

**MORRIS•SUSSEX•WARREN
WORKFORCE INVESTMENT BOARD**

WORKFORCE INVESTMENT PLAN

Submitted March 31, 2000

Revised August, 2007

Morris • Sussex • Warren
Workforce Investment Board

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Table of Contents

1. INTRODUCTION	3
2. THE WORKFORCE INVESTMENT BOARD	3
WIB Composition (chart)	4
3. REGIONAL PLANNING	13
Growth Occupations by Area (chart)	16
Projected Growth Industries (chart)	18
Top Industry Growth (chart)	19
4. NEEDS OF THE BUSINESS CUSTOMER	24
5. NEEDS OF THE INDIVIDUAL CUSTOMER	30
Special Participant Populations (chart)	32
6. IDENTIFICATION AND ASSESSMENT OF AVAILABLE RESOURCES	36
Available Resources (chart)	36
7. ONE-STOP SYSTEM DESCRIPTION	38
One-Stop Partners' Roles and Resources	42
Projected Levels of Education and Training Services, and ITA	49
8. FUTURE PLANS	52
9. WIA PERFORMANCE STANDARDS	53
10. ATTACHMENTS	53
Attachment 1: Boards of Chosen Freeholders Consortium Agreement	
Attachment 2: WIB-CEO Agreement	
Attachment 3: WIB WIA Planning Efforts	
Attachment 4: Legal Notice - WIB Meeting Schedule	
Attachment 4a: March 2, 2000 WIB Quarterly Meeting Agenda	
Attachment 5: Legal Notice - WIA Plan Summary and Availability for Public Review	
Attachment 6: Notice on WIA Plan Public Hearing	
Attachment 7: One-Stop Partner MOU	
Attachment 8: Modified State Flowchart of One-Stop Services	
Attachment 9: List of Morris / Sussex / Warren WIB Members	
Attachment 10: Negotiated Performance Standards	

1. INTRODUCTION

When Governor Whitman issued Executive Order Number 36 in May, 1995, the Morris•Sussex•Warren Workforce Investment Board started preparation for transition to a comprehensive workforce investment system that serves the needs and demands of the workplace. The goal of the new system is to provide business and job seeker services in a seamless, integrated and efficient manner.

Planning for the new system began in 1996 at WIB general, committee and executive meetings. In 1997, the WIB initiated ongoing capacity building and training sessions for potential system partners, followed by quarterly reports and recommendations from the partners. In 1998 and 1999, WIB representatives attended a total of nine State One-Stop Technical Assistance Team Meetings.

The signing of the Workforce Investment Act in September 1998 gave new impetus and direction to WIB One-Stop Career Center system planning. The WIB initiated Quarterly One-Stop Users Group Meetings, a WIA Transition Forum, a WIA Community Meeting and WIA Employer Forum. WIB representatives attended One-Stop Technical Assistance Work Sessions and One-Stop Workforce and Career Development Courses.

Through the Morris/Sussex/Warren Employment & Training Services, the WIB has successfully provided services under the Job Training Partnership Act, the Welfare-to-Work Formula Grant Program and related employment and training programs. The WIB has gained the reputation of being progressive, innovative and highly responsive to the needs of its customers.

The Morris/Sussex/Warren Workforce Investment Plan represents the culmination of the WIB's experience, resource gathering and planning efforts. It details the service plan for One-Stop Career system operation and provides the foundation for subsequent improvements and modifications in the workforce investment system. The Plan was developed with the understanding that it is very much a "work in progress" and a "living document" to be further shaped by the experience of One-Stop system customers, partners, the State and the WIB itself.

2. THE WORKFORCE INVESTMENT BOARD

“Describe the current composition of the WIB and any expected changes to bring it into compliance with guidelines issued by the SETC.”

The following chart details current WIB composition:

REPRESENTATION	NUMBER OF MEMBERS
Business/Private Sector	25 (52%)
Community Based Organizations (includes 1 Community Action Agency)	5 (10%)
Organized Labor	3 (6%)
Economic Development Agencies	3
County Vocational/Technical Schools Superintendents	3
County Superintendents of Schools	3
County Boards of Social Services	2
Workforce New Jersey Managers	1
Community or County Colleges Presidents	3
Human Services Advisory Council	1
Vocational Rehabilitation	1
One-Stop Operator	1
Adult Education/Literacy	3
TOTAL	48 individual members; 8 with dual representation.

WIB business membership is representative of the industrial and size mix of businesses in Morris, Sussex and Warren Counties.

All WIB members have decision-making authority in the organizations they represent.

(The list of WIB members is attached as Attachment 9)

“Identify what specific steps have been taken to insure a diverse WIB membership.”

