should occur only for those who are deemed work-ready by the Division of Social Services, i.e., there is no deferral pending. Registering only those who are mandatory will free up staff resources to provide more intensive services with those who are work-ready.

5. Additional Options to Increase Employability of Public Assistance Recipients

As noted throughout, the number of public assistance recipients is now small, but many of those who remain face labor market challenges. New approaches need to be tried to make those who remain more employable. Possibilities include:

- a) *Very structured work activities conducted by an organization that is attuned to the job market and can instill basic work behaviors and values.* This could be done with a particular industry, such as healthcare, food service or another.
- b) *Additional educational options.* Virtually all remaining public assistance recipients have low educational levels. Additional educational options are needed to address this. Sussex County does not routinely test applicants regarding literacy skills, but would do this if appropriate educational options were available. The new Literacy Lab with a full time teacher in Franklin appears to have the potential to address some of the literacy issues of public assistance recipients in that area of the county. In addition, the Adult Education and Family Literacy grantees in the County are required to give priority to public assistance recipients.
- c) *More comprehensive assessment earlier in the process.* With additional educational options, further assessment, including educational assessment, should be done. At present, there is a requirement for a 36-month comprehensive assessment of TANF customers. It appears that this required comprehensive assessment will soon be done at 12 months. However, this assessment needs to be done at the beginning of a customer's involvement with the system. At a minimum, this should include an assessment of educational functioning levels. This could include both those who are required to participate in work activities and those who are deferred. Individuals in either group could improve their educational functioning levels.

6. Resources for Accomplishing Mission with GA Customers

At present, there is a mandate for assisting General Assistance customers, but insufficient resources to accomplish this mission. There are no supports such as exist in TANF – no Medicaid extension, no transportation assistance, and insufficient funds for case management. At present, the responsibility for “to work” case management for non-consolidated towns rests, by contract, with the New Jersey Department of Labor, but in Sussex County, no resources accompany this responsibility.

7. Transportation Issues

In a study done recently with the general population in Sussex County, transportation was not mentioned as a major issue for residents. The biggest issue was the lack of jobs. The partners therefore recognize that transportation is not perceived to be a general problem, but is mainly an issue for the low-income and elderly populations. Even with public transportation as sparse as it is, there are still a number of shuttles that currently operate in the county. Some of these are public (e.g. "Senior Shuttle") and others are private. While some of these cannot be consolidated due to funding source requirements (e.g. Medicaid), it is possible that some may be more flexible.

The partners will form a task force to look at existing shuttles to see if there are any possibilities for maximizing the transportation resources already available.

Other funding sources will also be examined.

WARREN COUNTY WELFARE-TO-WORK

- **Description of Current System**
- **Consolidation Issues**

**DESCRIPTION OF WARREN COUNTY PUBLIC ASSISTANCE
“TO WORK” CUSTOMER FLOW – “AS IS”**

Introduction

Warren County is a rural county that is home to the Delaware Water Gap, a major section of the Old Mine Road, and over 25% of the old Morris Canal. Bordering as it does on the Delaware, it shares businesses and employees with Lehigh Valley in neighboring Pennsylvania. Transportation has played a major role in the development of Warren County, with Phillipsburg the past site of the junction of five major railroads. Phillipsburg is the most highly populated town in Warren County, with Hackettstown, Washington Township, Mansfield Township, Independence Township, and Lopatcong Township following. Phillipsburg has over 4 times more the number of individuals with income below the poverty level (2009) than Hackettstown (475), Washington, (375), Lopatcong (350), and Mansfield (251). In addition, Phillipsburg is a New Jersey Urban Enterprise Zone, which provides economic incentives to businesses locating in targeted zones in economically distressed cities. The economy of Warren County has suffered in recent years due to the closing or moving of several of its largest companies and the migration of a number of medium sized companies to Pennsylvania to garner the business incentives offered in Lehigh Valley.

With a total population of 102,437, Warren County’s public assistance caseload remains small. As of October 2003, there were 231 TANF cases (families), approximately 20% of which are “child only” cases, and 15% of which are deferred. There were 240 General Assistance cases (170 consolidated and 70 non-consolidated), of whom approximately 50% are mandatory. There were about 900 Food Stamps only cases, with about 250 mandatory. The total number of adults who are employable who are receiving these forms of assistance is 470.

The Warren County Division of Temporary Assistance and Social Services, located on Second Street in Belvidere, currently administers all of these programs.

The New Jersey Department of Labor office is located in Phillipsburg at the One-Stop Career Center on South Main Street. Services available at the One-Stop Career Center in Phillipsburg include Labor Exchange, Unemployment Insurance Re-employment Orientation, Division of Vocational Rehabilitation (DVRS) services, and Workforce Investment Act services.

For the low-income population of Warren County, the most often-mentioned and chronic problem is the lack of jobs that pay a livable wage located along the single transportation corridor. The retail industry in Warren County is the major growth area, and these jobs traditionally do not pay wages that will lead a family to economic self-sufficiency.

Meetings of the Welfare Workgroup in Warren County were held on September 3rd, September 26th, and October 9th. Representation included the New Jersey Department

of Labor, New Jersey Department of Human Services, Warren County Division of Temporary Assistance, the county welfare workers' union, municipal welfare from the non-consolidated towns, Catholic Charities, Morris/Sussex/Warren Employment & Training Services, and the Morris/Sussex/Warren Workforce Investment Board. The outcome of these discussions is presented below.

“To Work” Customer Flow – “As Is”

The following description accompanies the flow chart.

1. Customer expresses interest in applying for public assistance.

- Possible types of assistance:
- Temporary Assistance for Needy Families (TANF)
- General Assistance (GA)
- Food Stamps (FS)
- Medicaid
- Social Service

All of these programs are administered by the Warren County Division of Temporary Assistance and Social Services (DTASS) located in Belvidere on Second Street, and open from 8:30 a.m. to 4:30 p.m., Monday through Friday. In addition, DTASS has a Food Stamps satellite office at the Phillipsburg Housing Authority. This site operates by appointment only and handles only Food Stamps.

2. Initial Screening/Pre-application is done.

Initial, or pre-application screening, is done by the receptionist when a customer first applies for assistance. Customers are then referred to either a TANF Income maintenance (IM) worker or a Food Stamp/General Assistance worker. The TANF IM worker determines whether or not the customer is appropriate for EEI or needs emergency assistance. If EEI is not an option, a TANF application is completed and the customer is referred to child support, and then to a TANF case manager. If emergency assistance is needed, the individual is referred to Social Services, and then to a TANF case manager.

General Assistance/Food Stamps customers are referred to GA/FS workers. If there is an emergency need, they are referred to Social Services before any other action is taken. If not, the worker determines eligibility and refers the customer to the four-week job search. Individuals with disabilities who may need specialized vocational services may be referred to the NJ Division of Vocational Rehabilitation Services.

3. Referral for “to work” activities

a) Early Employment Initiative.

Applicants for TANF who meet certain eligibility criteria may participate in the Early Employment Initiative (EEI). The Division of Family Development (DFD) permits customers who have worked at least four (4) consecutive weeks in the last 52 weeks to be included as volunteers in EEI.

DTASS completes an Individual Responsibility Plan (IRP) and a CAGE AID (substance abuse screening), and asks the customer to sign an EEI Participation Agreement. The customer is then referred to Workforce New Jersey or Catholic Charities for job search and job placement services. They may also be referred for Food Stamps and medical assistance.

Lump sum support service payments are made to meet the customer’s immediate financial needs no later than one business day following the determination of such need.

Follow-up services are provided for four months after an EEI participant obtains employment. Employed EEI participants who have withdrawn their WFNJ applications may be eligible for childcare assistance for up to two years, as needed.

b) TANF

Once the TANF case manager receives the customer file, they use an R-1 letter to make an appointment to interview the customer. Needs are determined, deferrals requested, and the CAGE AID Substance Abuse form is completed. The case manager works with the customer to determine whether or not a deferral is appropriate. If not, they work together to develop the Individual Responsibility Plan to determine what the most appropriate next activity is, whether it be job search, job readiness/life skills, GED, school, or AWEP/CWEP. The next step is the one that is best for the individual. Employable TANF recipients are referred to Catholic Charities for an eight week program – four weeks in group job search program and four weeks in individualized life skills program. If they are not employed at the end of this job search, they are directed to another work activity such as job readiness, AWEP, CWEP, or supported work at Employment Pathways.

Historically, the responsibility for development of CWEP sites has rested with the New Jersey Department of Labor, although not the Phillipsburg local office. Responsibility was assigned to an NJDOL staff person in North Bergen, NJ, quite a distance from Warren County. It appears that NJDOL has not provided much in the way of site development in Warren County, and there are currently no CWEP sites operating in the County, with the exception of those at Warren County Community College. When customers are referred to Warren County Community College for education/training, the

college develops the CWEP work site for that individual as a part of their AWEP activity. Catholic Charities prepares customers with job readiness/life skills. It uses its own job developer to provide the placement services. Abilities of Northwest Jersey provides supported work, Family Guidance Center assists with the mental health initiative, and NORWESCAP is available for other services, although they provide mostly post-TANF services such as the Individual Development Program.

On-going case management is provided by DTASS case managers to ascertain that customers are in compliance with attendance and participation requirements, and entered properly into the OMEGA system. The service providers notify the case manager if a customer is not attending their assigned work activity. Customers are re-certified after six months. If they are still in an activity, they do not need to come in to see an Eligibility Worker. Case management is provided on an as-needed basis for special initiatives and support services recipients.

Post-TANF services are offered to those who close their cases due to employment. These individuals are eligible for support services such as cars, uniforms, and tools; two years of childcare and Medicaid; transportation assistance; and Supplemental Living Support. Customers are also eligible for Career Advancement Vouchers when they have been working for four months.

Sanctions for non-compliance may be imposed at any point at which the customer fails to comply with program requirements. The customer receives a notification of intent to impose sanctions and has ten days in which to respond. If they fail to respond within ten days, sanctions are imposed. Sanctions will be lifted if the customer completes a two-week intent to comply activity.

c) General Assistance – consolidated

Applicants for GA/FS are referred to an appropriate GA/FS worker. Once the individual is determined eligible, they are referred to Workforce New Jersey for a four-week job search. If the customer does not attend the four-week job search as required, Workforce New Jersey will notify the DTASS case manager that the customer is in noncompliance and the DTASS case manager will send a conciliation letter to the customer. If the customer does not respond or comply within ten days, the DTASS case manager will initiate sanctioning. A conciliation letter is also sent to customers who do not attend the orientation and the sanction process follows.

If they do not get a job by the end of the four-week time period, the GA/FS case manager does an in-depth assessment, and completes the IRP and IDT with the customer. Based on the Plan, the customer will be referred to appropriate services, such as Life Skills, substance abuse assistance, classroom training, CWEP, AWEP, GED programs, ESL and supported work. The program chosen must fit into the amount of hours defined in the WFNJ Guidelines for each customer.

Many GA/FS customers screen themselves out by not showing up for the initial four-week job search. If a customer does not show up, they have two weeks in which to call and re-schedule. If they fail to comply, an A-1 goes to DTASS to request sanctioning. The customer again has ten days in which to respond before the sanction is imposed. Sanctions will be lifted if the customer completes a two-week intent to comply activity.

d) General Assistance – non-consolidated

The customer applies for GA in their town's municipal welfare office, which establishes eligibility. If the customer is considered employable, the Director contacts Workforce New Jersey (NJDOL) in Phillipsburg to schedule an appointment for the next work orientation, which is the first step in their process.

Once the customer attends the work orientation, s/he is informed by the One-Stop Career Center about further expected work search activities and timeframes. Transportation monies are requested from the appropriate agency.

The orientation reviews the Career Beacon work search program and customer rights and responsibilities, after which the customer is scheduled for a Job Search Workshop. This workshop provides education on looking for work, completing applications, resumes, making telephone calls and interviewing.

If the customer does not get a job, Workforce New Jersey places them in a CWEP activity.

If the customer fails to comply for any required activity, Workforce New Jersey generates a Conciliation Letter allowing ten days for compliance. If the customer continues to be non-compliant, the local welfare office is notified and asked to impose a sanction. If there is no response, the case is closed. Sanctions will be lifted if the customer completes a two-week intent to comply activity.

e) Food Stamps

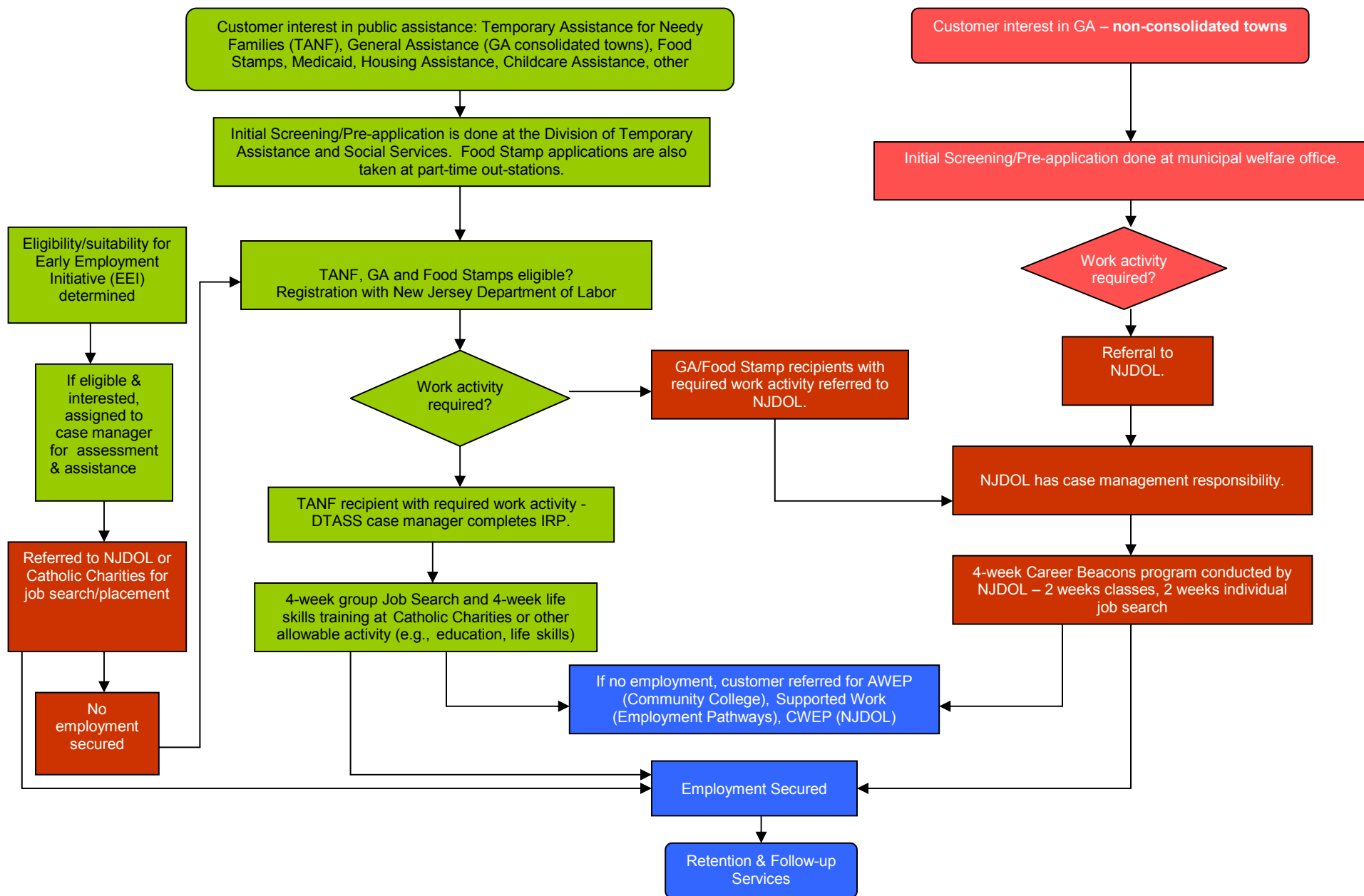
Applicants for FS are referred to an appropriate FS worker. Once the individual is determined eligible and is mandated into a work activity, they are referred to Workforce New Jersey for a four-week job search. If the customer does not attend the four-week job search as required, Workforce New Jersey will notify the DTASS case manager that the customer is in noncompliance and the DTASS case manager will send a conciliation letter to the customer. If the customer does not respond or comply within ten days, the DTASS case manager will initiate sanctioning. A conciliation letter is also sent to customers who do not attend the orientation and the sanction process follows.

If they do not get a job by the end of the four-week time period, the FS case manager does an in-depth assessment, and completes the IRP and IDT with the customer. Based on the Plan, the customer will be referred to appropriate services, such as Life Skills, substance abuse assistance, classroom training, CWEP, AWEP, GED programs,

ESL and supported work. The program chosen must fit into the amount of hours defined in the WFNJ Guidelines for each customer.

Many FS customers screen themselves out by not showing up for the initial four-week job search. If a customer does not show up, they have two weeks in which to call and re-schedule. If they fail to comply, an A-1 goes to DTASS to request sanctioning. The customer again has ten days in which to respond before the sanction is imposed. Sanctions will be lifted if the customer completes a two week intent to comply activity.

“AS IS” Customer Flow Chart: Warren County



WARREN COUNTY CONSOLIDATED WORK FLOW FOR PUBLIC ASSISTANCE CUSTOMERS

Issues to Be Addressed in the Consolidation

1. Co-location of services/common identity

At present, each agency offers services in a different location. Co-location of all services is the most desirable state. It offers the following major benefits:

- Convenient for customers
- Allows customers to get needed services in most efficient manner
- Maximizes staff communication
- Facilitates “seamless” delivery of services
- Eliminates serious transportation barrier
- Minimizes waiting time
- Provides concentrated services to maximize staff time

The creation of an esthetically pleasing environment staffed by customer-friendly workers is an important motivational factor for both customers and workers. In addition, the facility needs to be able to accommodate on-site childcare, and both facility and staff need to be able to provide flexible and expanded hours of operation.

The staff and the agencies providing services, whether at a single co-located site or not, should have a common staff identity to facilitate a continuum of services by various agencies in a transparent fashion to the customer. This requires a partnership between the State and the County.

There is a need for more outstationed public assistance services in Phillipsburg, which is the area with the greatest number of individuals and families in need of such services.

Co-location continues to be an issue because the State has been unable to re-locate the Phillipsburg One-Stop Career Center into a facility that will allow space for all partners. Therefore, “co-location” will be achieved through technology. Using AOSOS as a case management tool available to the welfare agencies and the One-Stop Career Centers will allow information exchange among the partners and simplify the data collection process for the customer. However, the on-going issue is State systems that talk to each other and allow the sharing of personal information without violating confidentiality. Until such time as this is achieved at the State level, partners will continue to use available tools such as existing computer systems, phones, faxes, and email.

2. Sufficient and Cross-Trained Staff

Staffing issues are critical, especially if co-location is not possible. Currently, neither Warren County Workforce New Jersey (DOL and ETS) nor the Warren County Division of Temporary Assistance and Social Services has enough employment counselors/case managers to provide even weekly co-location at each other's site. There must be adequate numbers of staff, and that staff must be fully cross-trained to allow the best possible and most appropriate customer service. In addition, staff must receive on-going support and development, including customer service training, managerial training, and clerical support. Funding must be adequate to provide appropriate salaries for workers and include employee incentives.