The relatively small minority population in Morris, Sussex and Warren counties presents a challenge to the WIB in ensuring diverse membership. In addition, prominent minority businesspersons and community leaders already serve on numerous advisory boards and have limited capacity for additional service. To meet this challenge, the WIB has requested nominations from five area Chambers of Commerce: the Morris Area Development Group, the Sussex County Chamber of Commerce, the Hackettstown and Phillipsburg Chambers of Commerce in Warren County and the Hispanic Chamber of Commerce for Morris County.

The WIB also requested nominations through the Urban League and three Community Based Organizations that serve minorities: the Morris County Organization for Hispanic Affairs, the Morristown Neighborhood House and the Jack and Jill Association of Morris, Sussex and Warren Counties.

Finally, the WIB requested nominees through its School-to-Careers projects and associated network.

“Describe, in detail, the respective functions of the WIB and the Chief Elected Official as contained in the WIB-CEO Agreement.”

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.
9. This agreement shall become effective July 1, 2000 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.

(The Boards of Chosen Freeholders of Morris, Sussex and Warren Counties have mutually agreed that the Morris County Board of Chosen Freeholders is designated as the Grant Recipient and lead entity for WIA funding and administration in the WIB area. The Freeholders' agreement is attached as Attachment 1)

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 administering 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.

(The WIB-CEO Agreement is attached as Attachment 2)

“Identify WIB committees and describe their purpose and function.”

The WIB **Executive Committee** defines the WIB’s mission and develops the WIB’s vision, its broad-based goals and policies for comprehensive strategic workforce development. It insures continuity of the WIB’s mission and sets priorities for all WIB committees. It solicits and employs input from other WIB committees, WIB members and other sources, to design strategies that will accomplish the WIB’s goals and objectives. It assures that the workforce investment system is performance-driven and market-based and meets the needs of the local area while providing universal access and uniformly high-quality customer service. It insures compliance with the Workforce Investment Act (WIA). It performs oversight activities and performance reviews to insure that One-Stop systems are efficient, effective and exhibit continuous quality improvement. It recruits and orients new WIB members, manages WIB by-laws and selects a committee to nominate candidates for WIB offices.

The Executive Committee is composed of WIB officers and the chairpersons of all WIB committees.

The Communications / Marketing Committee develops and implements marketing methods, strategies and initiatives that clearly communicate the WIB’s mission and goals and publicizes programs, services and activities available through the One-Stop system. It also explores, develops and implements technologies that support and enhance WIB internal and external communications.

There is no required membership for the Communications and Marketing Committee. Members are chosen from WIB members and the general public for their expertise or interest in marketing and communications issues.

The One-Stop Career Center Committee insures that the interests of job seekers and businesses are equally represented in the One-Stop system. It insures that the One-Stop system provides comprehensive services in a seamless, integrated, effective and efficient manner. It insures that knowledgeable, skilled One-Stop system staff delivers high quality services, resulting in high levels of customer satisfaction. It insures that the One-Stop system meets or exceeds performance standards for placement, retention, earnings and job seeker and business customer satisfaction.

The One-Stop Career Center Committee also serves as the **One-Stop Implementation Team**, which insures the continuing implementation of One-Stop system activities. It identifies and monitors the flow of One-Stop services and implements team management of the One-Stop system. It guides and directs One-Stop operations to enhance the quality of customer services and insures continuous improvement of the One-Stop system. It defines and approves One-Stop protocols and criteria. It conducts ongoing monitoring and evaluation of the One-Stop system.

Required committee members include representatives, each of whom hold decision-making positions, from each One-Stop partner as described in the WIA and New Jersey's Strategic Five-Year Unified State Plan.

The Disability Committee

The Disability Committee seeks to insure that persons with disabilities have access to the full range of One-Stop Career Center services. The Committee researches and identifies new services and programs that can benefit persons with disabilities and recommends ways to incorporate the programs and services into the One-Stop System. The Committee advocates for persons with disabilities and communicates their goals and needs for consideration in One-Stop planning and program delivery.

There is no required membership for the Disability Committee. Members are chosen from WIB members and the general public for their expertise or interest in disability issues

The Literacy Committee

The Literacy Committee was established for the purpose of consolidating and coordinating literacy resources and developing new strategies in support of enhancing literacy skills of the workforce in the Morris, Sussex and Warren

Workforce Investment Board (WIB) area. The Committee is responsible for the development of a Literacy Plan, the analysis of youth and adult basic skills and literacy needs, the identification of barriers to and gaps in services and programs, and the coordination of literacy service providers and programs. The Committee ensures that information on literacy programs is available to job seekers and employers in the workforce development system. The Committee works to assist the WIB in the policy formation and facilitation of the delivery of literacy services and the integration of adult literacy into the workforce investment system to assure the retention of long-term competitive employment.

There is no required membership for the Literacy Committee. Members are chosen from WIB members and the general public for their expertise or interest in literacy issues

“Describe how each of the One-Stop partners contributed to the development of the plan.”

Morris/Sussex/Warren Employment and Training Service (M/S/W ETS, formerly Offices of Workforce Development) provided historical JTPA service and performance data for projecting One-Stop System service levels. ETS representatives attended all WIB WIA planning meetings and public hearings. ETS provided funding and staffing information for inclusion in the WIA plan. The ETS Planner provided staff support to the Youth Investment Council and assisted the YIC in all WIA planning activities. (This function has now been moved to the WIB planning staff.) ETS provided facility and equipment specifications for the Morristown One-Stop Career Center.

The Workforce NJ Dover/Morristown offices, the Workforce NJ Newton/Phillipsburg/Franklin PROS offices, the NJ Division of Vocational Rehabilitation Hackettstown and Morristown offices, the Morris County Office of Temporary Assistance and the Sussex County Division of Social Services provided service, funding, staffing and facility data for Plan inclusion and recommendations for configuring the One-Stop system. Representatives from these entities serve on the WIB and attended WIA planning meetings and public hearings.

The WIB and CEO have ensured extensive input and guidance from various communities, agencies, businesses and individuals in developing the WIA Plan and in planning and building the One-Stop system. *(Attachment 3 details the WIB’s planning efforts)*

All 35 current One-Stop partners (consortium and affiliate) were instrumental in Plan development. Capacity training built One-Stop partners’ knowledge of the One-Stop system and helped to begin shaping planning efforts. The WIB One-

Stop partners met regularly at both State and local One-Stop technical assistance meetings to determine the partners' responsibilities in One-Stop operations and siting of the full-service One-Stop Centers. The information provided through this process created a basis for WIB policy and planning under WIA. All One-Stop partners were required to provide information regarding services available to One-Stop customers. The WIB's One-Stop Career Center Committee and Resource Analysis Committee reviewed and endorsed recommendations resulting from the partners' planning activities, which are included in the Plan and approved by the WIB and the CEO.

“Describe the Youth Investment Council, its composition, and its relationship to the WIB. Identify any Abbot Districts in the WIB area and their role in the process.”

The Youth Investment Council (YIC) is a subgroup of the WIB.

The Council's composition meets WIA requirements and includes at least one member from each of the following categories:

WIB business	Profit or nonprofit business
County college president	Vocational school superintendent
One Stop Operator	Advocate for youth with disabilities
Adjudicated youth agency	School-Based Youth Services
Public housing authority	Youth Services Commission
DVR	Substance/alcohol abuse services agency
DYFS	Parent or parent advocacy group
Abbott District	Organized labor/apprenticeship
Youth program participant	Faith based and/or community based organization
Youth Corps	Youth

There is no Job Corps program in the WIB area.

The mission of the Youth Investment Council is to foster employment, training and education opportunities that maximize career options for area youth. The Council prepared the youth section of the WIA Plan. The Council fosters collaboration and cooperation among all agencies, businesses, service providers, educators and individuals with interest in career and employment opportunities for young people and brings a youth development perspective to the WIB. It establishes linkages with parents, youth and local youth service organizations to promote dialogue on youth employment and career issues. As it formulates a strategic plan for area youth, it assesses community youth service resources, and works to coordinate services to assist youth to become successful in the workplace, whether after further training and education, or directly from high school.

The Youth Investment Council offers access to the entire range of allowable activities for youth under the Workforce Investment Act. These include tutoring, study skills and instruction leading to completion of secondary school; alternative secondary school services; summer employment; work experience; occupational training; leadership development opportunities; support services; adult mentoring; follow-up; and comprehensive guidance and counseling services.

The YIC performs the following tasks: 1) develops plans and strategies to insure that appropriate education, training, employment and support services are available to all youth. It insures that appropriate strategies are developed to meet the needs of Abbot District youth; 2) insures the implementation of the One-Stop system for youth that is fully connected to the larger One-Stop system. It insures that labor market information is accurate, current and readily available to area youth through the One-Stop system; 3) recommends programs and services for funding, coordinates youth activities and conducts oversight of youth service providers.

The Phillipsburg Abbott District is the only Abbott District in the WIB area. The district Chief School Administrator represented the WIB at the Federal Youth Symposium in December 1999 and reported on youth service initiatives for inclusion in the WIB Plan. The WIB currently funds in-school and out-of-school programs in Phillipsburg and receives ongoing feedback and WIA planning input from program staff and administrators. The Abbott District Superintendent serves on the YIC.