Staff development in technology is particularly important, so that current technological means can be used to bridge some of the distances.

3. Technology

The various information systems (e.g., OSOS, OMEGA) must be unified. At a minimum, these systems must be able to "talk to" each other. Ideally, customers should never have to provide the same basic information twice and staff should not have to enter the same information into different information systems ("double data entry"). There should be non-duplication of information collection and single entry of demographic information with clear protocols. NJDOL and NJDHS need to work out issues of access and confidentiality, e.g., while Workforce New Jersey does not need the details of someone's public assistance grant, they do need to know that a customer is a Food Stamp recipient. DHS systems need to be able to communicate with OSOS, and OSOS needs to have reporting capacity. If services are not co-located, then Social Services needs full access to OSOS.

In addition, a single phone system must be installed, allowing for the transfer of calls to and from any service provider to eliminate the need for customers to hang up and redial a different number to receive information or services.

4. Customer Flow

A common reception area should provide an initial screening to direct customers to the appropriate services. Workers in this area need to be fully cross-trained about all services and resources. A booklet detailing the full menu of services and frequently asked questions should be provided to customers in the common reception area.

A comprehensive assessment of educational, occupational and employability skills along with the identification of barriers to employability must be done up-front in order to direct the customer to appropriate services.

5. Work Registration

At present, all public assistance customers must be work-registered in OSOS, whether or not they are seeking a deferment from the work participation requirement. A large number of TANF, GA and Food Stamp customers are not required to participate in work activities. The requirement to register everyone, therefore, appears to waste precious staff and customer time, slowing down the provision of appropriate services. More importantly, it fills the applicant base of NJDOL with candidates who are not really available for work. In establishing and maintaining credibility with employers, it is important for DOL to refer only appropriate candidates.

Work registration should occur only for those who are deemed work-ready by the Division of Social Services, i.e., there is no deferral pending. Registering only those who are mandatory will free up staff resources to provide more intensive services with those who are work-ready.

6. Transportation

In the event that complete co-location does not occur, and even when it does, transportation from customers' homes to partner agencies and between partner agencies is a must. While a shuttle service exists between Phillipsburg and Belvidere, it only runs between 10:00a.m. and 4:00p.m. and does not stop at the DTASS offices. Most existing transportation is so limited that customers spend much time waiting for transportation. On-call shuttle services and route expansion for the existing services is critical to providing timely and appropriate service to customers.

7. Resource Area at DTASS

If services are not fully co-located, comprehensive placement services must be available at the newly developed resource area at DTASS. With additional staff, job search/job placement activities could be provided to work-ready public assistance applicants at DTASS at the time of work registration, and even while awaiting appointment with DTASS staff. DOL staff that are trained in the "to work" side of the service spectrum must provide placement services.

8. Assessment

An earlier comprehensive assessment including education and skills, mental health, learning disabilities and other issues must be done in order to determine the work-readiness of the individual and needed services and supports. Up-front in-depth assessment will enable staff to direct the customer to the most appropriate work activities.

In addition, DTASS staff must be fully trained in a variety of assessment tools, including how to identify hidden disabilities and other hard-to-determine factors that impact on a customer's ability to obtain and retain employment.

9. Additional Programmatic Resources to Serve Customers

Many of the individuals on the current public assistance roles face employment challenges. New approaches need to be tried to make those who remain more employable. Possibilities include:

- a). Carefully structured work activities conducted by an organization that is attuned to the job market and can instill basic work behaviors and values.
- b). Additional educational options. Virtually all remaining public assistance recipients have low educational levels. Additional educational options are needed to address this. Warren County does not routinely test applicants regarding literacy skills, but would do this if appropriate educational options were available. The new Literacy Lab with a full-time teacher in Phillipsburg can address some of the literacy issues of public assistance recipients, if they can get there. In addition, the Adult Education and Family Literacy grantees in the County are required to give priority to public assistance recipients.

10. CWEP Site Development

The responsibility for CWEP slots must be clarified and appropriate staff resources funded to support both development and management of these slots, including paperwork for Workers' Compensation Insurance and site monitoring. Currently, DTASS does not have the staff to do this, and has relied upon NJDOL for these functions. However, NJDOL has not provided these services in Warren County, and the only CWEP worksite slots that are used are those developed by Warren County Community College for customers accessing educational programs for their AWEP requirement.

11. More Effective Contracting Between the State and the County

The current contracts between the County and the New Jersey Department of Human Services, including the unit cost amounts and performance requirements, are not viable for vendors in the county. Because of its small size, the volume of activity is relatively low and it is difficult to find vendors willing to accept the necessary contract terms. Contracting needs to be reviewed and streamlined, caps on services needs to be set more realistically, and more of a partnership spirit between the State and the County needs to be adopted.

MORRIS/SUSSEX/WARREN ADULT LITERACY

- **Description of Current System**
- **Consolidation Issues**

GOAL OF LOCAL PLANNING PROCESS RE: ADULT EDUCATION

Consolidate and fully integrate Adult Basic Education and English as a Second Language programs into the One-Stop service delivery system

RELATIONSHIP TO WIB LITERACY PLAN

The WIB Literacy Plan establishes a broad policy framework and priorities. The current local planning process is to look at actual customer and service flows to ensure that the system functions optimally and in a seamless fashion to assist those who need to improve their literacy and workplace skills.

DESCRIPTION OF CURRENT ADULT LITERACY SERVICES

The New Jersey Department of Education funds three entities in the tri-county region for Adult Literacy services under Title II of the Workforce Investment Act of 1998. In Morris County, the Morris County School of Technology is the grant recipient. In Sussex County, Sussex County Community College receives the funding, and in Warren County, the recipient is Warren County Technical School.

Each grant recipient offers Adult Basic Education (ABE), General Educational Development (GED), and ESL at various sites throughout their respective counties. Referrals to literacy services are received from local educational agencies, social service agencies, county and municipal welfare departments, and through outreach to the community in school catalogues, flyers, newspaper ads, and cable TV announcements. Once a customer seeks literacy services, grant recipients test the customer to determine literacy levels. Each student works with the literacy staff to determine the desired outcome, whether it be an increase in levels, English proficiency or a GED.

Services are provided through both instructor-led classes and through computerized learning programs, or a combination of the two. Additional learning resources are available to those needing special services through the schools themselves or through the Division of Vocational Rehabilitation Services

All literacy providers have programs offered at various times during the day and evening in order to maximize availability.

Morris County School of Technology provides all these services at its location on Main Street in Denville, Morris Community School at Morristown High School, Urban League of Morris County, and Boonton High School. ABE/GED services are provided at the County College of Morris Morristown site, located at Headquarters Plaza. ESL classes are offered in the evening at Dover High School, and in the morning at Dover Head Start. A new evening ESL program is also being offered at Trinity Lutheran Church in Dover.

In Sussex County, ABE, GED and ESL classes are offered on the Sussex County Community College campus at One College Hill in Newton, which provides both morning and evening classes. Additional services are provided at the Newton Workforce New Jersey offices, Newton High School and Hopatcong High School.

Warren County Technical School provides ABE/GED and ESL at its site on Route 57 in Washington, and at Hackettstown High School and Phillipsburg Housing Authority. Classes meeting at the Technical School and at Hackettstown High School meet twice a week, as do the evening classes at Phillipsburg Housing Authority. The morning classes in Phillipsburg meet Monday through Thursday.

Currently, very few of the unemployed literacy customers are referred to “to work” activities at the One-Stop Career Center. The literacy program requires that customers set and meet a goal that is obtainable within one year. Some literacy customers may be in need of services but are unavailable for work for various reasons, and others have such low levels of English or basic skills that it will take longer than one year for them to achieve levels sufficient for employment.

MORRIS/SUSSEX/WARREN CONSOLIDATED WORK FLOW FOR ADULT LITERACY SERVICES

Target Populations

The WIB will mobilize and coordinate literacy service delivery for the following US citizens and resident aliens:

- Individuals with English language deficiencies
- Individuals functioning at Literacy levels 1 and 2
- Non-high school graduates
- Individuals requiring computer literacy for employment or career advancement
- Individuals self-identified or identified by employers as lacking workplace readiness skills
- The unemployed with disabilities

While all area residents who need them can receive some level of literacy services, the WIB will specifically target:

- The unemployed in Parsippany-Troy Hills, Dover, Vernon and Phillipsburg
- The English deficient in Parsippany-Troy Hills, Dover, Morristown, Mt. Olive, Hopatcong, Hackettstown and Phillipsburg
- Employed workers whose basic skills or workplace readiness skill deficiencies inhibit their career advancement or their employers’ economic competitiveness

Service Priorities:

1. Disadvantaged workers
2. Displaced workers
3. Individuals with disabilities
4. Part-time workers seeking full-time employment
5. Employed workers/working poor

Issues to Be Addressed in the Consolidation

1. *Coordination of Services.* There are many service providers in the three county area offering a variety of adult education services, but these are not as well coordinated as they could be with each other and with the One-Stop Career Centers. Next steps:
 - A cross-walk of assessment systems will be done with the major providers, using the descriptors developed for WIA Title II in the U.S. Department of Education's National Reporting System.
 - Referral arrangements will be developed and refined, including the sharing of assessment information so the student will not be given unneeded tests.
 - Specifics about each program will be shared among providers as well as with the One-Stop Career Centers.
 - Curriculum resources will be shared where appropriate.
 - There will be coordinated outreach to community and businesses in need of literacy services.
 - Coordination with Customized Training/Literacy Grants
2. *GED Testing Centers.* At present, there is no testing site in Morris County. It is a major goal of the Education workgroup to have a testing site in the County that has sufficient capacity so that those who are ready to take this test may do so without delay.
3. *Adults with Learning Disabilities.* The Education Committee would like to identify ways to address the needs of adults with learning disabilities.
4. *Employed Worker Training.* Development of strategies to serve employed workers at their places of employment. Given the transportation problems in the tri-county region as well as the other constraints placed upon customers who have full-time jobs, these customers would be best served in their places of employment.
5. *Inclusion of Workplace Literacy.* Workplace Literacy should be a part of adult literacy services because individuals with low literacy levels frequently also need to

gain an understanding of workplace requirements and expectations in order to become fully employable. All literacy training should be work-based.

6. *Access to facilities.* To serve the large number of individuals in need of literacy services, facilities must be open and available when the customers are, i.e., evenings and weekends. In addition, these facilities must be accessible to individuals with various disabilities. This includes physical access, but also requires appropriate equipment and learning tools for individuals with visual or hearing impairments, and other types of disabilities, including learning disabilities.
7. *Services to individuals with high school diplomas.* Currently, WIA Title II literacy services are restricted to individuals without a high school diploma. However, there is a significant segment of the population in need of literacy services who do have their high school diploma. Services must be open to these individuals as well as to those without a diploma.

PART TWO – Section 2

“Should Be” Service Flow and Functional Integration in a Unified Workforce Investment System

1. VISION

In developing its vision for the fully integrated One-Stop system, the WIB reviewed the Draft One-Stop Chartering Criteria and decided that the criteria contain all the elements of the WIB’s vision. Therefore, the WIB has decided to adopt the criteria, with minor modifications, for its vision statement.

The WIB envisions a comprehensive, fully integrated One-Stop system in which:

Customers are assisted through a user-friendly service delivery system.

- All Partner Staff facilitate customers through the identification, access and use of services.
- An adequate number of staff is assigned specifically to help customers.
- There are clear and understandable signs and written materials to promote customer awareness of, access to, and use of services.
- Center services and activities are available during hours appropriate to customer demand.

Customers are aware of and can access services in a timely manner.

- Customers learn about and understand the services available to them upon entering the One-Stop Center.
- Customers are provided a menu of services at the One-Stop Center.

- Customers are greeted and directed to services immediately upon entering the One-Stop Center.
- Customers receive a common orientation to all One-Stop services by one cross-trained center staff person per session to enhance awareness of, access to, and use of these services.
- Customers can access any service within a reasonable timeframe—immediately, whenever possible.
- The level of customer demand determines the frequency of scheduled services.
- The level and number of any given resource are determined by the level of customer demand.

Customers receive services consistently and in a coordinated way.

- Customers are able to access all services at one location.
- All Partner Staff assisting customers identify themselves by service function as One-Stop Center staff, not by any particular agency.
- Materials present consistent information as a single, service-focused One-Stop Center.
- Customers are facilitated through an integrated, seamless process related to the various services offered in order to reduce duplication and number of contacts.
- The gathering of information from customers is conducted in a way that facilitates sharing of information between/among service components.

Customers access the services they need to successfully achieve their goals.

- Services address the needs of all local population groups.
- Customers receive the most appropriate services in a continuum of services to meet their established short-term and long-term goals.
- Customers understand the connections between and among services and how each will help them achieve their short-term and long-term goals.
- Services are offered through a variety of means (e.g., written, video, workshop) to accommodate various customers' needs.
- Customer referrals to services both in the One-Stop Center and in the community are staff-facilitated.
- Staff is available, where appropriate, to meet the special needs of the customers (e.g., bi-lingual staff).

Customers are assisted by responsive, knowledgeable staff.

- Staff is available and identifiable so that customers know whom to ask for help.
- Staff is proactive in assisting customers.
- All Partner Staff are knowledgeable about all service components (Core and Intensive) and access/use of the resources available (e.g., computers, fax machines, resource materials).
- All Partner Staff understand the connection between and among services in order to assist customers in accessing and using services.

Customers receive services in a facility that is easily accessible, professional and inviting.

- The facility can accommodate special needs of customers (e.g., individuals who have limited English proficiency, persons with disabilities).
- The facility has appropriate space for business services to be conducted (e.g., recruitment, applicant screening).
- The facility has a separate area or room where written employment-related materials and resources are available and kept up to date.
- The facility is clean, well maintained and well lit.
- There is adequate and usable workspace.
- The facility can be reached by public transportation and car, and there is adequate parking.

Customers can expect that services offered through the One-Stop Center will be continuously improved and that they can provide input into these changes.

- There is a customer service measurement system in place that measures satisfaction with both the overall service/experience and with each specific service offered.
- All staff and management participate in and contribute to the evaluation of the center services as well as the development and implementation of improvement measures.
- Management and staff review and utilize the results of customer satisfaction surveys to improve One-Stop performance.
- A continuous improvement plan has been established that includes yearly goals and progress, and accomplishment of previous goals.
- A process is in place to identify dissatisfied customers and address their concerns.

Customers can expect that One- Stop Centers will be well managed and supported by all Partners, the One-Stop Operator and the Workforce Investment Board.

- The Partners, One-Stop Operator and WIB have developed concrete and meaningful action steps to achieve their agreed upon goals and objectives.
- All levels of staff and management know and understand the vision, goals and objectives.
- The One-Stop Operator manages the day-to-day operations of the One-Stop Center(s).

- There is regular, meaningful, communication between the Partners and the One-Stop Operator about One-Stop operations.
- All Partners are held accountable for the successful implementation and operation of the One-Stop.

The WIB’s vision can be effectively summarized, without further detail, as follows:

Customers can expect that the One-Stop Center will be high performing and provide quality customer service.

GUIDING PRINCIPLES

The WIB, through the deliberations of the Workgroups and Advisory Group, has established the following guiding principles for workforce program consolidation:

- Optimal integration of services
- Timely and effective services by experts in assessment, employment & follow-up
- Fully cross-trained, accountable, continuously updated staff
- Quality customer service
- Effective communication among all parties
- Staff who understand the full range of available services and resources
- Common intake, i.e., non-duplicative information gathering
- Sufficient funding for quality performance of functions
- Individual post-employment support providing a complete continuum of services
- Universal access to a full continuum of services for all, including individuals with disabilities
- Advocacy and assistance for customers to help accomplish what they need

The key changes or issues to be addressed during consolidation in each county are contained in the individual county service descriptions.

COMMUNITY/CUSTOMER PERSPECTIVE

The perspectives of customers and the social service community as presented by Workgroup members are strikingly similar to those of SETC draft chartering criteria and the WIB’s vision. Customers want prompt access to efficient services delivered by knowledgeable, well-trained professionals. They want these services delivered in an inviting, clean environment. They want to understand each service they receive and its relation to their total service plan. They want to minimize their service visits and their waiting time at each visit. Finally, they want access to necessary support services, especially transportation, that will facilitate achievement of their service goals.

PUBLIC PRIORITIES

On January 5, 2004 the WIB held a public hearing on the Plan. Attendance was minimal. The WIB feels the reason for this was that the Planning Committee, the Workgroups and the Advisory Group were so inclusive and proactive in reaching out for public comments that all interested parties had already commented through the planning process. Priorities for workforce consolidation include:

- 1) Improving and enhancing local public transportation
- 2) Development of job with self-sufficiency wages
- 3) Creation of sufficient low-income housing for area residents
- 4) Commitment of adequate resources to the consolidated workforce investment system

2.a. ONE-STOP SERVICE FLOW

One-Stop customers enter the system through registration with Workforce New Jersey Response Team presentations, job fairs, chamber of commerce events, advertising, word of mouth or referral from any of the One-Stop partners or affiliates. "Work-ready" public assistance recipients are referred by county and municipal welfare agencies.

Customers interested in doing their own job search or in need of resumé preparation may use the Resource Room, with or without staff assistance. Exhausted UI claimants seeking training are referred to a Workforce New Jersey Reemployment Orientation along with new UI filers. All customers interested in re-training are then registered for a Career Beacon Training Module with Morris/Sussex/Warren Employment & Training Services. At this session, all options are discussed and customers have the opportunity to work with a counselor to identify employment goals.