“Describe how the general public contributed to the development of the plan.”

In May 1999, the WIB convened a community meeting at The Firefighters and Police Training Academy in Parsippany to solicit public input into WIA Plan development. Invitees included WIB members, One-Stop Partners, Human Service Advisory Council (HSAC) members, other county-based advisory committees, mental health committees, municipal and county welfare directors and community-based organizations from Morris, Sussex and Warren Counties. To insure the widest range of representation possible, HSAC vendors and eligible bidders and HSAC newsletter recipients, from all three counties, were also invited. Representatives from the New Jersey Department of Labor, The Heldrich Center for Workforce Development and the WIB explained WIA to the attendees, fielded comments and questions and emphasized the WIB’s desire for further comments and ongoing public participation in the planning process.

WIB members, including representatives of business and representatives of labor, have reviewed the WIA Plan and have submitted comments for use in plan development.

Representatives of the general public who serve on WIB committees but are not WIB members are an additional source of public contribution to WIA Plan development.

Advance notices of WIB quarterly meetings are published in local newspapers and the meetings are open to the public. *(A sample notice is included as Attachment 4; the March 2, 2000 WIB Quarterly Meeting agenda is included as Attachment 4a)*

On February 20, 2000, the WIB published a legal notice in five area newspapers (The Daily Record, Parsippany; The New Jersey Herald, Newton; The Express Times, Easton, Pennsylvania; The Newark Star Ledger; and, El Nuevo Coqui, Newark) containing a summary of the proposed WIA Plan, including funding allocations for WIA activities. The notice also announced the availability of the WIA Plan for public review and requested public comments to be submitted to the WIB within 30 days. *(The legal notice is attached as Attachment 5)*

On February 29, 2000, the WIB held a public hearing for comments on the WIA Plan at the Firefighters and Police Training Academy in Parsippany. *(The public hearing notice is attached as Attachment 6)*

Attendees included representatives of Workforce New Jersey (Veterans' Representative, Employment Counselors and Business Service Representative), The United Way, The Workforce Investment Board, Phillipsburg School-Based Youth Services, Project Self-Sufficiency, The United States Department of Labor, The International Brotherhood of Electrical Workers Local 102, Morris County Department of Human Services, New Jersey Manufacturing Extension program and The M/S/W Offices of Workforce Development.

The Local Veterans Employment Representative commented that veterans' services should be an important part of the One-Stop Career Center system and that she and other WFNJ Veterans representatives are fully prepared to provide these services.

The Project-Self Sufficiency representative praised the WIB for the inclusiveness of the planning process for the One-Stop Career Center system.

The Phillipsburg School-Based Youth Services representative decried the proposed cuts in WIA youth funding (as compared to Program Year 1999 JTPA youth funding) and asked how viable youth programs could be funded under WIA. WIB representatives answered that WIA One-Stop Partners must initiate enhanced coordination, collaboration and resource identification to fund and operate effective youth programs under WIA.

The International Brotherhood of Electrical Workers Local 102 representative stated his union's readiness to provide apprenticeship program outreach and recruiting, including on-site presentations at One-Stop Career Centers. The

representative noted that graduates of the five-year electricians' apprenticeship earn \$46 an hour upon program completion. The representative also expressed concern about his perception that WIA will focus on employment and training in entry-level, low-wage jobs. WIB representatives answered that WIA post-employment training will increase the wages of currently employed workers and provide an ongoing mechanism for career advancement and wage increases.

At the WIB One-Stop Career Center Committee meeting of February 15, 2000, a WFNJ representative asked if the One-Stop Career Center system is sufficiently committed to and has adequate capacity for training in computer technology occupations. A WIB representative replied that basic computer literacy is a required skill in virtually all occupations and, as such, is a focal point of the One-Stop Career Center system. The One-Stop system will provide abundant opportunities for basic computer training through in-Center workshops, tutorials and short-term instruction. More advanced computer training will be available through Individual Training Account (ITA) funded classroom training and pre-employment and post-employment OJT and customized training.

In a follow-up discussion on WIA planning, an NJDVR representative expressed concern regarding the adequacy of the One-Stop system in addressing the needs of persons with disabilities. A WIB representative replied that it is incumbent on NJDVR to allot sufficient staff and resources to the One-Stop system to provide maximum service and advocacy for this target group.

3. REGIONAL PLANNING

“Identify projected growth industries and emerging industries in the WIB area and in surrounding WIB areas. What information and resources were used to identify the industries? Describe how this industry information will be used for program development.”