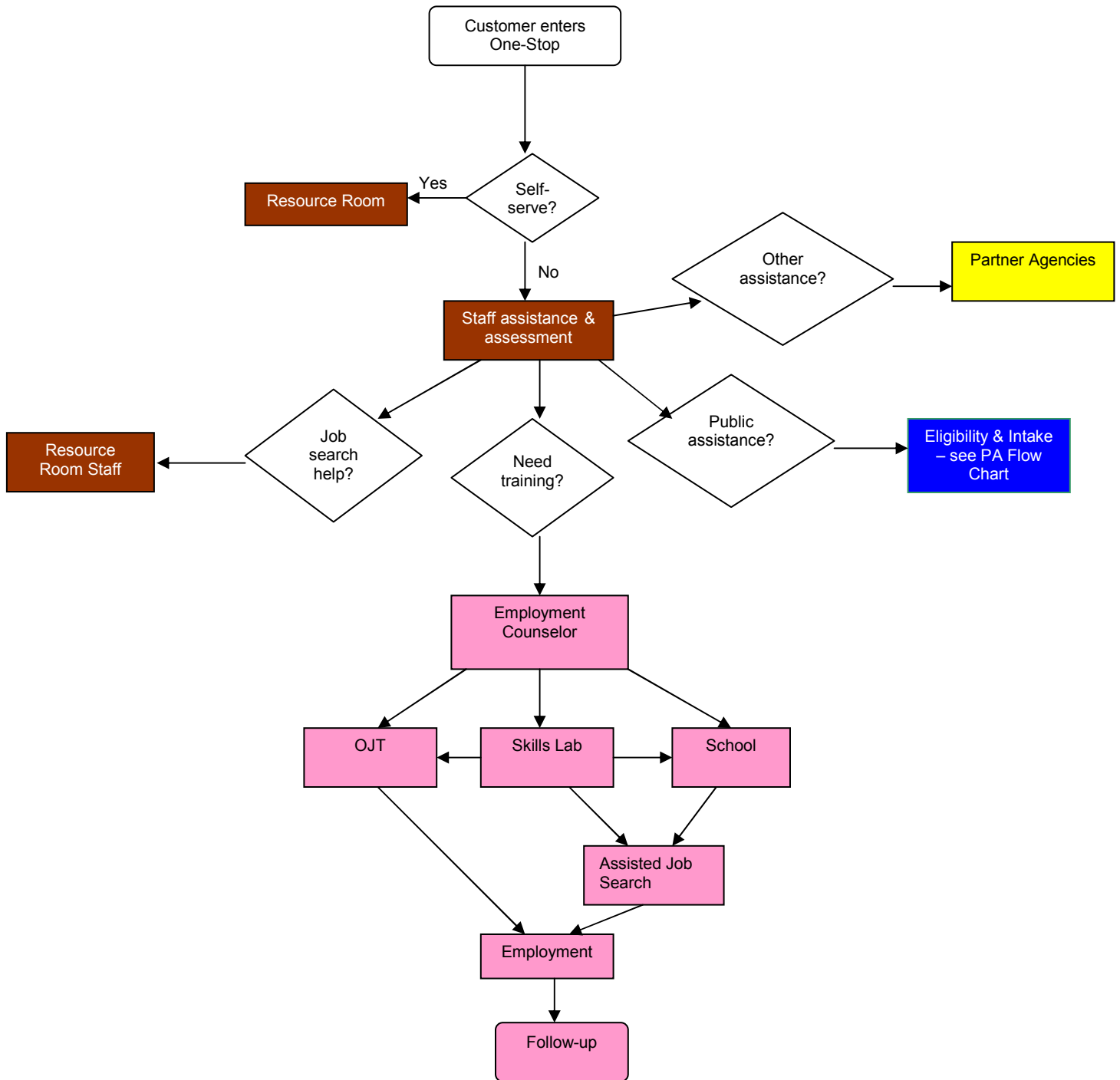
Customers with marketable skills are encouraged to do an intensive job search or to attend Career Beacon training to improve their resumé and interviewing skills. Customers seeking training must show the results of their most recent job search as a part of their "homework assignment." Other aspects of this homework include research into the labor demand opportunities in the desired field, and research into three schools providing training in the desired area. All of this information is evaluated with the ETS employment counselor and an Employability Development Plan is created with the customer. This document outlines the steps to be taken to make the individual employable. Customers are then enrolled in the most appropriate training program and monitored throughout their program participation. Upon exiting their training, the training provider offers job development and placement services. Should a customer fail to find employment through their training provider, they may use the One-Stop Career Center to assist them in their own job search.

Many customers accessing the One-Stop Career Center are not seeking training opportunities, but other services. Referrals are made to the New Jersey Division of Vocational Rehabilitation Services or other community agencies for individuals with disabilities who need specialized services. Experience Works assists older workers by providing them with community work experience to enhance their employability and

secure unsubsidized employment. The computer lab at the Morristown site offers unemployed, underemployed and employed workers the opportunity to improve their computer skills to make themselves more marketable and more able to climb the career ladder. The One-Stop Career Center also provides public assistance screening and referrals.

The Dover and Phillipsburg One-Stop Centers and the Franklin PROS Center contain skills labs that offer Adult Basic Education remediation, General Educational Development (GED) test preparation, English as a Second Language (ESL) instruction and basic computer literacy training for customers who need these services. These customers may be referred from other One-Stop Center component services, community-based organizations or high schools and adult schools. Customers may also move from the skills labs or other WIA Title II literacy services back to other WIA-funded training programs, into OJT slots or to other partner agencies to receive additional support services.

ONE-STOP SERVICE FLOW CHART



2b: ONE-STOP FUNCTIONAL INTEGRATION

The following services will be fully integrated into the One-Stop system:

- Workshops
- Self-service
- Job search/job clubs
- Resume and related activity
- Interviewing skills
- Eligibility determinations
- Financial aid
- Support services
- Testing
- Assessments
- Individual Services Plan – Referral to Intensive Services
- Job Readiness
- Literacy Services in the One-Stop Center
- Counseling
- Pre-vocational services
- Vocational training-other
- Job development, including employer outreach
- Job placement
- Follow-up
- Lifelong learning

They will be available to all customers of any of the consolidated One-Stop partners through interagency referral. The principal service standard will be that customers referred from One-Stop partners will receive the same service and service priority as customers of the agency providing the service. Outcomes will be judged successful if the customer receives the service in a timely manner, is satisfied with the service and the service meets the desired objective as stated in the customer's service plan. To achieve integration, a list or directory of each partner's services, locations, schedules, referral procedures and contact persons must be issued to all partner agencies. The One-Stop Operator will reinforce the necessity of program integration through meetings and written communication. When integration details are resolved, the WIB Chair will send a letter to partner agencies stressing the importance and urgency of integration and requesting their complete cooperation. Morris/Sussex/Warren Employment and Training Services, Workforce New Jersey, County Welfare Agencies, New Jersey Division of Vocational Rehabilitation and WIA Title II service providers will all be required to integrate. All services will be integrated by July, 2004.

The following services will be partially integrated into the One-Stop system:

- Support payments
- Vocational/Classroom Training
- Retention
- Services to welfare customers
- Comprehensive assessment
- Case management
- Outreach
- Work supports
- Follow up and retention services

They will be available to all customers who meet individual service eligibility requirements. Service standards include timely, correct determination of eligibility; prompt inception of service; appropriate service mix to meet customer goals; and accurate tracking of customer status and progress toward employment/self sufficiency goals. As with fully integrated services, outcomes will be judged successful if the customer receives the service in a timely manner, is satisfied with the service and the service meets the desired objective as stated in the customer's service plan. Morris/Sussex/Warren Employment and Training Services and County Welfare Agencies will be required to integrate these services. Since these partners are already familiar with each other's services and procedures, regular and ongoing interagency communication on integrated services will ensure that integration will be maintained and, if possible, enhanced. These services will be fully integrated by July, 2004.

The following process will be used to establish and maintain integration:

The One-Stop Operator, with WIB assistance if necessary, will direct each partner agency to submit information on their services, schedules, locations, eligibility requirements, referral procedures, contact persons, projected training needs and other relevant information. The partner information will be compiled and distributed to all partner agencies. Subsequently, the One-Stop Operator will convene a meeting of partners to discuss and initiate service integration. Periodic follow-up meetings will determine the status of program integration, identify obstacles to integration and develop or share practices to enhance the integration process.

The One-Stop Operator will survey the partners' training needs and arrange appropriate training to meet them.

The One-Stop Operator will ensure that service integration exists and is maintained through the partner meetings described above, review of monitoring reports, customer interview results and customer satisfaction data. When the One-Stop Operator determines that integration is not proceeding as planned, she will arrange technical assistance for the affected partner(s) or, when indicated, direct that corrective action be taken.

The WIB's role in ensuring that integration and consolidation take place and are maintained is addressed fully in Section 4: WIB Oversight Strategy.

The functional integration chart on the pages that follow includes all of the services included in the **Guidelines for the Local Planning Process**. For ease of review, we present a “crosswalk” between the **Guidelines** and the chart that follows. Services to welfare recipients are charted separately.

Guidelines for the Local Planning Process	Functional Integration Chart
Workshops	Basic (Core) Job Seeker Services – Job search, placement assistance and career counseling
Self Service	Basic (Core) Job Seeker Services -- Job search, placement assistance and career counseling
Job Search/job clubs	Basic (Core) Job Seeker Services -- Job search, placement assistance and career counseling
Resume and related activity	Basic (Core) Job Seeker Services -- Job search, placement assistance and career counseling
Interviewing skills	Basic (Core) Job Seeker Services -- Job search, placement assistance and career counseling
Eligibility determinations	Basic (Core) Job Seeker Services – Eligibility determination
Financial aid	Basic (Core) Job Seeker Services – Help in establishing eligibility for financial aid
Support services	Basic (Core) Job Seeker Services – Information on supportive services
Support payments	N/A – Applicable only in services to public assistance customers, discussed below
Testing	Basic (Core) Job Seeker Services – Initial assessment AND Intensive Services – Comprehensive and specialized assessment
Assessments	Basic (Core) Job Seeker Services – Initial assessment AND Intensive Services – Comprehensive and specialized assessment
Individual Services Plan	Intensive Services – Development of an individual employment plan
Job Readiness	Basic (Core) Job Seeker Services – Job search, placement assistance and career counseling
Literacy Services in the One-Stop Center	Basic (Core) Job Seeker Services – Information on available programs and services AND Intensive -- Literacy activities related to basic workforce readiness
Counseling	Basic (Core) Job Seeker Services – Job search, placement assistance and career counseling
Pre-vocational services	Intensive -- Short-term prevocational services
Vocational training – classroom	Training – Occupational skills training
Vocational training -- other	Training – <ul style="list-style-type: none"> ▪ On-the-job training • Employed worker training • Adult education and literacy training combined with job training
Job development, including employer outreach	Basic (Core) Job Seeker Services – Job search, placement assistance and career counseling
Job placement	Basic (Core) Job Seeker Services – Job search, placement assistance and career counseling
Follow-up	Basic (Core) Job Seeker Services -- Follow-up and retention services
Retention	Basic (Core) Job Seeker Services -- Follow-up and retention services
Lifelong learning	All services encourage this outlook

INTEGRATION CHART
MORRIS/SUSSEX/WARREN COMPREHENSIVE ONE-STOP CAREER CENTERS
Morris County – Morristown and Dover
Sussex County – Newton
Warren County – Phillipsburg

Service Area	Current Service Provision "As is"	Desired Level of Integration "Should be"	Steps Required to Achieve Integration	One-Stop Partners required to integrate	Timeline
Basic (Core) Job Seeker Services					
Eligibility determination	Each administering agency conducts eligibility determinations for its own funded programs and offers information on eligibility requirements for other partner programs.	Detailed eligibility screening can be very time-consuming and should be done by those most familiar with the particular requirements. However, eligibility information should be readily available on-line and in-print to all customers. In addition, customer service staff should be familiar with the basic eligibility requirements of all programs.	Make sure that all eligibility information is up-to-date. Train all customer service and counseling staff in basic eligibility requirements of all partner programs.	M/S/W ETS; NJDOL; County Welfare Agencies; Title II Education providers; NJDVRS	Ongoing
Initial assessment	Each administering agency does an initial assessment of suitability and appropriateness for services of the particular program. Referrals made to other programs where appropriate for the customer.	Administering agencies should share information, ideally through a shared information system, so that staff have more information on the individual's history and circumstances, without time-consuming duplicate information-gathering.	Shared information systems; training is using these systems	M/S/W ETS; NJDOL; County Welfare Agencies; Title II Education providers; NJDVRS	Ongoing
Job search, placement assistance and career counseling	<ul style="list-style-type: none"> ▪ Self-help with computer software and staff assistance in the resource rooms/public access areas ▪ Resource room has Internet access, phones (including those directly connected to UI), fax machines, newspapers, and software programs ▪ Workshops, using the Career Beacon curriculum, in a number of job search-related areas, including self-assessment, resume preparation, interviewing skills, networking and career planning. ▪ Individualized assistance from career counselors and job developers ▪ Positive recruitments and on-site interviewing by employers are done periodically at the One-Stop Centers. 	Greater use of resource room/public access services by partner agencies not on site. More sharing of information among partner agencies of job search, placement assistance and career counseling activities that take place at partner sites. Obtain feedback from staff, customers and partner agencies for purposes of continuous improvement.	Regularly-scheduled events that involve all One-Stop and partner staff. Development of feedback mechanism for staff and customers.	M/S/W ETS; NJDOL; County Welfare Agencies; Title II Education providers; NJDVRS	Ongoing
Information on: Labor market demand; Eligible training providers; Performance outcomes; Filing claims for UI; Supportive services; Adult education	Information is provided at the comprehensive One-Stop Centers on most areas. MSW ETS and NJDOL staff provide referrals to supportive services via phone or direct intervention by staff	Additional information should be provided at the One-Stop Centers on adult education programs, including the Learning Labs, the Title II-funded adult education programs and others. Education programs should have more information on workforce development programs.	Staff development, particularly in the area of adult education offerings.	M/S/W ETS; NJDOL; County Welfare Agencies; Title II Education providers; NJDVRS	January – June 2004

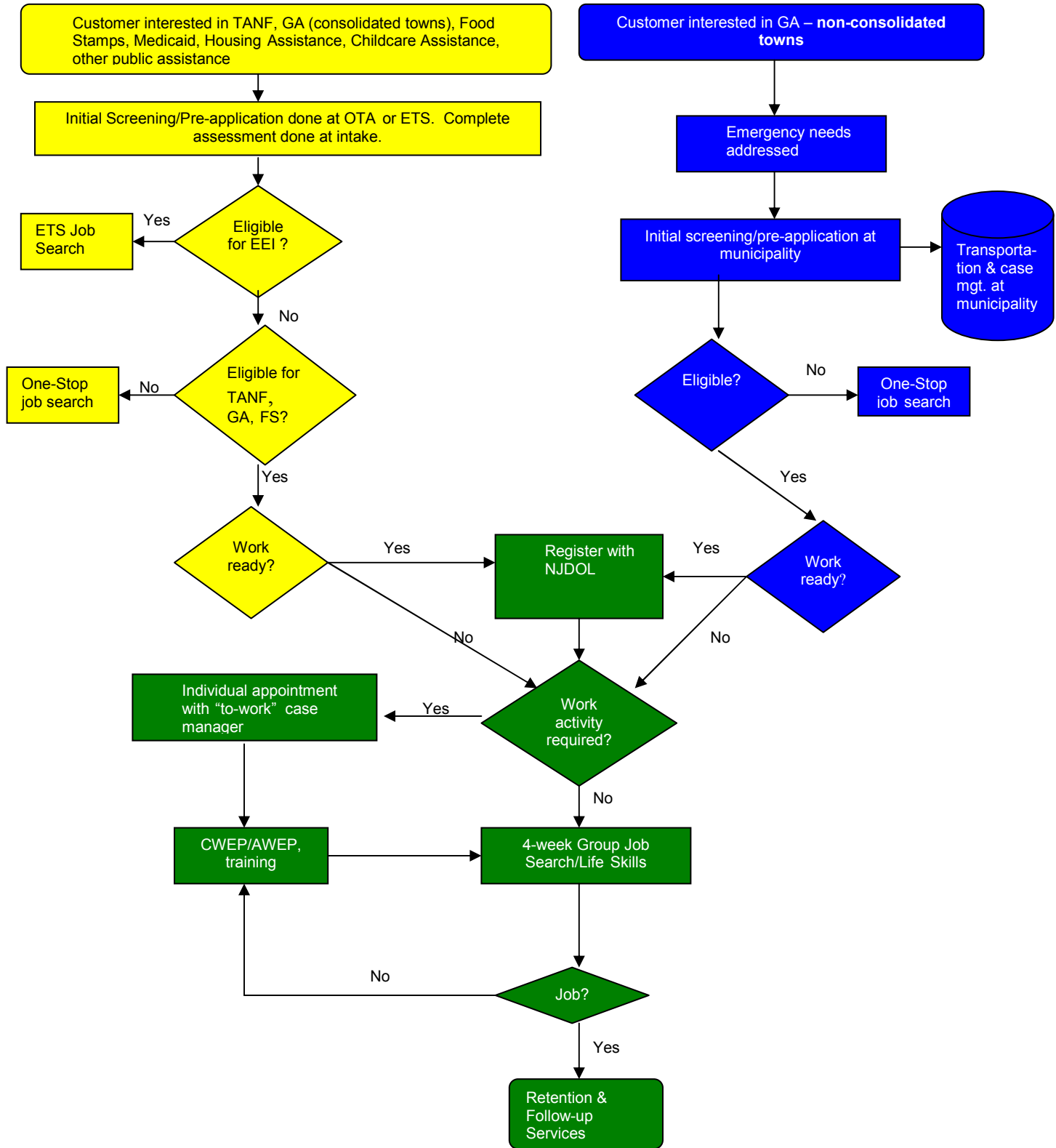
Service Area	Current Service Provision "As is"	Desired Level of Integration "Should be"	Steps Required to Achieve Integration	One-Stop Partners required to integrate	Timeline
Help in establishing eligibility for financial aid	MSW ETS staff and Education provider staff assist those interested in further education or training. PELL and Stafford Loan eligibility is determined by vendors or colleges while training grants are determined by MSW ETS. Tuition waivers are processed by MSW ETS or NJDOL. This information is also available on-line.	Information on financing further education should be more widely available to partner agencies.	Staff development in options for financing further education, including use of on-line resources. Seek expert(s) who can offer workshops on-site for customers in this area.	M/S/W ETS; NJDOL; County Welfare Agencies; Title II Education providers; NJDVRS	April – June 2004
Follow-up services	Program-specific case managers follow-up with enrolled participants at prescribed periods of time.	Administering agencies should share follow-up responsibilities and information, ideally through a shared information system.	Shared information systems; training is using these systems	M/S/W ETS; NJDOL; County Welfare Agencies; Title II Education providers; NJDVRS	Ongoing
Intensive Services					
Comprehensive and specialized assessment	Following eligibility determination and customer's interest in further services, a fuller assessment is done to determine additional services and/or job search assistance needed, and develop an individual employment plan. Conducted by MSW ETS staff. TABE administered to WIA/WDPP customers interested in training; TANF customers; literacy customers BEST given to limited English speakers	Mechanisms for sharing assessment information, including test results, needs to be developed. This would include customer sign-off on the release of this information.	Development of test-sharing protocols; development of "cross-walk" for scores on different approved tests.	M/S/W ETS; NJDOL; County Welfare Agencies; Title II Education providers; NJDVRS	April – June 2004
Development of individual employment plans	Each administering agency develops individual employment plans that set goals for each individual and outline the steps needed to achieve these goals.	Individual employment plans should be shared for individuals receiving services under more than one funding source. This would be most easily done through a shared information system.	Development of information-sharing protocols for individual employment plans.	M/S/W ETS; NJDOL; County Welfare Agencies; Title II Education providers; NJDVRS	After July 1, 2004
Short-term prevocational services	The One-Stop Career Center in Morristown currently offers "computer skills for the job seeker" training in an on-site computer lab. The Title II Adult Education providers in Morris and Warren counties offer a similar program, integrating job search skills and basic computer skills.	Share curricula for these courses that combine needed computer skills with needed job search skills.	Establish information-sharing workgroup on this topic.	M/S/W ETS; NJDOL ; Title II Education providers	May 1 – September 1, 2004
Literacy activities related to basic workforce readiness	Complete literacy labs available with basic skills, ESL, and GED preparation in Dover, Phillipsburg and Franklin (One-Stop outstation). Open-entry, open-exit computerized instruction; paper and pencil assignments under direction of certified instructors. In addition, vendors under WIA programs offer ESL and ABE/GED instruction.	Share information with One-Stop partners about offerings of literacy labs and Title II Adult Education providers. More sharing of information and cross-referral needed.	Staff development on availability of adult literacy programs.	M/S/W ETS; NJDOL; County Welfare Agencies; Title II Education providers; NJDVRS	January 1 – June 30, 2004

Service Area	Current Service Provision "As is"	Desired Level of Integration "Should be"	Steps Required to Achieve Integration	One-Stop Partners required to integrate	Timeline
Training					
Occupational Skill Training	Offered to eligible customers when determined appropriate through assessment and counseling. Training is given at colleges, schools, private vendors listed on WNJPIN Training may be financed through WIA, WDPP, DVRS or TANF. Training may also be financed through Pell grants, other grants, or student loans.	Need more sharing among programs of experiences with occupational skill training. Need training in use of soon-to-be released "Consumer Report Card"	Semi-annual workshops on occupational training experience for all partners; training in use of consumer report card.	M/S/W ETS; NJDOL; County Welfare Agencies; Title II Education providers; NJDVRS	January – June 2004
Other Training	MSW ETS currently offers on-the-job training (OJT) for job seekers and employers; it also has made great strides in upgrading the skills of employed workers who remain with their current employers. Several programs offer the combination of occupational and academic training.	There is a need for greater consistency among agencies in working with employers in employer-based training such as OJT, employed worker training and customized training administered by NJDOL at the State level.	Better communication between NJDOL's Office of Customized Training and the local One-Stop system. At minimum, a quarterly report of customized training grants awarded should be prepared for each local area. Establishment of Business Service Centers should contribute to greater consistency among agencies.	M/S/W ETS; NJDOL; County Welfare Agencies; Title II Education providers; NJDVRS	
Services to Welfare Customers – Morris County					
Comprehensive Assessment	TANF, Food Stamps and GA-consolidated: Assessment is provided by Morris County Employment and Training Services, which is also responsible for case management. This complete assessment is done as soon as the individual is referred for employment/work-related services. GA-non-consolidated: Done by towns and NJDOL.	ETS and the Offices of Temporary Assistance, although not co-located, are currently fully integrated. In order to achieve complete integration, GA clients from non-consolidated towns should be assessed in the same way as GA clients from consolidated towns.	Clarification is needed from NJDOL regarding future plans for GA clients from non-consolidated towns.	MCETS; MCOTA; NJDOL; Non-consolidated towns	Due to current contract, any changes would apply to the period after June 30, 2004
Case Management	Case Management for employment activities for TANF, Food Stamps and Consolidated GA clients is currently performed by ETS. Case Management for Social Services is performed by Morris County OTA. This arrangement has been in effect for 8 years and is currently running smoothly. Case management for non-consolidated GA client is performed by NJDOL, although with no allocated positions locally for this purpose.	ETS and the Offices of Temporary Assistance, although not co-located, are currently fully integrated. In order to achieve complete integration, GA clients from non-consolidated towns should be served in the same way as GA clients from consolidated towns.	Clarification is needed from NJDOL regarding future plans for GA clients from non-consolidated towns.	MCETS; MCOTA; NJDOL; Non-consolidated towns	Due to current contract, any changes would apply to the period after June 30, 2004.

Service Area	Current Service Provision "As is"	Desired Level of Integration "Should be"	Steps Required to Achieve Integration	One-Stop Partners required to integrate	Timeline
Outreach	<p>Morris County OTA is concerned that the working poor be aware of Food Stamps and any other services for which they might qualify. Outreach is currently being conducted by MC OTA.</p> <p>Individuals can be fully screened for public assistance benefits at the One-Stop Center in Morristown, and this serves as another form of outreach.</p>	<p>ETS and the Offices of Temporary Assistance, although not co-located, are currently fully integrated.</p> <p>Morris County OTA would like more on-site employment services at the OTA office.</p>	<p>If resources permit, more employment services should be offered at the main OTA office in Parsippany.</p>	<p>MCETS; MCOTA; NJDOL ;</p>	<p>January – June 2004</p>
Work Supports	<p>ETS, with full employment case management responsibility, makes all work assignments and arranges all work-related supports, including childcare and transportation, for the clients for whom it is responsible. NJDOL makes assignments for non-consolidated GA clients.</p> <p>Other supportive services are arranged by MC OTA or the non-consolidated towns.</p>	<p>ETS and the Offices of Temporary Assistance, although not co-located, are currently fully integrated.</p>	<p>Clarification is needed from NJDOL regarding future plans for GA clients from non-consolidated towns.</p>	<p>MCETS; MCOTA; NJDOL; Non-consolidated towns</p>	<p>Due to current contract, any changes would apply to the period after June 30, 2004.</p>
Follow-up and Retention Services	<p>These are provided by the case management entity –ETS case managers, in consultation with the supportive service case managers at Morris County OTA; or NJDOL for non-consolidated GA clients.</p>	<p>ETS and the Offices of Temporary Assistance, although not co-located, are currently fully integrated.</p> <p>Issues remain regarding the non-consolidated GA clients.</p>	<p>Clarification is needed from NJDOL regarding future plans for GA clients from non-consolidated towns.</p>	<p>MCETS; MCOTA; NJDOL; Non-consolidated towns</p>	<p>Due to current contract, any changes would apply to the period after June 30, 2004.</p>
Services to Welfare Customers – Sussex and Warren Counties					
Comprehensive Assessment	<p>Comprehensive assessment is done at the point required by WFNJ – currently 36 months, soon to be 12 months.</p> <p>This assessment is currently done by the county welfare agency. No literacy testing is done.</p>	<p>The comprehensive assessment should be done as soon as possible after a determination that the individual is required to participate in work activities.</p> <p>This assessment should be a joint process between the county welfare agency, ETS and DOL, and should include literacy testing.</p>	<p>Revisit assessment process and develop new process and timeframes.</p>	<p>MSW ETS ; Sussex and Warren county welfare agencies ; NJDOL ; DVRS</p>	<p>January – June 2004</p>
Case Management	<p>Case managers at the county welfare agency do all case management, for both employment and supportive services, for TANF, Food Stamps, and consolidated GA clients.</p> <p>"To-Work " case management for GA non-consolidated clients is done by NJDOL, although with no allocated positions for this purpose. Social services case management is done by the municipal welfare director.</p>	<p>ETS should have greater involvement in employment or "to work" case management.</p> <p>In order to achieve complete integration, GA clients from non-consolidated towns should be served in the same way as GA clients from consolidated towns.</p>	<p>Resources for "to work" case management must be examined and a more effective method for case managing "to work" activities needs to be developed.</p> <p>Clarification is needed from NJDOL regarding future plans for GA clients from non-consolidated towns.</p>	<p>MSW ETS ; Sussex and Warren county welfare agencies ; Non-consolidated towns ; NJDOL</p>	<p>January – June 2004</p>

Service Area	Current Service Provision "As is"	Desired Level of Integration "Should be"	Steps Required to Achieve Integration	One-Stop Partners required to integrate	Timeline
Outreach	<p>In both Sussex and Warren counties, the public assistance office is separate from the One-Stop office; in Warren County, the public assistance office is in a different town (Belvidere vs. Phillipsburg).</p> <p>Information on public assistance is available at the One-Stop Centers, but individuals must visit the public assistance office to make application.</p>	<p>Staff at the One-Stop Centers and public assistance offices should both be fully aware of the employment services and public assistance services available in the area.</p>	<p>Staff development in understanding available resources.</p>	<p>MSW ETS ; Sussex and Warren county welfare agencies ; NJDOL</p>	<p>January – June 2004</p>
Work Supports	<p>The county welfare agencies make work assignments and arrange all work-related supports, including childcare and transportation, for the clients for whom they are responsible. This is done in consultation with WFNJ contracted agencies that provide work-related workshops and services.</p> <p>NJDOL makes assignments for non-consolidated GA clients.</p>	<p>ETS should have greater involvement in employment or "to work" case management, including identifying the appropriate work assignments and work supports.</p> <p>In order to achieve complete integration, GA clients from non-consolidated towns should be served in the same way as GA clients from consolidated towns.</p>	<p>Resources for "to work" work supports must be examined and a more effective method for case managing "to work" activities needs to be developed.</p> <p>Clarification is needed from NJDOL regarding future plans for GA clients from non-consolidated towns.</p>	<p>MSW ETS ; Sussex and Warren county welfare agencies ; NJDOL</p>	<p>January – June 2004</p>
Follow-up and Retention Services	<p>These services are provided by the county welfare agency or NJDOL case managers, in consultation with WFNJ contracted agencies that provide services.</p>	<p>Administering agencies should share follow-up responsibilities and information, ideally through a shared information system.</p>	<p>Shared information systems; training is using these systems</p>	<p>M/SW ETS; NJDOL; County Welfare Agencies; Title II Education providers; NJDVRS</p>	<p>Ongoing</p>

2.c. "SHOULD BE" CUSTOMER FLOW CHART: PUBLIC ASSISTANCE



Customers interested in applying for public assistance will enter the system at the county welfare agency, the One-Stop Career Center, or the municipal welfare agency. Initial screening and application along with complete skills, employability and needs assessment will be done at the point of entry. If the customer is determined to be eligible for EEI, s/he will be referred to Employment & Training Services for job search. If the customer is not EEI eligible, s/he will be screened for TANF, GA and Food Stamp eligibility. Non-eligible customers will be referred to partner agencies for any other assistance needed as assessed at time of intake or to the One-Stop for job search services.

Emergency and other social service needs will continue to be the responsibility of the welfare agency, and the social service case manager and the “to-work” case manager will communicate via email, phone and fax, and coordinate activities for their shared customers. When the SCAN card system is fully operational and all partners have access to AOSOS, these systems will also be used to share information, track customers and services received, and assist in case management.

Eligible customers will be assessed for work-readiness as a part of their total assessment, which will be done at the time of intake. If they are work-ready, they will be registered with NJDOL. Work-ready customers will go into a four-week Group Job Search activity. If they do not obtain a job at the end of this activity, they will be referred to a “to-work” case manager for placement in a CWEP/AWEP slot.

If a work activity is required, the customer will meet with a “to-work” case manager, and an Employability Development Plan will be completed. This will outline steps to be taken to assist the customer in becoming fully employed and economically self-sufficient. These may include CWEP or AWEP, which combines skills training with work experience. AWEP training might include attending classes at the computer lab or skills lab to increase literacy levels, GED classes, or occupational training. At the end of this training, the customer will receive job search assistance from the school or at the One-Stop. It is the responsibility of the “to-work” case manager to make certain that the planned activity will meet the participation requirement for the customer. Employed customers will receive retention and follow-up services by the “to-work” case manager at the One-Stop.

The Employability Development Plan will be reviewed periodically to both track progress toward the goals and to make changes in activities, services or goals as needed. The customer and case manager will work together on this Plan to make sure that it encompasses any new problems or issues that arise as the customer participates in the agreed upon activities.

The consolidation effort will place all public assistance customers into the same services, without regard to whether the referral source is a consolidated or non-consolidated municipality. The WIB’s vision of consolidation requires that all customers receive the same opportunities for assistance.

The “to-work” case manager will notify the social service case manager, whether consolidated or non-consolidated agency, of any customer who fails to comply with his/her required work activity, and will generate a conciliation letter to be sent to the customer. If the customer responds with an intent to comply, the “to-work” case manager will notify the social service case manager of this, and keep the social service case manager apprised of the customer’s compliance activities. Should the customer fail to comply, the social service case manager will be advised that sanctions should be implemented.

Communication between the welfare case manager and the “to-work” case manager will be handled by phone, email, and fax, and will enable both parties to track a customer’s assessment results, employability plan, attendance, work activity, job placement and follow-up activity. AOSOS will also be used by the various partner agencies to track customers and share information.

As is true throughout the customer’s required work activities, the “to-work” case manager will assist in retention and follow-up services for post-public assistance customers, e.g., supported work and Career Advancement vouchers, while the welfare case manager will continue to assist the customer with post-public assistance child care, Medicaid, and other available support services.

Assessment, case management, support services, follow-up and retention services have already been described in detail by county in the “as is” sections of this plan. The services themselves will not change. However, the one major change that will be made as a result of the consolidation is that the comprehensive assessment will be done at the point of intake into the public assistance system. This will provide the customer with the right mix of services and not waste valuable time placing the customer into activities that are unnecessary or that will not benefit the customer at that point in time.

Several outcome measures will be used to determine program effectiveness. First and foremost is the number of welfare recipients who enter employment and the wage levels achieved. Customer service standards will be monitored through the use of customer satisfaction surveys. As the SCAN card system is implemented in all areas, the number of customer appointments and contacts will also be monitored to determine whether or not consolidation has effectively reduced the number of times the customer must meet with staff.

In general, social services will be offered in the welfare offices and “to-work” services One-Stop offices in all three counties, with the major exception of intake, which will happen at the customer’s first point of entry. Wherever possible, “to-work” services will be offered at the county welfare agencies, and social services assistance and referral will be offered at the One-Stop Career Centers. This will be contingent upon an increase in staffing at both the welfare agencies and the One-Stop Career Centers in order to provide out-stationed, cross-trained workers where the customer needs them. Should the State resolve outstanding issues of space in Phillipsburg and Newton, and should county welfare budgets for adequate staff be approved, all “to-work” services will

be available at the One-Stop Career Centers in both Warren and Sussex Counties, as they are currently available in Morristown.

Improvements to be implemented prior to July 1, 2004 include improved communication between welfare case managers and One-Stop staff to assist in meeting the needs of customers, especially in the areas of adult and family literacy. Cross-training of staff will also take place prior to July 1 to help current staff learn about the functions and services provided and how to help customers access these services with a minimum number of visits and referrals to other locations. Details of the staff training are outlined in Section Two, Part Five.

Changes in the Memoranda of Understanding will be addressed in Section 7.

2.d. Service Flow: Adult Literacy Service Recipient

Adult students choose to enter literacy programs for a variety of reasons. Many want to improve their literacy skills to increase their earnings potential; others want to enter further education; still others want to be able to communicate with and on behalf of family members. Some need credentials, such as a high school equivalency diploma, to qualify for certain types of jobs.

In the Morris/Sussex/Warren workforce area, the vast majority of adult literacy students are currently working. The greatest demand for services is for English-as-a-Second Language. Adult learners generally enroll in classes on a voluntary basis.

Our goal is to better integrate adult literacy programs with the One-Stop system, which would especially benefit those with work-related reasons for attending adult literacy classes, but will also benefit the entire community. The consolidation process presents us with an opportunity to understand the entire adult literacy system and to make it even more efficient and effective.

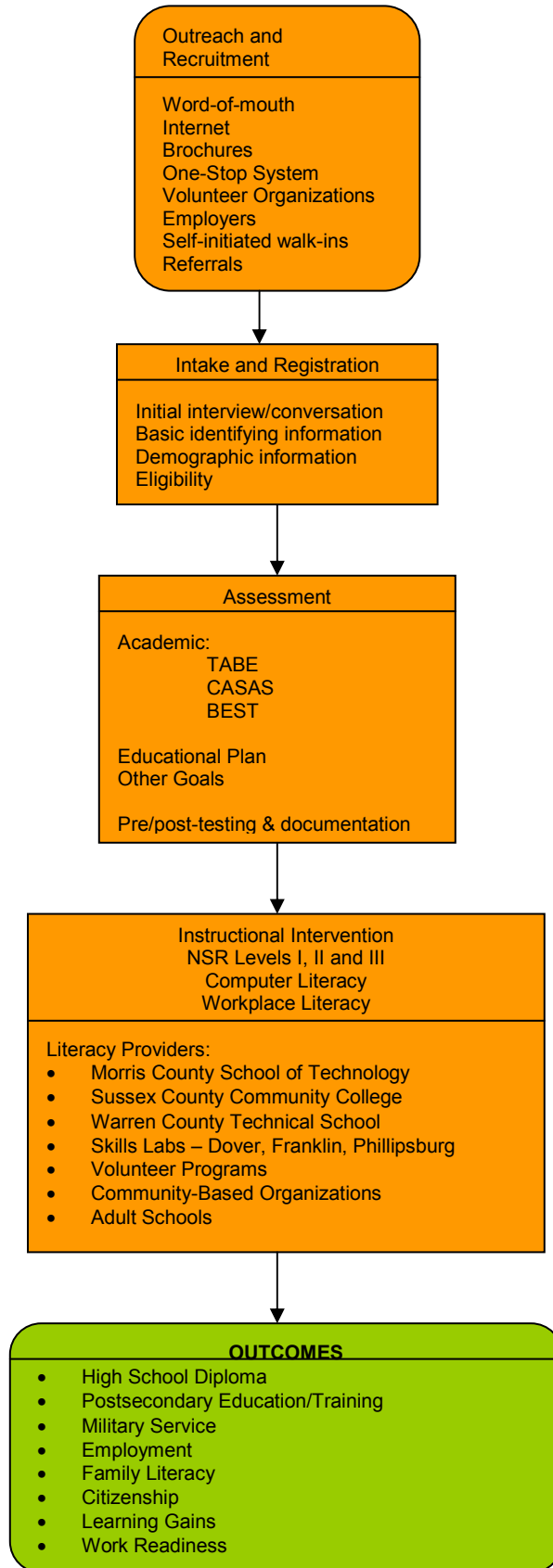
The chart on the following page depicts the flow of literacy customers through the system. As illustrated in Morris/Sussex/Warren's original literacy plan (matrix attached), there are many providers of adult literacy services in the tri-county area. For purposes of the consolidation, this plan focuses on integrating the Workplace Literacy Labs and the WIA Title II Adult Education and Family Literacy grantees into the One-Stop system.

There is a new literacy lab in each county. Morris County's lab is at the One-Stop Center in Dover; Warren County's lab is at the One-Stop Center in Phillipsburg; and Sussex County's lab is at the One-Stop outstation in Franklin.

There is one Title II Adult Education and Family Literacy grantee in each county. The Morris County School of Technology Program Consortium includes nine different sites and a number of different providers. Sussex County Community College offers classes in four locations in the county. Warren County Technical School has four locations offering adult education classes under this program.

The WIA Title II Adult Education and Family Literacy Act and the Literacy Labs in the One-Stop Centers have varying goals. The Title II programs are generally education-oriented, although employment is a goal for some. The Literacy Lab goals are more employment-oriented.

ADULT LITERACY SERVICE FLOW



Staff training about adult literacy programs and their services will be initiated. One-Stop and partner staff will learn about all major adult literacy programs in the workforce area at both a capacity building training to be held on January 22, 2004 and a Literacy Forum to be held in the Spring.

The increased coordination generated by the consolidation process will enable the One-Stop Career Centers and the literacy providers to better identify the customers' literacy needs, and to make sure that the customer can access the services that will best meet those needs. Literacy providers are now aware of the work-related literacy assistance available through the One-Stops, and the WIB is sharing the information about adult literacy programs with One-Stop and partner staff through staff training efforts previously mentioned.

The WIB will develop a procedure for wait-listed literacy customers that will be a part of the new MOU's with the literacy providers. This procedure will ensure that any literacy provider that must wait-list a customer will contact the One-Stop Literacy Coordinator and request that the Coordinator shop around for available and accessible literacy services that will meet the wait-listed customer's needs. The customer will then be referred to that available provider to avoid a delay in the delivery of services.