Background

In 1996, in reaction to proposed legislation that would replace the Job Training Partnership Act, the Morris/Sussex/Warren Workforce Investment Board chartered a comprehensive labor market assessment in the tri-county area. Over 3000 area businesses received mail surveys and an additional 200 major businesses were interviewed by telephone. Project staff conducted three county-specific business focus groups and three job seeker focus groups. In addition, County College Presidents and Technical School Superintendents were interviewed at length to determine labor market developments and the potential contributions of these institutions to a comprehensive workforce investment system.

The assessment concluded that most job growth through 2005 would be in small (under 100 employees), service sector businesses, that businesses were frustrated by an inadequate pool of qualified applicants and that approximately 75% of area jobs require a minimum of a high school diploma. Most businesses reported using traditional recruiting methods (newspaper ads and word-of-mouth) but were open to new recruiting strategies. Nearly 35% of businesses expressed satisfaction with recruiting assistance provided by the New Jersey Employment Service.

Active job seekers, some as young as 35 years old, cited age discrimination as their major obstacle in finding employment. Many job seekers stated that comprehensive job search assistance, available at a single location, would enhance their job search effectiveness.

The WIB School-to-Careers Committee conducted another follow-up labor market mail and phone survey in 1997 and 1998 for the purpose of identifying employment openings and skills sets required. This study called together focus groups in each of the eight major labor market groups in all three counties of the WIB area to obtain front line information about their workforce needs to determine the skills required for each job title and where applicants were most lacking. Findings were consistent with the 1996 report and the New Jersey labor market projections listed below.

The WIB has based its workforce investment strategy on the necessity for basic literacy and computer literacy as minimal workforce entry criteria for job seekers, projected growth in the business service sector and businesses' desire to find qualified employees quickly and cost efficiently.

The WIB area consists of Morris, Sussex and Warren Counties so that all WIB planning involving the three counties is regional. The WIB has sought and received planning input from large, medium and small size tri-county businesses, community colleges, county technical schools, county welfare agencies, community based organizations, labor unions and the general public.

The WIB area and the counties that border it encompass most of Northern New Jersey and extends into bordering areas of Pennsylvania and New York State. Much of the bordering area exhibits different individual and business demographics than those of Morris, Sussex and Warren Counties. As a result, the WIB has targeted the tri-county area for concentrated regional planning efforts.

The WIB will expand its most active regional planning efforts to include Somerset and Hunterdon Counties when WIB staff for this new Workforce Investment Area is in place.

Morris County is surrounded by Sussex, Warren, Hunterdon, Somerset, Union, Passaic and Essex Counties.

Sussex County is surrounded by Morris, Passaic and Warren Counties in New Jersey, Orange County in New York and Pike County in Pennsylvania.

Warren County is surrounded by Morris, Sussex and Hunterdon Counties in New Jersey and Northampton and Monroe Counties in Pennsylvania.

Information and resources used to identify growth and emerging industries in the WIB area and region include:

*New Jersey Employment and Population in the 21ST Century
Volume 1 - Industry and Occupational Employment Projections for New Jersey, 2004-2014, Part B (County Projections)*
New Jersey Department of Labor - Division of Labor Market and Demographic Research, 2007

*New Jersey Employment and Population in the 21ST Century
Volume 2 - Population and Labor force Projections for New Jersey, 2004-2014, Part B (County Projections)*
New Jersey Department of Labor- Division of Labor Market and Demographic Research, 2007

Workforce Labor Needs Assessment Report for Morris, Sussex and Warren Counties
The Employment and Training Institute, 1996

The Morris, Sussex, Warren Workforce Investment Board Labor Market and Training Survey (Mail survey of tri-county businesses to determine demand occupations and skills)
The Morris, Sussex, Warren Workforce Investment Board, 1997-98

New Jersey Regional Employment and Skills Development Project- Application for Federal Assistance
The New Jersey AFL-CIO, 1999

New York Department of Labor
Division of Research and Statistics

Pennsylvania Department of Labor
Center for Workforce Information and Analysis

The following chart lists growth and emerging occupations in the WIB region and surrounding areas for the period ending in 2014 with the WIB area in bold.