Assessment begins with an initial interview (one-on-one or group) to understand the customer's goals for entering a literacy program as well as his/her availability for classes. This process helps to identify the appropriate program.

If a literacy program is appropriate, basic identifying information and demographic information is collected. The customer is given information about available programs, including locations, teaching methods and hours of instruction.

An academic assessment follows. The major consolidated programs use the following assessment instruments:

<i>Literacy Program</i>	<i>ABE</i>	<i>GED</i>	<i>ESL</i>
Literacy Labs – Dover, Franklin, Phillipsburg	TABE paper & pencil	TABE paper & pencil	BEST oral & written
Warren County	TABE & writing sample	TABE & writing sample	CASAS reading & listening
Morris County	CASAS	CASAS	CASAS reading
Sussex County	TABE paper & pencil	TABE paper & pencil	CASAS reading & listening

All assessment instruments used are allowed by the National Reporting System. However, different providers use different academic assessment instruments. Uniformity will not be sought in the use of assessment instruments. However, providers have agreed to share test results for individuals, including the actual test used to determine a learning program. Students will be asked to sign a release to allow this exchange.

Assessment issues that need to be addressed include the fact that some of the assessment instruments, especially the TABE, assess only traditional literacy skills and are not consistent with the EFF approach; other instruments, such as CASAS, include employability skills and other competencies. There is a need to address the broader definition of literacy in assessment procedures.

At present, there are two GED testing sites, both with small capacity, in the workforce area. These sites are at Warren County Technical School and Sussex County Community College (e.g., 15/month at each site).

The WIB is funding additional GED tests in these counties to expand limited testing facilities and capacity. The WIB has also supported Morris County School of Technology's application for approval to become a testing site, which would make it the only testing site in Morris County. In addition, the workforce area is interested in arranging for special GED testing through DVRS for those with learning disabilities.

The instructional interventions may be individual tutor, instructor-led, computer-based, open-entry/open exit, on a term or semester basis, or distance learning. Providers in the three-county area offer all of these options. The following is a profile of the major literacy providers involved in the consolidation:

Literacy Labs at One-Stop Centers – Dover, Franklin, Phillipsburg

- Offer ABE, GED and ESL as well as job search
- Hours: M-F; standard business day
- Computer-based instruction with teacher assistance
- Open-entry/open-exit, self-paced
- Curriculum currently offered in 8-week cycles
- ESL – Rosetta Stone software; currently able to offer units 1-8, or Level I
- ABE – Reading Horizons, Learnscope, Skills Atlas; can accommodate up to 8th grade
- GED – NJN curriculum, also includes a job search component
- Students referred by UI must participate 4 hours/day, 5 days/week

Morris County School of Technology

- Operates in multiple locations
- Offers all 6 levels of instruction, but not funded by Title II for level 6
- All instruction is teacher-led
- Instruction is offered day and evening
- All classes are part-time except Headquarters Plaza, which is full-time (20 hours/week)
- Curriculum at Headquarters Plaza includes workplace skills and basic computer skills

Warren County Technical School

- Individual tutoring at lowest skill levels
- All instruction is teacher-led

- Career Center at Technical School (One-Stop site) to open 1/1/04
- Offers college information to students

Sussex County Community College/Technical School

- Individual tutoring at lowest skill levels
- All instruction is teacher-led
- Career Center at Technical School (One-Stop site) to open 1/1/04
- Offers college information to students

The matrix below displays information by county for the Title II Literacy Providers. As indicated, not all locations or providers offer all types and levels of service. These matrices will provide information to referral agencies, including the One-Stop Centers, about what is available by type of class, location and schedule.

Decisions about the appropriate program for each individual will be based partially on the learner's availability for classes at particular locations. In Morris County, most classes are scheduled with the working learner in mind. Only Headquarters Plaza has classes during the day. The Dover literacy lab also has classes during the day and is clearly meeting a need, especially for those who do not work during the standard business day.

Classes in Sussex and Warren counties are scheduled both day and evening. In Warren County, all classes are part-time. Once again, the literacy labs in these two counties offer customers flexibility in scheduling.

Name of Provider: Morris County School of Technology-Program Consortium
Website address: www.mcvts.org
Name of contact person: Miriam Faber
Telephone number: 973-627-4600x244
Fax number: 973-586-4314

Location of Services	ABE Levels	Class Schedule	GED Levels	Class Schedule	ESL Levels	Class Schedule	Method of Instruction	Class Size	Cost	Registration Schedule
Morris County School of Technology	1-3	M-Th: 6:15PM-8:15PM	1-3	Same	1-3	Sat: 8AM-12PM	Instructor-led class Computer	5-25	Free	Open
Boonton High School					1-3	T,Th: 6:30-9PM	Instructor-led class Computer	150	Free	Open
Dover High School					1-3	M,W: 6:30-9PM	Instructor-led class Computer	325	Free	Open
Head Start Community Program					1-3	M,W: 9-11:30AM	Instructor-led class Computer	75	Free	Open
Headquarters Plaza	1-3	M-Th: 8:30AM-2:30PM	1-3	Same			Instructor-led class Computer	5-25	Free	Open
Morristown High School	1-3	M,T:7-9:30PM	1-3	Same	1-3	6:30-9PM	Instructor-led class Computer	515	Free	Open
Trinity Lutheran Church					1-3	6:30-9PM	Instructor-led class Computer	75	Free	Open

Urban League of Morris County					1-2	M,W: 6:30-9PM	Instructor-led class Computer	25	Free	Open
Morris County School of Tech.- Adult High School			1-3	M-Th: 4-6PM			Instructor-led class Computer	30	Free	Open

Name of Provider: Sussex County Community College
Website address: www.sussex.edu
Name of contact person: Kathleen Okay
Telephone number: 973-300-2153
Fax number: 973-300-2156

Location of Services	ABE Levels	Class Schedule	GED Level	Class Schedule	ESL Level	Class Schedule	Method of Instruction	Clients Served	Cost	Registration Schedule
Sussex County Community College	1-3	M-Th: 9-9 F: 9-1 Sat: 9-12	1-3	Same	1-3	Same	Instructor-led class Individual tutoring Computer	400 Total	Free	Open
Hopatcong HS Adult Ed	1-3	M,W: 6-9PM	1-3	Same	1-3	Same	Instructor-led class	80	Free	2x yr.
Learning Center/ Disabilities Services	1-3	M-F: 9-5	1-3	Same	1-3	Same	Instructor-led class Individual tutoring	30-80	Free	Open
Learning Center					1-3	M-Th: 9-5	Instructor-led class Individual tutoring Computer	200	Free	Open

Name of Provider: Warren County Technical School
Website address: www.warrennet.org
Name of contact person: Maria Heaton
Telephone number: 908-835-2480
Fax number: 908-689-9283

Location of Services	ABE Levels	Class Schedule	GED Level	Class Schedule	ESL Level	Class Schedule	Method of Instruction	Clients Served	Cost	Registration Schedule
Hackettstown High School	1-3	M,W: 7-9PM	1-3	Same	1-3	Same	Instructor-led class	40-70	Free	Open
Phillipsburg Housing Authority	1-3	T,Th: 6-8PM M,W: 9-11AM	1-3	Same	1-3	Same	Instructor-led class Computer	20-30	Free	Open
Warren County Corrections	1-3	Volunteer availability	1-3	Same			Instructor-led class Individual	5-20	Free	Open
Warren County Technical School	1-3	M,W:7-9PM	1-3	Same	1-3	Same	Instructor-led class Computer	20-40	Free	Open

The consolidation efforts have made the Title II literacy providers full partners with the WIB, which will foster a much higher level of service exchange between the One-Stop Centers and the Title II providers. Currently, few referrals move from the One-Stop to the Title II providers or from the Title II providers to the One-Stop. Increased awareness

and coordination during the consolidation planning process will increase the flow of customers between these two service providers, and will increase the numbers of customers served by the Title II providers.

There are opportunities for further coordination that would strengthen the entire system. The Morris/Sussex/Warren WIB will plan structured opportunities for communication at both the management and staff level to foster greater understanding of the programs available that will lead to better utilization of resources.

The WIB will also sponsor the informal sharing of curriculum among providers, as well as the on-line exchange of information. Literacy activities will become part of the WIB's website, currently under development.

Literacy providers would like to focus on providing appropriate services to those with learning disabilities. Through Project Access, DVRS will train One-Stop staff to recognize and work with individuals with learning disabilities.

Greater coordination is needed with the New Jersey Department of Labor's Customized Training Program as this relates to literacy. At a minimum, the Office of Customized Training should provide the WIB with a list at least quarterly of any customized training grants awarded in the area.

As indicated in Morris/Sussex/Warren's 2002 literacy plan, the WIB will mobilize and coordinate literacy service delivery for the following US citizens and resident aliens:

- Individuals with English language deficiencies
- Individuals functioning at Literacy levels 1 and 2
- Non-high school graduates
- Individuals requiring computer literacy for employment or career advancement
- Individuals self-identified or identified by employers as lacking workplace readiness skills
- The unemployed with disabilities

While all area residents who need them can receive some level of literacy services, the WIB will specifically target:

- The unemployed in Parsippany-Troy Hills, Dover, Vernon and Phillipsburg
- The English deficient in Parsippany-Troy Hills, Dover, Morristown, Mt. Olive, Hopatcong, Hackettstown and Phillipsburg
- Employed workers whose basic skills or workplace readiness skill deficiencies inhibit their career advancement or their employers' economic competitiveness

Service Priorities:

1. Disadvantaged workers
2. Displaced workers

3. Individuals with disabilities
4. Part-time workers seeking full-time employment
5. Employed workers/working poor

The WIB is fostering expanded capacity for literacy services in a variety of ways. As previously noted, the WIB is active in increasing capacity for GED testing in all three counties. In addition, the skills labs in Dover and Franklin were full to capacity within weeks of opening, and the newly opened Phillipsburg lab is already close to reaching maximum capacity. These labs are already increasing the total capacity of adult literacy services in the tri-county area.

All instructional staff working at the skills labs will have a Bachelor's Degree in Education plus experience in teaching, in order to ensure the highest possible quality of literacy services.

New memoranda of understanding are being developed between the WIB and the WIA Title II Adult Education and Family Literacy providers. These will ensure coordination and leveraging of resources.

Program outcomes will be assessed in accordance with the instructions in the National Reporting System for Adult Literacy programs. In the Title II Adult Literacy programs, all programs will be assessed in the area of learning gains, including English proficiency, GED attainment, and skill levels required for employment. Other outcomes will be assessed to the extent that learners have stated goals in these areas. For example, employment attainment and retention will be assessed for students who set this as their goal for literacy instruction.

The learning labs will be assessed in accordance with goals set for these programs by the New Jersey Department of Labor.

Within the next six months, the Morris/Sussex/Warren WIB will:

- Ensure that the literacy labs in the One-Stop centers are functioning at capacity
- Develop protocols for sharing assessment information
- Conduct staff training for One-Stop and partner front-line staff to inform them of adult literacy offerings available in the tri-county area
- Foster sharing of information among literacy providers in the workforce area

IMPLEMENTATION PROCESS

The foundation for the implementation process must, in part, be built by the State, especially in the areas of technology and co-location. However, until issues of computer system compatibility, information confidentiality and facilities can be resolved at that level, the WIB will begin the consolidation process prior to implementation on July 1, 2004.

The first step in consolidation must be cross-training of staff, specifically front-line workers. Receptionists, intake workers and case managers must have a detailed knowledge of all available services, eligibility requirements, and means of access. Training should not be done separately for the staff of each agency, but should include staff from all partner agencies simultaneously and include exercises designed to help workers begin to develop relationships with staff of other partner agencies. Literacy providers should be included in these training sessions.

Training must also include exploring all possible means of communication among staff workers to minimize duplication of data collection and customer visits. This will entail making sure that all workers have access to fax machines and computers with email, and know how to use this equipment.

As AOSOS access is provided, additional training will need to take place to help staff use this system effectively.

The second step toward implementation will be the creation of a handbook detailing the full menu of public assistance and One-Stop services along with Frequently Asked Questions. Handbooks will be developed for each county and provided to all customers at both the welfare agencies and the One-Stop Career Centers. This will inform the customer on what to expect, what is available, and how services will be offered.

Additional consolidation implementation issues are detailed in the Implementation Plan chart attached to this document.

The remaining consolidation implementation issues are contingent upon response from the State on facilities, technology interfacing, and funding. The pooling of financial resources does not allow for the additional staff needed to fully implement the Morris/Sussex/Warren Consolidation Plan, since all the partner agencies are currently under-staffed, and most have received additional cutbacks in allocations for the current year.

PART TWO – Section 3

TEST CASE SCENARIOS MORRIS COUNTY

1. The employment counselor who greets Sylvia at the One-Stop will do an assessment on Sylvia to determine what her employment needs are, and also to find out what other support services may be required. The counselor will be able to tell Sylvia that she is eligible for Food Stamps and help her apply on site. If Sylvia discloses that her ex-husband is abusive, she will receive information about domestic violence services to help her keep her family safe and a contact will be made with Jersey Battered Women's Shelter, if Sylvia expresses interest.

Sylvia's work skills will be assessed. If Sylvia has any marketable skills, she will be assisted in a job search to match those skills. However, it is unlikely that Sylvia will be able to find a job without some training, and Sylvia will be referred to the on-site computer lab for basic computer skills training. The counselor will help her to determine what kind of work might interest her and what other kind of training might be required. Her options would be a short-term vocational training program combined with work experience or an on-the-job training program. Sylvia's ability to support herself and her family will be taken into consideration when looking for a training program. Since Sylvia needs money quickly, a short-term program that will enable Sylvia to get a start in her chosen field might be the best course of action. However, if it is unlikely that Sylvia will quickly advance in her job to the point where she is able to be self-sufficient, a longer training program that will start her out higher on the employment ladder may be best. Since Sylvia doesn't drive, it will be important to choose a school that is on a public transportation route. If Sylvia is in vocational training, transportation money will be provided. If she opts for on-the-job training, she will be given access to the PASS program for transportation.

Once a training program is chosen, Sylvia will be assigned to an employment counselor who works with that particular school and employment specialty. This counselor will be the to-work case manager for Sylvia, and will be her point of contact throughout her training and post-training job search. The case manager will monitor progress; assist with any additional support services that may be necessary which were not identified or needed at the time of intake; and will be the individual who reports on program completion and job placement to the welfare agency handling Sylvia's Food Stamp participation.

2. Sal will be signed up for Unemployment Insurance, but will also be assessed for eligibility for other forms of public assistance by his employment counselor. The

One-Stop counselor will do a pre-screening for TANF eligibility for the children which will cover Food Stamps and Medicaid, and will bring a welfare counselor to the table to assist in determining what public assistance services are most appropriate. Through TANF, efforts will be made to locate the children's mother to get her assistance with child support. The One-Stop counselor will also discuss services available to Sal through the Division of Vocational Rehabilitation Services. The counselor will introduce Sal to the on-site DVRS worker, who will do an assessment, including employability and interests, to help determine what kinds of jobs meet Sal's skills, abilities and interests, and what kind of training might be necessary to enable Sal to be employed.

If training is deemed appropriate, DVRS will work with Sal to identify the most appropriate training program and will also work with the school to help them to accommodate Sal's physical disabilities. If Sal is determined to be employable without training, DVRS will assist Sal in his job search, and provide job coaching if necessary until both Sal and his employer are confident he can handle the job on his own. DVRS will notify the One-Stop Center and the welfare agency of Sal's program completion and job placement, and will enter information into AOSOS. Should Sal not be employable, DVRS will help Sal apply for SSI.

3. Jana's TANF case manager will refer Jana to the to-work case management unit at the One-Stop Career Center, since Jana will be required to fulfill a 35 hour program activity. The to-work case manager will do an employability assessment, and develop an employability plan. The case manager and Jana will also complete the CAGE-AID form for referral to SAI. SAI will manage Jana's substance abuse treatment if she self-identifies and will notify the to-work case manager and the welfare case manager when they determine that Jana is able to participate in to-work program activities. At that point, Jana and her to-work case manager will select a GED program that she can attend. Child and Family Resources, the coordinated child care agency, will find a day care center to provide Jana's children with day care while Jana is in treatment and in school. When Jana has received her GED, she will take the next step in her employability plan. At that time, Jana will be placed in a supported work program for one month, followed by a combination of supported work and work experience. Van transportation would be provided through One-Stop transportation contract. The supported work program would help to place her in permanent, unsubsidized employment.
4. Tim would first be put in touch with a social worker at the Office of Temporary Assistance to receive emergency housing services. At that time, the social worker would give Tim the CAGE-AID to determine substance abuse. Morris Shelter would be contacted and Tim would be informed of the procedures for being housed at the Shelter. Veterans Services would be explained to Tim, and a veterans counselor would meet with him to determine what assistance they could offer. SAI would be the first step in his employability plan. Once SAI determined that Tim is ready to move into the next activity, Tim would be enrolled

in a one month group job search program where he would be assessed for literacy, employability, and substance abuse treatment. If he did not get a job within the first month, Tim would be referred to the life skills program, which would help him to understand that his personal hygiene and punctuality issues need to be changed if he is to be employable, and to assist him with suitable work clothes. Tim would be assigned a mentor to offer additional support in his quest for a job. During this time, Tim would also be eligible for transportation money. If Tim remained unemployed at the end of the life skills program, he would be placed in supported work for one month, and then supported work combined with work experience. The supported work program would help to place Tim in permanent, unsubsidized employment.

SUSSEX COUNTY

5. The caseWorker who received Clara's referral from the judge would contact Clara to explain One-Stop services and how she could get assistance from partner agencies with pre-natal care, parenting skills, GED classes and job skills to help her become self-sufficient. If Clara were willing to come in to the One-Stop Center, the caseWorker would try to elicit information about the abuse at home, and contact DYFS to do an investigation and to make arrangements for a mental health evaluation. Dependent upon the results of the mental health evaluation, Clara would be referred for mental health services through DYFS. In addition, she would be referred to the pre-natal care clinic at Newton Memorial Hospital for medical attention. Clara would be told about parenting classes that would be available should she decide to keep her baby. She would also be told about GED classes at Sussex County Community College where she could get her high school diploma. Clara would also learn about job readiness/life skills classes offered through Project Self-Sufficiency and job training opportunities available once she obtained her GED. Clara would also be referred to Social Services for Medicaid services.
6. Sam would be referred to the Commission for the Blind and Visually Impaired which would provide him with life skills for the blind as well as vocational training and job placement. If there are other issues surrounding Sam's MS, the Commission may consult with DVRS to get Sam assistance with any additional equipment or services needed. Sam should also be referred to Social Services to determine eligibility for Medicaid, Food Stamps and General Assistance.
7. Jean's social service case manager will contact her to find out why she did not show up for her next appointment at the One-Stop Center. The case manager will reschedule her to meet with an employment counselor who will screen Jean for WIA eligibility and determine whether or not she can finish her degree under Adult funding, possibly through distance learning. In addition, the employment counselor will do an employability assessment to determine what kind of job Jean might obtain that would provide her with enough money to buy food and clothing

for her family. Her public assistance worker has already gotten Jean help from the local food bank and thrift store to meet her immediate food and clothing needs. However, since Jean did not meet the compliance requirements for EEI, she will receive no additional help until she complies. At that time, Jean will be eligible for additional support through EEI once she finds full-time employment.

8. Rene will learn of the services available to her through the Rapid Response Team, which will provide her with information about job search assistance and skills re-training. She can access services prior to being laid off to begin a new search. Her employment counselor will do a full employability assessment to help determine what kinds of jobs she might qualify for. If she needs skills upgrading, she and her counselor will determine the kind of job she is best suited for, what job will bring her the closest to replacing or exceeding her current salary rate, and where she should go for training. Trade Act funding will be sought first, and only if there is no funding available will Rene be funded through WIA. Rene will be trained in a labor demand field that will allow her to collect ABT should her training program exceed her initial UI benefit period. Following the completion of her training, the school will be responsible for placing Rene in a new job. Should the school fail to do this, Rene will use One-Stop Career Center job search assistance to obtain employment.

WARREN COUNTY

9. Dave will work with an employment counselor who will do a skills assessment to determine what kinds of jobs Dave might be able to do, either currently or with some skills training. The employment counselor will assist Dave in his job search; if he does not obtain higher level employment within eight weeks, Dave would be screened for eligibility for training under WIA Adult funding as a currently employed worker. Distance learning would be considered as an option for Dave, or a part-time training course that he could take at night so he could maintain his current job while training.
10. Since Atasee was referred by the Division of Temporary Assistance and Social Services (DTASS), they will have already provided for emergency housing, food, clothing, furniture and utilities for Atasee's family upon proof that he is legally living in the United States. Prior to TANF eligibility determination, the family will have worked with a Social Worker at DTASS to coordinate transportation to food pantries and thrift stores for clothing and household products. Temporary housing and emergency assistance funds would also be provided through DTASS. Once the family was stabilized with the basic necessities, within thirty days their TANF eligibility would be processed. Atasee will be referred for TABE and ESL testing at the One-Stop Center and Warren County Community College, respectively. The child with the disability will be provided for through Medicaid, and Special Initiatives funds can be used for driver's licenses, insurance and vehicles as an incentive for job placement. The One-Stop Center will assist

Atasee in accessing ESL classes at Warren County Community College to address his English fluency issues and will work with the DTASS Case manager to make sure that Atasee's work requirement of 35 hours is met. The One-Stop Center will develop an appropriate CWEP site, ideally in an educational setting, for the work portion of Atasee's AWEP activity. DTASS can arrange payment for a background check, if necessary. When Atasee is able to work full-time, he may be placed in an On-the-Job Training slot to assist him in getting full-time employment. Once Atasee has been employed for four months, he can access the Career Advancement Voucher to help pay for getting his credits for teaching certification.

11. While Steve will be able to attend classes at the Phillipsburg One-Stop Skills Lab to increase his literacy levels or to attend classes at Warren County Community College or their satellite offices at the Phillipsburg Housing Authority or Hackettstown facility, he will be encouraged to attend GED and job readiness classes at the Phillipsburg School Based Youth Services Program, which will address both his basic skills levels and his employability issues. The WIB funds this program for out-of-school youth through WIA youth funds. Upon turning 18, he will be eligible for GA, and will be referred for assistance by the School Based Program. Being under age 18 and living on his own would require DYFS involvement. They would be the primary service provider until Steve turns 18. At that time, he will be eligible GA and Food Stamps. When he applies, DTASS will invite his family to participate in an orientation and introduction to employability and support services that might be available to them, if they are not already involved in homeless programs provided by DTASS.
12. Mrs. Brown will be given the option of accessing services through the One-Stop skills lab, or, if she feels too intimidated by the computer-based learning, she will be able to attend GED classes offered by Warren County Community College in Phillipsburg, Washington, or Hackettstown. She will also be made aware of senior services offered through the Warren County Division of Senior Services to meet any additional needs she might have.

PART TWO – Section 4

WIB OVERSIGHT STRATEGY

The WIB oversight strategy to ensure that the consolidation plan is fully implemented includes:

MONTHLY MEETINGS WITH CONSOLIDATED AGENCY STAFF

Beginning in July 2004, the WIB will convene two monthly meetings of representatives of the agencies affected by consolidation. The first meeting, on consolidated welfare services, will include:

- Morris/Sussex/Warren Employment and Training Services
- Workforce New Jersey (Morristown, Dover, Franklin, Newton and Phillipsburg offices)
- Morris County Offices of Temporary Assistance
- Sussex County Division of Social Services
- Warren County Department of Human Services

The second monthly meeting, on consolidated adult literacy services, will include:

- Morris/Sussex/Warren Employment and Training Services
 - Workforce New Jersey (Morristown, Dover, Franklin, Newton, and Phillipsburg offices)
 - *Morris County School of Technology
 - *Sussex County Community College
 - *Warren County Center for Career and Personal Development
- (* indicates WIA Title II grant recipient)

The meetings will include discussion on:

- The extent of program consolidation
- Obstacles to complete consolidation
- Impact of consolidation on customer service
- Action to be taken to achieve complete consolidation

The WIB will set deadlines for and assign staff to monitor action to be taken to achieve complete consolidation. If necessary, the WIB will also provide or arrange technical assistance to partner agencies to insure achievement of consolidation goals.

CUSTOMER SATISFACTION SURVEYS

The WIB will develop and administer customer satisfaction surveys to elicit information on the effects of consolidation on customer service. Initially the surveys will be available in paper/pencil format at all consolidated locations and collected/submitted

monthly for WIB review. The WIB will work toward developing the survey in electronic format to facilitate survey completion and immediate data collection and analysis.

The WIB will regularly review survey results and, when indicated, initiate corrective action or “best practice” information dissemination in partnership with affected agencies. The WIB will augment the written surveys with occasional personal customer interviews to collect more detailed information on consolidated customer service.

The customer satisfaction surveys will be developed by May 1, 2004 and sent to all consolidated partner entities for review and comment. The surveys will be revised, if necessary, in response to partner comments by July 1, 2004. The surveys will be distributed to partner sites by July 15, 2004 and administered beginning August 1, 2004 and continuously thereafter. Partner entities will return the first group of completed surveys to the WIB by September 1, 2004 and subsequent surveys by the first of each successive month. The WIB will review the first collected surveys by September 15, 2004 and subsequent surveys by the 15th of each following month. The WIB will summarize survey data and discuss it with the One-Stop Operator by the 25th of each month. The One-Stop Operator will share and discuss the survey data with partner representatives at regularly scheduled meetings. The WIB will advise the One-Stop Operator of corrective action, if necessary, to be taken in response to survey or monitoring findings. The One-Stop Operator will immediately direct the affected partner(s) to initiate corrective action and report action taken to the WIB within one month of the corrective action advisement.

ON-SITE MONITORING

For the past 12 years, the WIB has retained the Employment Training Institute of Ringwood, NJ (ETI) for monitoring and oversight services. The WIB will work with ETI to develop comprehensive monitoring tools and procedures to determine the extent of consolidation among partner agencies and the effect on customer service. ETI, with the WIB's guidance, will deploy these tools and procedures, including on-site monitoring visits to partner agencies. The WIB will review the data collected by ETI and share the results with partner agencies. The WIB will, if necessary, jointly develop corrective action/technical assistance plans with partner agencies to achieve consolidation goals.

ETI, after consulting with the WIB, will submit draft monitoring tools and procedures to the WIB by May 1, 2004. The WIB One-Stop Career Center Committee, in its role as Consolidation Planning Committee, will review the tools and procedures and submit comments and suggestions to the WIB by June 1, 2004. ETI will revise the tools and procedures by July 1 as necessary. ETI will begin on-site visits to consolidated partner agencies by August 15, 2004 and will visit all partners at least once by September 30, 2004. After the first round of visits, ETI will visit each partner once every three months, or more frequently as indicated by report findings or corrective action requests. ETI will report visit findings to the WIB beginning September 10, 2004 and report subsequent visit findings by the 10th day of the month following the visits. The WIB will forward oversight reports to the One-Stop Operator by the 15th of the month in which they are received, along with corrective action requests, if necessary. The One-Stop Operator

will share the reports with partner agencies and direct that requested corrective action be taken within 30 days. The One Stop Operator will report the status of corrective action to the WIB within 45 days of the corrective action request.

The WIB and ETI will continuously evaluate monitoring tools and procedures to insure that they remain relevant to the various stages of consolidation implementation and revise the tools and procedures as appropriate.

MANAGEMENT STRUCTURE

In the Dover, Newton and Phillipsburg One-Stop Career Centers, the Workforce New Jersey managers are the One-Stop managers. They report, on One-Stop issues, to the One-Stop Operator. The One-Stop Operator, assisted by the Workforce New Jersey Supervisor, manages the Morristown One-Stop.

The One-Stop Operator holds monthly meetings with the One-Stop managers on One-Stop issues. The WIB Director or WIB staff attend the monthly meetings as necessary.

The WIB board and committee members set general policy for the One-Stop system and communicate their policy decisions to the WIB Director. The WIB Director is in daily contact with the One-Stop Operator, discussing One-Stop policy and procedures and ensuring that WIB policy decisions are implemented. The WIB Director communicates to the One-Stop managers and staff through the One-Stop Operator.

Until a unified management information system for consolidated program services is developed, the WIB will use information from customer satisfaction surveys and on-site monitoring, including customer interviews, to assess progress in system consolidation.

To begin, the WIB will establish baseline data for and track information on two specific indicators: number of customer visits and number of services received per visit. Ideally, as consolidation progresses, the number of individual customer visits should decrease and the number of services per visit should increase. Obviously, factors other than consolidation will affect these indicators, but, over time, customers should receive more services in fewer visits. In addition, customer satisfaction with consolidated services will be assessed and tracked to gauge quality of service and to ensure that customer satisfaction remains the focal point of consolidation initiatives.

The WIB will know that the goal of “to work” consolidation has been met when customers consistently report satisfaction with One-Stop services and report that they receive the maximum number of quality services in the minimum number of visits.

PART TWO, Section 5

STAFF TRAINING

The WIB will arrange general consolidation training sessions for staff from the following partner agencies:

- Morris/Sussex/ Warren Workforce Investment Board
- Morris/Sussex/Warren Employment and Training Services
- Morris County Offices of Temporary Assistance
- Sussex County Division of Social Services
- Warren County Department of Human Services
- Workforce New Jersey
- New Jersey Division of Vocational Rehabilitation Services
- Morris County School of Technology
- Sussex County Community College
- Warren County Technical School

The training will include presentations from each partner agency on their:

- Mission and role
- Funding
- Services
- Eligibility requirements
- Staff
- Locations
- Hours of operation
- Current linkages to consolidation partners
- Expanded partner linkages under consolidation

The WIB anticipates that general consolidation training will not be expensive and can be paid for by WIB Workforce Investment Act funds.

In addition to general training on partner agency roles and services as described above, the WIB has identified the following cross-training as critical for successful integration of services:

- Intake
- Eligibility determination
- Assessment
- Detailed service information on partner agencies
- Information flow
- Referral procedures
- Identifying appropriate contacts
- Accessing support services
- Customer tracking and follow up

The WIB will ask each partner agency to identify trainers and appropriate trainees for each of the above training areas. The WIB will assist partner agencies in arranging training sessions, providing facilities and logistical support as necessary. The WIB anticipates using its network of partner facilities for the training. The WIB or host partner agency will supply refreshments as appropriate. Training costs will be minimal and can be paid for from partner agency funds.

The WIB envisions that the WIA Title II Adult Literacy Providers, currently the partners with the least connection to the One-Stop Career Center system, will need the most training. The WIB will ensure that the Title II providers are represented at the general and cross-training sessions described above. Additional training, if necessary, will be provided by the WIB Literacy Coordinator, who is knowledgeable about all partner agency services.

The WIB views soft skills training as essential to effective customer service. However, lacking appropriate soft skills curricula and training expertise, the WIB recommends that the state deliver or coordinate this vital training on a state-wide basis. Possible training areas include:

- Customer service
- Team building
- Serving diverse customers
- Listening
- Customer communication

WORK PLAN

The first general consolidation training session will be held at 9 AM on April 5, 2004 at the Morris County Firefighters and Police Training Academy in Parsippany. The WIB will invite the director of each partner agency and ask the director to designate staff to attend. Each agency will have 30 minutes to present their agency information as detailed above and 15 minutes to answer questions from other agencies. The session will conclude with suggestions from partner agency representatives for additional, more specialized training sessions to be held in the last week of April 2004.

In the last week of April 2004, the WIB will hold three training sessions, one each in Morris, Sussex and Warren Counties, for front-line staff of partner agencies. Each agency will provide written information on their intake, eligibility determination, assessment, information flow, referral, support services and customer tracking procedures and then discuss these procedures in detail. Each agency will designate representative(s) to participate in subsequent work group meetings. The work group meetings will begin in early May 2004. The work groups' goal will be to examine agency procedures and plan coordination of these procedures between partner agencies. The workgroups will attempt to make agency procedures as customer friendly as possible, optimize inter-agency information exchange and referrals and eliminate duplicate

procedures and information gathering. The workgroups will report their recommendations to the WIB. The WIB will send the recommendations to the partner agencies for comment by May 31, 2004. The recommendations will be revised in response to agency comments, if necessary, and then returned to the partner agencies for implementation by July 1, 2004.

PART TWO, Section 6

BUDGET PLAN

The following chart shows all sources of available funds and administrative entities for all funds:

FUNDING SOURCE	ADMINISTRATIVE ENTITY
Workforce Investment Act, Title I	Workforce Investment Board
Workforce Investment Act, Title II	New Jersey Department of Education
Workforce Development Partnership Program	Workforce Investment Board
Workforce Development Partnership Program Supplemental Workforce Fund for Basic Skills	Workforce Investment Board
Wagner-Peyser	New Jersey Department of Labor
Division of Family Development	Morris, Sussex, Warren County Administration
WorkFirst New Jersey Department of Labor	New Jersey Department of Labor

The WIB will provide program and activity level budget detail on receipt of budget information for partner agencies from the SETC.

PART TWO, Section 7

MEMORANDA OF UNDERSTANDING

Attached are draft Memoranda of Understanding between:

- The Chief Elected Officials in Morris, Sussex and Warren Counties;
- The Chief Elected Official in the WIB; and
- The WIB, One-Stop Operator and One-Stop Partners.

**MORRIS/SUSSEX/WARREN COUNTIES
CONSORTIUM AGREEMENT**

THIS AGREEMENT, entered this ____ day of ____, 2004 by and between the Boards of Freeholders of Morris County (hereinafter "Morris"), Sussex County (hereinafter "Sussex"), and Warren County (hereinafter "Warren"), all political subdivisions of the State of New Jersey.

WHEREAS, New Jersey's strength to compete in the world economy is created by the skilled workforce; and

WHEREAS, to remain competitive, New Jersey must develop a State-based and locally delivered strategy for an integrated education and job training system based on current and future State and local area labor demands; and

WHEREAS, a coordinated workforce readiness system, in concert with the State's overall economic development strategy, would guide federal, State, and local resources in a manner that promotes a high quality, globally competitive workforce; and

WHEREAS, PURSUANT TO N.J.S.A. 34:15C-15e(7), a coordinated workforce readiness system can be achieved through Workforce Investment Boards ("WIB's"), with responsibilities consistent with A Unified Plan for New Jersey's Workforce Readiness System (the "Plan"), as prepared by the State Employment and Training Commission ("SETC"); and

WHEREAS, Executive Order #36, issued by the Governor of the State of New Jersey, on May 12, 1995, directed current county and multi-county PIC's, in cooperation with the chief elected officials ("CEO's"), to assume the responsibilities of the order through a WIB; and

WHEREAS, the counties of Morris, Sussex and Warren, by agreement, currently operate as a multi-county consortium that forms the Morris/Sussex/Warren Workforce Investment Board, conducting activities as prescribed by the Workforce Investment Act ("WIA"), said agreement to continue; and

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein, Morris, Sussex and Warren Counties agree to the following terms:

1. LOCAL AREA. Morris, Sussex and Warren Counties hereby agree to maintain the three county Local Area ("LA") for the purpose of carrying-out workforce investment program consolidation.
2. ADMINISTRATION. Morris, Sussex and Warren hereby designate Morris to act as the administrative entity. Morris shall have such

powers, duties, responsibilities and liabilities as are established by Executive Order #36 and the SETC Plan. In the role of administrator, Morris shall establish and oversee all fiscal management systems and record keeping systems necessary to comply with the aforementioned authorities, specifically, funds associated with the staffing, the day to day operation and coordination of the WIB.

Administrative funding for the development of the workforce readiness system shall be obtained, at the State level, from all workforce readiness programs in accordance with funding ratios established by the cooperating State departments which fund and administer workforce development programs. The WIB, with the approval of the CEO, may hire such staff or contract for such services as deemed necessary to carry out the responsibilities of the WIB and the conditions of this agreement.

3. WIB STATUTORY RESPONSIBILITY. The WIB shall maintain statutory responsibility under the Workforce Investment Act; however, the emphasis shall be on the coordination of all workforce readiness programs in the three county Local Area.
4. WORKFORCE INVESTMENT BOARD RESPONSIBILITY. The WIB shall:
 - a. assess the labor market and develop a local strategic plan to optimize federal, State and local workforce readiness resources within their boundaries;
 - b. address the concerns of traditionally marginalized populations, such as women and minorities, who constitute the majority of the new entrants to the workforce by developing specific plans and activities to serve these populations;
 - c. act to influence both program management and resource allocation by analyzing local needs and opportunities and coordinating federal, State and local resources to achieve defined goals;
 - d. design a consolidated workforce investment plan; and
 - e. establish a marketing and development strategy to ensure the local community is aware of the purpose and function of the Workforce Investment Board.
5. LIABILITY. Morris shall be liable for the WIB staff operations, performance of duties and responsibilities, and coordination of Workforce Investment Board activities. Morris shall hold harmless Sussex and Warren from liability, claims, damages and injuries which may arise from actions taken or not taken by the WIB staff in carrying out their assigned

responsibility; however, this liability does not include the actions or negligent acts of those outside of the WIB staff.

- 6. SEVERABILITY. If one or more of the terms, provisions, promises, covenants or conditions of this agreement shall to any extent be adjudged by the court of competent jurisdiction to be illegal, or unenforceable, then, that provision shall be excepted from this document and each and all the remaining terms, provisions, promises, covenants and conditions of this agreement not affected by such unenforceable and illegal terms shall be deemed valid and enforceable to achieve the purposes of this agreement.

- 7. AMENDMENT. This contract may be amended at any time by written agreement by all parties involved; specifically, Morris, Sussex and Warren Counties.

- 8. GOVERNING LAW. This agreement shall be construed and interpreted in accordance with the laws of the State of New Jersey.

ACCEPTED AND AGREED: _____
Director, Board of Chosen Freeholders – County of Morris

ACCEPTED AND AGREED: _____
Director, Board of Chosen Freeholders – County of Sussex

ACCEPTED AND AGREED: _____
Director, Board of Chosen Freeholders – County of Warren

**AGREEMENT BETWEEN
MORRIS SUSSEX WARREN WORKFORCE INVESTMENT BOARD
AND
MORRIS COUNTY BOARD OF CHOSEN FREEHOLDERS**

This agreement is entered into by the Morris/Sussex/Warren Workforce Investment Board, hereinafter referred to as the "WIB" and the County of Morris Board of Chosen Freeholders, hereinafter referred to as the Chief Elected Official, or as "CEO".