GROWTH OCCUPATIONS BY AREA				PA	NY	Passaic	Essex	Union	Hunterdon	Somerset
	Morris	Sussex	Warren							
Accountants & Auditors	X						X	X		
Athletic Trainers					X					
Automotive Service Technicians & Mechanics									X	
Bartenders									X	
Brickmasons & blockmasons									X	
Buildings & Grounds				X						
Bus drivers, school		X								
Business				X						
Business Operations Specialists	X		X			X	X	X		X
Carpenters									X	
Cashiers		X	X					X		X
Child Care Workers	X	X	X			X	X	X		X
Community Social Service Occupations				X						
Computer & Math Occupations				X						
Computer Software Engineers, Systems					X					X
Computer Software Engineers, Applications	X	X	X		X					X
Computer Systems Analysts					X				X	X
Construction Laborers		X								
Cooks, Fast Food		X								
Construction				X						
Counter & Rental Clerks		X								
Customer Service Representatives	X	X	X			X	X	X	X	X
Database Admin					X					

Dental Assistants	X				X			X		X
Dental Hygienists					X					
Diagnostic Medical Sonographers					X					
Education, Training, Library				X						
Electricians			X							
Elementary School Teachers, Except Special Ed		X	X						X	
Employment, Recruitment & Placement Specialists							X			
Environmental Engineers					X					
Family & General Practitioners			X							
First-Line Supervisors/Mgrs. Of Food Prep.		X								
First-Line Supers/Mgrs. Of Landscaping, Lawn Svc.			X							
Fitness Trainers & Aerobics Instructors									X	
Food Preparation	X	X	X	X		X	X	X	X	X
General & Operations Managers	X	X	X						X	X
Grounds Maintenance Workers					X					
Hairdressers, Hairstylists & Cosmetologists									X	
Hazardous Materials Removal Workers					X					
Healthcare				X						
Home Health Aides	X	X			X	X	X	X		X
Install/Maintenance/Repair				X						
Janitors & Cleaners, except maids & housekeepers	X	X	X			X	X	X	X	X
Laborers & Freight, Stock & Material Movers, Hand						X				
Landscaping & Groundskeeping Workers	X		X							
Management				X						
Managers, All Other			X							
Massage Therapists									X	
Medical Assistants					X	X				
Medical Secretaries		X				X	X			X
Motor Vehicle Operators				X						
Network & Computer Systems Admin					X					
Network Systems & Data Comm. Analysts					X					
Nursing Aides, Orderlies & Attendants		X				X	X	X	X	X
Office Administration				X						
Office Clerks, General	X					X				X
Paralegals and Legal Assistants					X					
Personal & Home Care Aides					X					
Personal Care				X						
Physical Therapist Assistants					X					
Physical Therapists					X					
Physician Assistants					X					
PR Specialists					X					
Preschool, except Special Ed					X	X	X	X		X
Reception & Information Clerks	X						X		X	
Registered Nurses	X	X	X			X	X	X	X	X
Rehabilitation Counselors									X	
Retail Salespersons	X	X	X			X	X	X	X	X
Sales	X			X		X		X		
Security Guards							X			
Social & Human Service Assistants							X			

Special Ed., Pre-school, Kindergarten & Elementary				X				
Teacher Assistants	X		X		X	X	X	
Teachers				X				
Tile & Marble Setters					X			
Truck Drivers	X		X		X		X	
Vet Techs					X			
Waiters & Waitresses	X				X		X	X

The classification system used by New Jersey Department of Labor and Workforce Development has changed since the original plan was written, so the new projections will reflect revised industry groupings, according to the NAICS system now being utilized. Projected growth industries in the WIB area for the period ending 2014 are:

<i>NAICS Title</i>	Morris New Jobs	Sussex New Jobs	Warren New Jobs	Total
Health Care & Social Assistance	6900	2000	1200	10,100
Administrative Sup. & Waste Mgmt. & Remediation	7900	350	700	8,950
Professional, Scientific & Technical Services	5450	300	250	6,000
Retail Trade	2900	750	850	4,500
Accommodation and Food Services	3250	650	550	4,450
Wholesale Trade	4100	250	50	4,400
Other Services (Except government)	3150	550	300	4,000
Finance & Insurance	2950	100	50	3,100
Arts, Entertainment & Recreation	450	600	100	1,150
Management of Companies & Enterprises	850	150	150	1,150
Educational Services	900	100	100	1,100
Transportation & Warehousing	800	150	100	1,050
TOTAL	39,600	5,950	4,400	49,950

All the industries listed in the previous chart are projected to contribute to growth in the WIB area through 2014. However, as the following chart indicates, most job growth will occur in four industries - **Health Care and Social Assistance; Administrative support & Waste Management & Remediation; Professional, Scientific and Technical Services; and Retail Trade**. This is a change from the original plan which showed Wholesale Trade in the top 4 at 12%. In addition, projected growth in Health Care is down by 3% since 2000; Professional, Scientific and Technical Services has dropped by 1%; and the Retail Trade, which has replaced Wholesale Trade as 4th largest in project growth is only projected at 9%. This reduces the total percentage of projected attributed to the top four industries from 66% to 59% and shows that growth in other industries is playing a larger part in the overall economic development of the tri-county area.

TOP INDUSTRY GROWTH		
INDUSTRY	% OF JOB GROWTH IN WIB AREA	RANK IN AREA INDUSTRIES
Health Care & Social Assistance	20%	1
Administrative Support, Waste Mgt. & Remediation	18%	2
Professional, Scientific & Technical Services	12%	3
Retail Trade	9%	4
TOTAL	59%	N/A

Based on the predominance of these industries in the WIB area, the WIB has designated these industries and their component occupations and skills as priorities for program development.

Civilian Labor Force projections indicate an increase of 60,998 new workers in the WIB area from 2000 to 2014, while there will be 49,950 new jobs. Workers will need to achieve a high skill level to be in a competitive position for these jobs.

“Identify the skill needs to meet these industry changes. Identify the information used to identify the skill needs. Describe how this information on skill needs is being used to structure service delivery in the WIB area and in coordination with surrounding WIB areas. Be as specific as possible in citing current and future activities.”

The WIB has identified the following **basic skills** as necessary for employment in the business services, health services and social services growth industries: English reading, English writing and arithmetic.

The WIB has identified the following **interpersonal skills** or soft skills, as necessary for employment in these industries: dependability, punctuality, clear written and verbal communication, teamwork, cooperation, adaptability, problem solving, conflict resolution and decision making.

The WIB has identified job-specific skills for employment in the **health care and social assistance** industry: **Health care:** computer literacy, technical terminology, basic laboratory procedures, patient care, knowledge of drugs, medical terminology, use of medical equipment and instruments, aseptic techniques,

sampling and testing, lifting, technical reading (charts, tables, graphs), hazardous material handling, transcription and record maintenance. **Social assistance:** interviewing, recording information, knowledge of available resources, client evaluation, resource access and utilization, monitoring client status, counseling, record/file maintenance, group activity facilitation, reporting, client advocacy, program planning and collaboration with other service providers.

The WIB has identified the following job-specific skills for employment in the **administrative support** industry: computer literacy, keyboarding, word processing, use of spreadsheets, data base creation and management, use of calculators, filing, customer service, telephone answering and phone system operation, facsimile machine operation and photocopy machine operation.

Information and resources used to identify skill needs for growth and emerging industries in the WIB area and region include:

*New Jersey Employment and Population in the 21ST Century
Volume 1 - Industry and Occupational Employment Projections for New
Jersey, 1998-2008, Part B (County Projections)*

New Jersey Department of Labor- Division of Labor Market and
Demographic Research, 2001

*Workforce Labor Needs Assessment Report for Morris, Sussex and Warren
Counties.*

The Employment and Training Institute, 1996

*The Morris, Sussex, Warren Workforce Investment Board Labor Market and
Training Survey.*

The Morris, Sussex, Warren Workforce Investment Board, 1999

*School-to-Careers Teacher Education Resource Guide for Morris, Sussex
and Warren Counties*

Neece, Benson, Widing and Associates, Inc., 1997

Dictionary of Occupational Titles, Fourth Edition

United States Department of Labor Employment and Training
Administration, 1991

What Work Requires of Schools, A SCANS Report for America 2000

Secretary's Commission on Achieving Necessary Skills, 1996

*New Jersey Regional Employment and Skills Development Project-
Application for Federal Assistance*

The New Jersey AFL-CIO, 1999

Focus groups with local businesses 1996-1999

The above information on skill needs for growth industries will be used to structure service delivery in the WIB area as follows:

The One-Stop system will provide area and regional job vacancy listings to One-Stop customers. Labor market projections indicate that the majority of these listings will be in business services, health services and social services. One-Stop staff will emphasize the prevalence of job listings in these industries, the skills necessary to obtain these jobs and the advantages of skill training to meet projected openings in them.

In addition to area and regional job vacancy listings, One-Stop system staff will also provide customers with information on demand occupations in each county in the WIB area and the earnings and skill requirements for these occupations. As in the tri-county area and the WIB region, projections indicate that business services, health services and social services job vacancy listings will dominate county perceivable job demand lists. Warren County, where food store and other retail jobs will join health services as principal sources of job growth, is an exception to regional industry and job growth patterns.

The One-Stop system will provide customers with information on businesses, including businesses in growth industries. Business data will include location, size, industry and contact information. As with job listings, One-Stop staff will emphasize that growth industry businesses provide the majority of jobs and that job seekers can maximize their employment potential through acquiring skills demanded by these businesses.

To support employment and training in growth industries, the One-Stop system will target 70% of on-the job training funds for new hires and 30% of funds for currently employed worker training for use in business services, health services and social services occupations. To augment local growth industry training, One-Stop staff will identify and promote non-WIA training options, with emphasis on distance learning, for acquisition of demand skills.