TERMS OF THE AGREEMENT

1) THE ROLE OF THE CHIEF ELECTED OFFICIAL

The CEO shall be charged with such responsibilities, duties and powers as may be required under the Workforce Investment Act including but not limited to:

1. The CEO shall be designated as the Grant Recipient for Workforce Investment Act funding, and any other funds which are provided for WIB staffing and operations, or for which the WIB approves funding, and shall assure that all responsibilities inherent in receiving and administrating said funding are satisfied.
2. The CEO shall approve, in conjunction with the WIB, a Workforce Investment Plan, all other plans required of the WIB, grant applications, and other deliverables, as well as modifications to same, prior to submission to the Governor, the United States Department of Labor, the New Jersey Department of Labor, the New Jersey Department of Human Services, the New Jersey State Employment and Training Commission, or any other authorized body or agent.
3. The CEO shall be the fiscal agent for all funding received through the Workforce Investment Act, the WIB Administration grant, and other related workforce grants designated by the Governor, the Commissioner of Labor or their designee as being for the specific use of the WIB. The CEO will ensure that funding is provided to the WIB consistent with WIB approval. The CEO shall procure audits of said funds and resolve any questions arising from any audits.
4. The CEO shall be the employer of WIB staff. Staff will follow all County personnel procedures and policies, and be entitled to the same benefits as other County employees.
5. The CEO shall appoint all members to the WIB in accordance with Executive Order 36, the Workforce Investment Act and subsequent

directives from the State of New Jersey or the United States Department of Labor.

2) THE ROLE OF THE WORKFORCE INVESTMENT BOARD

The WIB shall be charged with such responsibilities, duties and powers as may be required under the Workforce Investment Act, Executive Order 36, the State of New Jersey, and the United States, including but not limited to:

1. The WIB shall develop its own by-laws.
2. The WIB shall have access to adequate staffing and funds to be available to perform WIB duties, as directed by the WIB Chairperson, utilizing the WIB Administration grant, Workforce Investment Act administration grant and other workforce development funds.
3. The WIB shall develop, approve and implement, in conjunction with the Chief Elected Official (CEO), a local Workforce Investment Plan, other plans required of the WIB, grant applications and other deliverables, as well as modifications to same. The WIB shall develop and approve specific policies, goals, objectives, and priorities for required and other deliverables, and is responsible to oversee and ensure that planned outcomes are realized.
4. The WIB shall designate or certify, in conjunction with the CEO, the selection of the One-Stop Operator and, in conjunction with the CEO, shall negotiate and approve the Memoranda of Understanding.
5. The WIB shall negotiate, reach agreement on, and approve local performance measures in partnership with the CEO and the Governor.
6. The WIB shall approve eligible providers of youth activities, training service providers for adult and dislocated workers and providers of intensive services.
7. The WIB may assist the Governor in the development of a statewide employment statistics system or in regional labor market planning.
8. The WIB shall resolve any questions arising from audits conducted by the CEO, State of New Jersey, or United States and report the results of audits to the CEO.

3) LENGTH OF AGREEMENT

This agreement shall become effective July 1, 2004 and remain in force and in effect until terminated by the repeal of the Workforce Investment Act of 1998, otherwise by action of law, or in accordance with this section. This Agreement may be amended or extended at any time by mutual consent of the WIB and CEO. This agreement does not in any way infringe upon the WIB's or CEO's ability to exercise options available under the Workforce Investment Act or regulations.

FOR THE COUNTY OF MORRIS:

Jack J. Schrier, Director, Morris County Board of Chosen Freeholders

FOR THE MORRIS/SUSSEX/WARREN
WORKFORCE INVESTMENT BOARD:

Charles Roberts, Chair
Morris/Sussex/Warren Workforce Investment Board

MEMORANDUM OF UNDERSTANDING

Pursuant to The Workforce Investment Act of 1998

- 1. PURPOSE AND NATURE OF AGREEMENT:** The Workforce Investment Act (WIA) of 1998 mandates that an agreement be developed and executed between the local Workforce Investment Board (with the agreement of the Chief Elected Official) and the One-Stop partners. The agreement describes the operation of the One-Stop delivery system of the local area.

This agreement, known as the Memorandum of Understanding (MOU) serves as a contract between and among the various One-Stop system partners, hereafter referred to as “partner or partner entity,” and the Workforce Investment Board, hereafter referred to as WIB. The provisions and terms of this MOU, detailed herein, are subject to change as mandated by Federal and/or State regulation and/or policy or as negotiated by the partners and WIB.

- 2. MISSION:** The One-Stop delivery system comprises partner entities (referred to as One-Stop Partners) responsible for administering separate workforce development, educational, and other funding streams or human resource programs. The One-Stop Partners collaborate and share resources to create a seamless system of service delivery that will enhance access to the programs’ services and improve long-term employment outcomes for individuals receiving assistance.
- 3. VALUES & VISION:** It is the intent of the WIB and the One-Stop Partners to build a network of employment and training services that enhance the quality of life-long learning opportunities for the community at large, and are available through different points and modes of access.

The values embraced are:

- integrated and streamlined services
- universal access
- customer satisfaction
- accountability to consumers and business
- flexible delivery
- informed customer choice
- responsive collaboration

- 4. PARTIES:** The parties to this Memorandum of Understanding (“MOU”) are:
 - a. THE GRANT RECIPIENT** (By agreement of the Boards of Freeholders of Morris, Sussex and Warren Counties, the Freeholder Board of the County of Morris has designated as the lead entity for WIA administration.)

The County of Morris
Administration and Records Building
Court Street, 5th Floor
PO Box 900
Morristown, NJ 07963-0900
Jack J. Schrier, Director, Board of Chosen Freeholders

b. THE WORKFORCE INVESTMENT BOARD

The Morris/Sussex/Warren Workforce Investment Board (M/S/W WIB)
30 Schuyler Place, 3rd Floor, PO Box 900, Morristown NJ 07963-0900
Jack Patten, Director, 973-829-8662

c. THE ONE-STOP CAREER CENTER SYSTEM OPERATOR

Morris/Sussex/Warren
Employment and Training Services (M/S/W ETS)
30 Schuyler Place, 3rd Floor, PO Box 900 Morristown NJ 07963
Olga Burns, Director of Program Operations, 973-285-6880

d. ONE –STOP CAREER CENTER SYSTEM PARTNERS

Workforce New Jersey
107 Bassett Highway
Dover, NJ 07801
Tamara Thomas, Director,
NJ Division of Employment and Training, 609-292-5834

Workforce New Jersey
Sussex County Mall
Route 206 North
Newton, NJ 07860
Tamara Thomas, Director,
NJ Division of Employment and Training, 609-292-5834

Workforce New Jersey
75 South Main Street
Phillipsburg, NJ 08865-2339
Tamara Thomas, Director,
NJ Division of Employment and Training, 609-292-5834

Franklin PROS ONE-STOP Center
Munsonhurst Road
Franklin, NJ 07416

Tamara Thomas, Director,
NJ Division of Employment and Training, 609-292-5834

New Jersey Division of Vocational Rehabilitation Services
7 Sussex Ave., 2nd Floor
Morristown, NJ 07960
Maureen Craven, Manager 973-631-6304

New Jersey Division of Vocational Rehabilitation Services
223 Stiger Street
Hackettstown, NJ 07840
Maureen Craven, Manager 908-852-4110

Morris County Offices of Temporary Assistance
340 West Hanover Avenue
Morris Township, NJ 07960
Carol A. Novrit, Director 973-326-7240

Sussex County Division of Social Services
PO Box 218
Newton, NJ 07860
Jeffrey Daly, Director 973-383-3600

Warren County Department of Human Services
202 Mansfield Street –Cummins Building
Belvidere NJ 07823
Karen Kubert, Director 908-475-3331

Morris County School of Technology
400 East Main Street
Denville, NJ 07834
James Rogers, Superintendent 973-627-4600

Sussex County Community College
College Hill
Newton, NJ 07860
Bradley Gottfried, President 973-300-2121

Warren County Technical School
1500 Route 57
Washington, NJ 07882
Frank Mancuso, Superintendent 908-689-7850

- 5. DURATION:** This MOU is effective from July 1, 2004 until one or more of the signatories withdraw by written notice.

6. MODIFICATION: This MOU may be modified at any time by written agreement of the parties.

7. ONE STOP SYSTEM DESCRIPTION: The One-Stop Career Center system in the M/S/W WIB WIA PLAN, including modifications, is incorporated into this MOU by reference.

8. ROLES OF ONE-STOP PARTNERS:

The following chart defines each One-Stop Partner's Role:

PARTNER	SERVICES TO BE PROVIDED	FUNDING
M/S/W ETS (One-Stop Operator)	All core, intensive and training services	Workforce Investment Act Title I; Workforce Development Partnership Program; DHS-TANF; Welfare –to-Work Formula Grant; General Assistance Funds
Workforce NJ Dover/Morristown	Veterans Services; PROS; WDP; U.I.; Trade Act; Core and intensive services; Job search for TANF, GA and Food Stamps recipients	Workforce Development Partnership Program; Wagner-Peyser
Workforce NJ Newton/ Phillipsburg And Franklin PROS Center	Veterans Services; PROS; WDP; U.I. Trade Act; Core and intensive services; Job search for TANF, GA and Food Stamps recipients	Workforce Development Partnership Program; Wagner-Peyser
NJ Division of Vocational Rehabilitation Services	Core, intensive and training services for eligible persons with disabilities	Federal and State grants
Morris County Offices of Temporary Assistance	All core, intensive and training services for Public assistance recipients	TANF; Welfare-to- Work Formula Grant
Sussex County Division of Social Services	All core, intensive and training services for public assistance recipients	TANF; Welfare-to-Work Formula Grant
Warren County Department of Human Services	All core, intensive and training services for public assistance recipients	TANF; Welfare-to-Work Formula Grant

Morris County School of Technology	Adult Basic Education, English as Second Language training, GED preparation and testing	Workforce Investment Act Title II
Sussex County Community College	Adult Basic Education, English as Second Language training, GED preparation and testing	Workforce Investment Act Title II
Warren County Technical School	Adult Basic Education, English as Second Language training, GED preparation and testing	Workforce Investment Act Title II

9. ROLE OF THE WIB: The WIB will:

- Plan and oversee consolidation of workforce investment programs.
- Ensure that all partners fulfill their roles in program consolidation

10. REPORTING: All One-Stop Partners' senior managers who are involved in the Morris/Sussex/Warren One-Stop Career Center system will report directly to the Morris County One-Stop Operator for **One-Stop Career Center management purposes**. This reporting relationship is **strictly limited to One-Stop Career Center management purposes only**.

11. STAFFING / SPACE:

Partners will contribute, **as funding permits**, sufficient staff and space to workforce investment programs to ensure successful program consolidation.

12. PARTNER RESPONSIBILITIES – GENERAL PROVISIONS FOR ALL PARTNERS: Each partner must make available to customers the core services that are integral to that partner's programs, and participate in the operation of the One-Stop system consistent with the terms of the MOU and the requirements of authorizing laws.

In addition, each partner must participate in the operation and evolution of the One-Stop system by:

- Endorsing the mission of the One-Stop system
- Participating in the joint preparation of a document reflective of local, unified planning of the One-Stop workforce readiness system
- Agreeing to a common identity and recognizing the affiliation with the One-Stop Career System in partner communications, signage, and public displays
- Agreeing to participate in a computer-based communications system
- Involving the appropriate level of staff in all case conferencing meetings;

- Participating in cross-training and other One-Stop staff capacity building activities to ensure that each partner's staff is trained in delivery of core services
- Implementing collection of common registration and service data as available technology allows
- Sharing customer information in accordance with the guidelines and protocols established through the confidentiality consensus of partners
- Guaranteeing to reserve usage of any One-Stop technology purchases of hardware and software exclusively for One-Stop activities
- Placing computers provided for job-search activities in areas accessible to all staff, customers and the public (as warranted)
- Providing ongoing and continuing notification (29 Part 37.29) that "Equal Opportunity is the Law" and providing the same notice in the form of a flyer;
- Assisting in customer satisfaction monitoring of workforce investment program activities as directed by WIB/One-Stop policy

13. OPERATING COSTS: Each partner shall contribute, **as funding permits**, a fair share of proportional support for One-Stop system operating costs. Proportional support means the provision of operating costs in proportion to the number of customers of the partner served in the One-Stop system in comparison to the total number of customers served in the One-Stop system.

14. REFERRAL: The parties agree that referral of customers among partners will be done through various methods until all partners share a common data and communication system enabling automated referrals. Current referral methods include telephone, facsimile transmission, e-mail, scanning and mail. Referrals will include the basic customer information common to partners as well as any pertinent confidential information accompanied by a Release of Information form. The basic information form will be used until automated data sharing is available.

15. ASSURANCE AND CERTIFICATIONS: The parties to this agreement and respective staff assure that no person (applicants claimants, participants of One-Stop programs, or employees of partners or other signatories) shall be discriminated against in consideration for or receipt of employment and training services or staff position on the basis of race, color, religion, sex, sexual orientation, national origin, age, disability, political affiliation, or belief and, if receiving WIA program benefits, citizenship/status as a lawfully admitted immigrant authorized to work in the United State or participation in any WIA Title I-financially assisted program or activity (Section 188 of WIA and 29 CFR Part 37.20 identifies civil rights laws).

- Each member will assure that it will follow its affirmative action plan to assure nondiscrimination, written personnel policies, and grievance procedures for complaints and grievances from applicants, subcontractors, employers, employees, and other interested persons, all in accordance with applicable statutes and regulations.
- The Partnership will not expose employees or customers to surroundings or working conditions which are unsanitary, hazardous, or dangerous; staff

employed or trained for inherently dangerous occupations shall be assigned to work in accordance with reasonable safety practices.

- Each member will assure that it will follow a drug free workplace policy.

16. AUTHORITY AND SIGNATURES: The individuals signing below have the authority to commit the party or parties they represent to the terms of the MOU and do so by signing below.

FOR THE MORRIS/SUSSEX/WARREN WORKFORCE INVESTMENT BOARD:

Signature and Date

JACK PATTEN, DIRECTOR, MORRIS SUSSEX WARREN WORKFORCE
INVESTMENT BOARD

Name and Title

*AS ONE-STOP OPERATOR AND FOR MORRIS/SUSSEX/WARREN EMPLOYMENT &
TRAINING SERVICES*

Signature and Date

OLGA BURNS, DIRECTOR OF PROGRAM OPERATIONS,
MORRIS SUSSEX WARREN EMPLOYMENT AND TRAINING SERVICES

Name and Title

*FOR THE WORKFORCE NEW JERSEY DOVER, NEWTON AND PHILLIPSBURG
OFFICES AND THE FRANKLIN PROS CENTER:*

Signature and Date

TAMARA THOMAS, DIRECTOR, NJ DIV. OF EMPLOYMENT & TRAINING

Name and Title

*FOR THE N.J. DIVISION OF VOCATIONAL REHABILITATION SERVICES,
MORRISTOWN & HACKETTSTOWN:*

Signature and Date

MAUREEN CRAVEN, MANAGER, NJ DIVISION OF VOCATIONAL REHABILITATION
SERVICES

Name and Title

FOR THE MORRIS COUNTY OFFICES OF TEMPORARY ASSISTANCE

Signature and Date

CAROL A. NOVIT, DIRECTOR, MORRIS COUNTY OFFICES OF TEMPORARY
ASSISTANCE

Name and Title

FOR THE SUSSEX COUNTY DIVISION OF SOCIAL SERVICES:

Signature and Date

JEFFREY DALY, DIRECTOR, SUSSEX COUNTY DIVISION OF SOCIAL SERVICES

Name and Title

FOR THE WARREN COUNTY DEPARTMENT OF HUMAN SERVICES:

Signature and Date

KAREN KUBERT, DIRECTOR, WARREN COUNTY DEPARTMENT OF HUMAN
SERVICES

Name and Title

FOR THE MORRIS COUNTY SCHOOL OF TECHNOLOGY:

Signature and Date

JAMES ROGERS, SUPERINTENDENT, MORRIS COUNTY SCHOOL OF
TECHNOLOGY

Name and Title

FOR SUSSEX COUNTY COMMUNITY COLLEGE:

Signature and Date

BRADLEY GOTTFRIED, PRESIDENT, SUSSEX COUNTY COMMUNITY COLLEGE

Name and Title

FOR THE WARREN COUNTY TECHNICAL SCHOOL:

Signature and Date

FRANK MANCUSO, SUPERINTENDENT, WARREN COUNTY TECHNICAL SCHOOL

Name and Title

APPENDICES

- APPENDIX A – Planning Process
- APPENDIX B – Public Hearing Information

APPENDIX A PLANNING PROCESS

Following are:

Calendar With Meeting Dates and Minutes For:

- Welfare Workgroups
- Advisory Group
- Education Workgroup
- Planning Committee

Attendees List For:

- Welfare Workgroups, by County and Affiliation
- Advisory Group, by Affiliation
- Education Workgroup, by Affiliation
- Planning Committee, by Affiliation

August

2003

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27 10 AM Morris County Welfare Workgroup DHS Morristown	28	29	30
31						

APPENDIX A

A list of all Advisory Group, Workgroup and Planning Committee members appears in Section One.

MINUTES

MORRIS COUNTY WELFARE WORKGROUP ***Morris County Department of Human Services***

August 27, 2003 - 10:00 AM

Attendees: Joseph Berenguer, Olga Burns, Linda Durney, Dave Novak, Carol Novrit, Jack Patten, Linda Rosa.

The meeting was called to order by Carol Novrit at 10:00 AM.

The group:

- Reviewed SETC Consolidation Planning Guidelines;
- Was asked to prepare draft flowcharts and narratives of their agency services in preparation for subsequent meetings;
- Developed a timetable for submission of draft material and subsequent meetings;
- Discussed increased integration of services for non-consolidated General Assistance and Food Stamp customers;
- Set the next meeting for September 30, 2003.

September

2003

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
	1	2	3 10 AM Warren County Welfare Workgroup DVRS Hackettstown	4	5 9:15 AM Education Workgroup Morris Cty. Library Whippany	6
7	8	9	10	11 1:30 PM Sussex County Welfare Workgroup DHHS Newton	12	13
14	15	16 9 AM Planning Committee Wachovia Bank Hackettstown	17	18	19	20
21	22	23	24	25	26 10 AM Warren County Welfare Workgroup Temporary Assistance & Social Services Belvidere	27
28	29	30 9:30 AM Morris County Welfare Workgroup DHS Morristown 1:30 PM Education Workgroup Morris Cty. Library Whippany				

MINUTES

WARREN COUNTY WELFARE WORKGROUP ***NJ Division of Vocational Rehabilitation Services - Hackettstown***

September 3, 2003 - 10:00 AM

Attendees: Olga Burns, Henry Dinger, Dawn Gallant, Karen Kubert, Barbara Miller, Marlene Ochse, Jack Patten, Natalie Provenzale, Jim Search, Lech Szymanski.

The meeting was called to order by Jack Patten at 10:00 AM.

The group:

- Reviewed SETC Consolidation Planning Guidelines;
- Was asked to prepare draft flowcharts and narratives of their agency services in preparation for subsequent meetings;
- Developed a timetable for submission of draft material and subsequent meetings;
- Discussed the challenge to consolidation planning presented by location of the Warren County Department of Human Services in Belvidere and the One-Stop Career Center in Phillipsburg. The group expressed concerns regarding the impact of current staffing levels on the ability to provide enhanced customer service under consolidation;
- Set the next meeting for September 26, 2003.

MINUTES

EDUCATION WORKGROUP *Morris County Library*

September 5, 2003 - 9:15 AM

Attendees: Oscar Betancourt, Olga Burns, Evelyn Davis, Miriam Faber, David Hollowell, Linda Johnson, Polly Lacey, Debbie Leon, Virginia Lyttle, Kathleen Okay, Jack Patten, Georjean Trinkle, William Weightman.

The meeting was called to order by David Hollowell at 9:15 AM.

The group:

- Was given a presentation of the Consolidation Workgroup Plan Guidelines and Plan Development strategies by Jack Patten, who explained that Ronnie Kauder of Employment & Training Institute (ETI) would assist in preparing the plan;
- Accepted the tentative schedule for completing the tasks outlined in the guidelines, which was detailed for them;
- Was told the first draft is due October 10 to the Advisory Group;
- Learned the Advisory Group must provide the Planning Committee (One-Stop Career Center Committee) the draft by October 24;
- Learned the Plan will include all three counties.

MINUTES

SUSSEX COUNTY WELFARE WORKGROUP *Sussex County Department of Health and Human Services*

September 11, 2003 - 1:30 PM

Attendees: Olga Burns, Jeffrey Daly, Diane Jaworski, Ronnie Kauder, Julia Long, Barbara Miller, Anne Mylecraine, Jack Patten, Betsy Towle, William Weightman.

The meeting was called to order by Jack Patten at 1:30 PM.

The group:

- Reviewed SETC Consolidation Planning Guidelines;
- Was asked to prepare draft flowcharts and narratives of their agency services in preparation for subsequent meetings;
- Developed a timetable for submission of draft material and subsequent meetings;
- Discussed the challenges to consolidation presented by lack of a coordinated transportation system in Sussex County. For example, there is no transportation from the Social Services building and One-Stop Career Center in Newton to the Literacy Lab in Franklin;
- Set the next meeting for October 1, 2003.

MINUTES

PLANNING COMMITTEE *Wachovia Bank, Mansfield Township*

September 16, 2003 - 8:45 AM

Attendees: Olga Burns, Jeffrey Daly, Evelyn Davis, Judy Maltese, JanMarie McDyer, Terry Newhard, Richard O'Brien, Jack Patten, Lech Szymanski, Ed Turenne, William Weightman, Veronica Whitehead, Sue Zukoski.

The WIB One-Stop Career Center Committee, in its role as Consolidation Planning Committee, met on September 16, 2003. The meeting was called to order by Terry Newhard at 8:45 AM.

The group:

- Was given a review and summary by Jack Patten of the efforts of the Welfare Workgroups and Education Workgroup;
- Was informed that they would receive the draft plan on October 24 and should return comments by October 27;
- Agreed to the draft plan review schedule, since most Planning Committee members are on the workgroups or Advisory Group.

MINUTES

WARREN COUNTY WELFARE WORKGROUP ***Warren County Division of Temporary Assistance and Social Services***

September 26, 2003 - 10:00 AM

Attendees: Olga Burns, Henry Dinger, Ronnie Kauder, Janine Kressler, Karen Kubert, Lisa McCool, Barbara Miller, Marlene Ochse, Jack Patten, Natalie Provenzale, Lech Szymanski.

The meeting was called to order by Jack Patten at 10:00 AM.

The group:

- Prepared a draft customer flowchart and narrative of customer flow through welfare and One-Stop Career Center services;
- Discussed performance-based contracts and their limiting effects on local service providers. The group explored the possibility of using line-item/cost reimbursement contracts for small vendors;
- Was provided details by Marlene Ochse on the Warren County Department of Human Services customer flow accompanied by a draft flowchart developed by Natalie Provenzale;
- Was provided a detailed explanation of Workforce New Jersey services for welfare recipients by Lisa McCool;
- Agreed that Barbara Miller and Ronnie Kauder would prepare a draft flowchart and narrative for the next meeting;
- Discussed the vision, guiding principles and “should be” customer flow for Warren County;
- Set the next meeting for October 9, 2003.

MINUTES

MORRIS COUNTY WELFARE WORKGROUP *Morris County Department of Human Services*

September 30, 2003 - 9:30 AM

Attendees: Joseph Berenguer, Olga Burns, Leslie Drew, Linda Durney, Ronnie Kauder, Barbara Miller, Carol Novrit, Jack Patten, Linda Rosa.

The meeting was called to order by Carol Novrit at 9:30 AM.

The group:

- Prepared a draft customer flowchart and narrative of customer flow through welfare and One-Stop Career Center services;
- Noted that Morris County WorkFirst New Jersey services have been fully integrated into the One-Stop system for several years;
- Discussed how the low level of Workforce New Jersey staffing might affect employment services for welfare recipients;
- Agreed that Barbara Miller and Ronnie Kauder would prepare a draft flowchart and narrative for the next meeting;
- Discussed the vision, guiding principles and “should be” customer flow for Morris County;
- Set the next meeting for October 7, 2003.

MINUTES

EDUCATION WORKGROUP *Morris County Library*

September 30, 2003 - 1:30 PM

Attendees: Olga Burns, Evelyn Davis, Miriam Faber, David Hollowell, Linda Johnson, Ronnie Kauder, Polly Lacey, Barbara Miller, Jack Patten, William Weightman.

The meeting was called to order by David Hollowell at 1:30 PM.

The group:

- Discussed customer flow between adult literacy service providers and the One-Stop;
- Discussed the customer need for improved identification of learning disabilities and how to address them;
- Discussed how to make literacy services more available to One-Stop customers;
- Discussed the need for more GED testing sites and dates.

October

2003

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
			1 10 AM Sussex County Welfare Workgroup DHHS Newton	2	3	4
5	6	7 9:30 AM Morris County Welfare Workgroup DHS Morristown 2:00 PM Sussex County Welfare Workgroup DHHS Newton	8	9 10 AM Warren County Welfare Workgroup Temporary Assistance & Social Services Belvidere	10	11
12	13	14	15	16	17	18
19	20	21	22	23 9 AM Advisory Group Morris Cty. Library Whippany	24	25
26	27	28	29	30	31	

MINUTES

SUSSEX COUNTY WELFARE WORKGROUP *Sussex County Department of Health and Human Services*

October 1, 2003 - 10:00 AM

Attendees: Olga Burns, Jeffrey Daly, Ronnie Kauder, Janine Kressler, Julia Long, Barbara Miller, Jack Patten, Betsy Towle, Bill Weightman.

The meeting was called to order by Jack Patten at 10:00 AM.

The group:

- Prepared a draft customer flowchart and narrative of customer flow through welfare and One-Stop Career Center services;
- Questioned whether the Project Self-Sufficiency job search grant is subject to the consolidation process;
- Questioned how life skills training could be provided to both consolidated and non-consolidated General Assistance and Food Stamp customers;
- Agreed that Barbara Miller and Ronnie Kauder would prepare a draft flowchart and narrative for the next meeting;
- Discussed the vision, guiding principles and “should be” customer flow for Sussex County;
- Set the next meeting for October 7, 2003.

MINUTES

MORRIS COUNTY WELFARE WORKGROUP *Morris County Department of Human Services*

October 7, 2003 - 9:30 AM

Attendees: Joseph Berenguer, Marie Betlow, Olga Burns, Leslie Drew, Linda Durney, Ronnie Kauder, Lyn Krisa, Barbara Miller, Carol Novrit, Jack Patten, Linda Rosa.

The meeting was called to order by Jack Patten at 9:30 AM.

The group:

- Reviewed the draft customer flowchart and narrative and suggested minor changes which were made immediately;
- Agreed on details of its vision and guiding principles for enhanced customer service;
- Discussed the “should be” customer flow for integrated services in Morris County.

MINUTES

SUSSEX COUNTY WELFARE WORKGROUP *Sussex County Department of Health and Human Services*

October 7, 2003 - 2:00 PM

Attendees: Olga Burns, Jeffrey Daly, Rachel Heath, Ronnie Kauder, Barbara Miller, Anne Mylecraine, Jack Patten, Betsy Towle, Bill Weightman.

The meeting was called to order by Jack Patten at 2:00 PM.

The group:

- Reviewed the draft customer flowchart and narrative and suggested minor changes which were made immediately;
- Agreed on details of its vision and guiding principles for enhanced customer service;
- Discussed the “should be” customer flow for integrated services in Sussex County.

MINUTES

WARREN COUNTY WELFARE WORKGROUP *Warren County Division of Temporary Assistance and Social Services*

October 9, 2003 - 10:00 AM

Attendees: Olga Burns, Ginny Condello, Henry Dinger, Ronnie Kauder, Janine Kressler, Karen Kubert, Lisa McCool, Barbara Miller, Marlene Ochse, Jack Patten, Natalie Provenzale, Lech Szymanski.

The meeting was called to order by Jack Patten at 10:00 AM.

The group:

- Reviewed the draft customer flowchart and narrative and suggested minor changes which were made immediately;
- Agreed on details of its vision and guiding principles for enhanced customer service;
- Discussed the “should be” customer flow for integrated services in Warren County.

MINUTES

ADVISORY GROUP Morris County Library

October 23, 2003 - 9:00 AM

Attendees: Eileen Arvary, Joseph Berenguer, Shari Boehm, Olga Burns, Maureen Craven, Laura D'Agostino, Linda Durney, Miriam Faber, David Hollowell, Ronnie Kauder, Lyn Krisa, JanMarie McDyer, Barbara Miller, Anne Mylecraine, Carol Novrit, Jack Patten, Natalie Provenzale, Cathy Robertson, Linda Rosa, Monika Ruppert, Lech Szymanski, Ed Turenne, Mary Vetreno, Mary Thiele, William Weightman, Mark Welsh.

The meeting was called to order by Carol Novrit at 9:00 AM.

The group:

- Received the draft plan in advance of the meeting;
- Made technical revisions to the flowcharts and directed that the narratives be changed accordingly;
- Discussed the magnitude of consolidating planning and implementation and concluded that the positive effect on customer service will justify the required effort.

ATTENDEES' AFFILIATION BY GROUP

MORRIS COUNTY WELFARE WORKGROUP

Berenguer, Joseph
Manager
Workforce NJ – Dover & Morristown

Betlow, Marie
Vice President
Prime Time Personnel, Inc.

Burns, Olga
One-Stop Operator

Drew, Leslie
Senior Counselor
Workforce New Jersey – Dover

Durney, Linda
Director
Madison Welfare Department

Kauder, Ronnie
Executive Vice President
Employment Training Institute

Krisa, Lyn
Assistant Coordinator of Operations
Morris/Sussex/Warren Employment & Training

Miller, Barbara
Senior Planner
Morris/Sussex/Warren Workforce Investment Board

Novak, Dave
Senior Policy Analyst
State Employment & Training Commission

Novrit, Carol
Director
Division of Employment and Temporary Assistance

Patten, Jack
Director
Morris/Sussex/Warren Workforce Investment Board

Rosa, Linda
CWA 1040 Branch President

SUSSEX COUNTY WELFARE WORKGROUP

Burns, Olga
One-Stop Operator

Daly, Jeffrey
Director
Sussex County Division of Social Services

Heath, Rachel
Franklin Borough Welfare Director

Kauder, Ronnie
Executive Vice President
Employment Training Institute

Kressler, Janine
DFD Field Representative
New Jersey Department of Human Services

Long, Julia
Income Maintenance Supervisor
Sussex County Division of Social Services

Miller, Barbara
Senior Planner
Morris/Sussex/Warren Workforce Investment Board

Mylecraine, Anne
Social Worker Supervisor
Sussex County Division of Social Services

Patten, Jack
Director
Morris/Sussex/Warren Workforce Investment Board

Towle, Betsy
Social Worker Supervisor
Sussex County Division of Social Services

Weightman, William
Manager
Workforce New Jersey – Newton

WARREN COUNTY WELFARE WORKGROUP

Burns, Olga
One-Stop Operator

Condello, Ginny
Employment Specialist
Catholic Charities

Dinger, Henry
Warren County Welfare Director

Gallant, Dawn
Blairstown Welfare Director

Kauder, Ronnie
Executive Vice President
Employment Training Institute

Kressler, Janine
DFD Field Representative
New Jersey Department of Human Services

Kubert, Karen
Director
Department of Human Services

McCool, Lisa
Workforce New Jersey – Phillipsburg

Miller, Barbara
Senior Planner
Morris/Sussex/Warren Workforce Investment Board

Ochse, Marlene
Supervisor
Division of Temporary Assistance & Social Services

Patten, Jack
Director
Morris/Sussex/Warren Workforce Investment Board

Provenzale, Natalie
Director
Division of Temporary Assistance & Social Services

Search, Jim
Phillipsburg One-Stop Center

Szymanski, Lech
Manager
Workforce New Jersey – Phillipsburg

ADVISORY GROUP

MORRIS COUNTY

Berenguer, Joseph
Manager
Workforce New Jersey – Dover & Morristown

Boehm, Shari
Assistant Administrator of Income Maintenance
Offices of Temporary Assistance Program Services

Burns, Olga
One-Stop Operator

Craven, Maureen
Manager
NJ DVRS – Morris, Sussex & Warren

D'Agostino, Laura
Director
Division of Behavioral Health & Youth Services

Durney, Linda
Madison Welfare Director

Faber, Miriam
Morris County School of Technology

Hollowell, David
D&D Associates

Kauder, Ronnie
Executive Vice President
Employment Training Institute

Krisa, Lyn
Assistant Coordinator of Operations
Morris/Sussex/Warren Employment & Training

Miller, Barbara
Senior Planner
Morris/Sussex/Warren Workforce Investment Board

Novrit, Carol
Director
Division of Employment & Temporary Assistance
Patten, Jack
Director
Morris/Sussex/Warren Workforce Investment Board

Robertson, Cathy
Supervising Senior Employment Counselor
Morristown One-Stop Center

Rosa, Linda
CWA 1040 Union Branch President

Ruppert, Monika
Workforce NJ Coordinator
Child and Family Resources of Morris County

Vetreno, Mary
County Service Specialist
DYFS

SUSSEX COUNTY

Arvary, Eileen
Supervisor of Career Education Programs
Sussex County Technical School

Burns, Olga
One-Stop Operator

Craven, Maureen
Manager
NJ DVRS – Morris, Sussex & Warren

Kauder, Ronnie
Executive Vice President
Employment Training Institute

Miller, Barbara
Senior Planner
Morris/Sussex/Warren Workforce Investment Board

Mylecraine, Anne
Social Worker Supervisor
Sussex County Division of Social Services

Patten, Jack
Director
Morris/Sussex/Warren Workforce Investment Board

Thiele, Mary
County Service Specialist
DYFS

Weightman, William
Manager
Workforce New Jersey - Newton

WARREN COUNTY

Burns, Olga
One-Stop Operator

Craven, Maureen
Manager
NJ DVRS – Morris, Sussex & Warren

Kauder, Ronnie
Executive Vice President
Employment Training Institute

McDyer, JanMarie
Transportation Coordinator
Warren County Department of Human Services

Miller, Barbara
Senior Planner
Morris/Sussex/Warren Workforce Investment Board

Patten, Jack
Director
Morris/Sussex/Warren Workforce Investment Board

Provenzale, Natalie
Director
Division of Temporary Assistance & Social Services

Szymanski, Lech
Manager
Workforce New Jersey – Phillipsburg

Turenne, Ed
Apprenticeship Coordinator

Thiele, Mary
County Service Specialist
DYFS

Welsh, Mark
Warren County Legal Services

EDUCATION WORKGROUP

Betancourt, Oscar
Volunteer Special Project & Community Coord.
Morristown Neighborhood House

Burns, Olga
One-Stop Operator

Davis, Evelyn
Planner
Morris/Sussex/Warren Workforce Investment Board

Faber, Miriam
Morris County School of Technology

Hollowell, David
D&D Associates

Johnson, Linda
County College of Morris
Center for Business and Technology

Kauder, Ronnie
Executive Vice President
Employment Training Institute

Lacey, Polly
Head, Reference Department
Joint Free Public Library of Morristown/Township

Leon, Debbie
Director
Morris County Literacy Volunteers of America

Lyttle, Virginia
Morris School District Community School

Miller, Barbara
Senior Planner
Morris/Sussex/Warren Workforce Investment Board

Okay, Kathleen
Director of Learning Center
Sussex County Community College

Patten, Jack
Director
Morris/Sussex/Warren Workforce Investment Board

Trinkle, Georjean
Associate Director
NORWESCAP

Weightman, William
Manager
Workforce New Jersey – Newton

PLANNING COMMITTEE

Burns, Olga
One-Stop Operator

Daly, Jeffrey
Director
Sussex County Division of Social Services

Davis, Evelyn
Planner
Morris Sussex Warren Workforce Investment Board

Maltese, Judy
Transportation Associate
TransOptions

McDyer, JanMarie
Transportation Coordinator
Warren County Department of Human Services

Newhard, Terry
Executive Director
NORWESCAP

O'Brien, Richard
Director of Corporate & Community Education
Sussex County Community College

Patten, Jack
Director
Morris/Sussex/Warren Workforce Investment Board

Szymanski, Lech
Manager
Workforce New Jersey – Phillipsburg

Turenne, Ed
Apprenticeship Coordinator
Warren County Technical School

Weightman, William
Manager
Workforce New Jersey - Newton

Whitehead, Veronica
Community & Professional Programs
County College of Morris

Zukoski, Susan
Employment Service Coordinator
Abilities of Northwest Jersey, Inc.

**APPENDIX B
PUBLIC HEARING NOTIFICATION**

On December 21, 2003, the following legal notice was published in the following newspapers:

The Daily Record, Parsippany, NJ
The New Jersey Herald, Newton, NJ
The Express Times, Easton, PA

LEGAL NOTICE

The Morris/Sussex/Warren Workforce Investment Board (WIB) hereby gives notice of the availability of the "To-Work" Consolidation Plan for public comment.

The State Employment and Training Commission has required the WIB to convene workgroups representative of the county and municipal welfare agencies, One-Stop Career Centers, and adult literacy providers to chart the current and ideal flow of customers accessing their services. This flow serves as the basis for a consolidated system of "to-work" activities that maximizes the resources of the three systems and minimizes requirements for the customer to travel from site to site to receive needed services.

The workgroups have finished their planning process, and the plan has been approved for submission to the State by the WIB. The public is invited to review the plan and make comments to the WIB for inclusion in the plan.

A public hearing will be held on Monday, January 5, 2004, at the Firefighters & Police Training Academy, Room 135, 500 W. Hanover Ave., Parsippany, NJ at 9:00 a.m. If you plan to attend the hearing, you must contact the WIB office in advance to register. At that time, you may request a copy of the Plan for review. Written comments on the Plan must be submitted to the WIB in advance of the hearing. Following is the contact information:

Sallie Sullivan
Morris Sussex Warren Workforce Investment Board
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