The WIB will coordinate joint efforts to link other funding sources with WIA funds to provide holistic services to special population groups, including welfare and youth. Holistic services include human services, child care, transportation, mental health and other appropriate services.

One-Stop partners will share information on major layoffs and facility closings and jointly plan and deliver rapid response services.

One-Stop partners will share information regarding area businesses' hiring activity and positive recruitment efforts.

One-Stop partners will share and exchange continuous improvement data and resulting initiatives for structuring service delivery.

The New Jersey State AFL-CIO, the New Jersey Society for Environmental, Economic Development and the New Jersey State Employment and Training Commission have applied to the United States Department of Labor Employment and Training Administration for funds to establish the New Jersey Regional Employment and Skills Development Project (NJRESA). Project goals include creation of four industry-based pilot Employment and Skills Consortia and three WIB-based Regional Planning Consortia. The WIB-based consortia will develop and implement action plans to address skill needs identified by the industry-based consortia. The WIB will incorporate project findings on skill needs into labor market information provided to One-Stop customers.

The WIB is aware of organized labor's wide-ranging business contacts, knowledge of labor markets, proficiency in planning initiatives to address skill gaps and expertise in operating apprenticeship programs. In recognition of organized labor's substantial potential contributions to the employability of One-Stop individual customers, the One-Stop system will attempt to maximize the presence of unions in One-Stop Centers. This will be accomplished through union representatives' presentations on labor market conditions, skill needs and apprenticeship programs to meet these conditions and needs. Wherever possible, the WIB will partner with unions to address identified skill needs through the NJRESA and similar statewide and regional initiatives. The "value added" through union participation in One-Stop planning and operations will result in enhanced information, services and employment opportunities for One-Stop customers.

The One-Stop system will provide performance information and program cost information on eligible providers of training services, by individual program.

Provision of the above information on local, area and regional job vacancy, job demand, skill and training provider performance information will educate One-Stop customers and empower them to make informed decisions on employment and training options. While the preponderance of this information should lead customers to employment in occupations in growth industries, the One-Stop system will accommodate and facilitate customer choices for training and employment in other viable occupations and industries.

The prevalence of the necessity for basic education skills, interpersonal or "soft" skills and customer service skills in growth industries has led the WIB to plan training in these skill areas. Some potential eligible training providers already provide these types of training and the WIB will request that others incorporate these important skills in training curricula as appropriate.

Through meetings, telephone contacts, correspondence and electronic information dissemination, the WIB maintains ongoing communication with neighboring WIBs for sharing information on industry and employment trends

and developments throughout the region. Under WIA, enhanced cooperation between the region's WIBs will facilitate timely identification of job, labor or training surpluses or shortages and inter-WIB initiatives to address and resolve them.

“Summarize the role of each of the following in the plan development process and in WIB and One-Stop operations Response Team, Labor Market Field Analysts, Customized Training, Department of Human Service Field Representatives, Community Transportation Coordinators, Economic Development agencies and others as appropriate.”

Response Team members provide information on One-Stop services and activities to eligible dislocated workers at business locations in advance of significant layoffs or company closings. They have provided the WIB with information on actual and planned layoffs, business and job seeker service needs and projected future service levels. This information has been used in plan development and will be used by the WIB in structuring One-Stop system service delivery for dislocated workers. To increase participation of dislocated workers in One-Stop activities, the Team's role will be expanded to include pro-active marketing of One-Stop services to dislocated workers and their businesses.

Labor Market Field Analysts provide labor market data to the WIB for use in WIA Plan development. Under WIA, analyst's information will be provided to customers to assist in their employment and training choices and to the WIB and the One-Stop Operator for insuring that programs and services are responsive to labor market conditions and developments.

Customized Training will market customized training to area businesses and notify the WIB of resulting business applications for the program. Customized training representatives will facilitate businesses' applications for the program and, with Business Service representatives, will coordinate services to support program activity, solicit job postings for proposed training projects and provide well screened, qualified applicants for training.

Department of Human Services Field Representatives are members of the WIB One-Stop Committee which includes the Welfare-to-Work Committee. Reports from representatives are a fixed agenda item at both full WIB and One-Stop Committee meetings. They provide input on area human service needs, initiatives and service gaps for use in WIA planning and subsequent One-Stop program development.

Community Transportation Coordinators, one from each WIB county, are members of the WIB One-Stop Committee. Each county's Transportation Plan is submitted to the WIB for review, comment and approval. The county plans and other information from the coordinators are used to assess the effectiveness of area transportation systems in meeting the needs of job seekers and businesses and identifying transportation gaps to be addressed by the counties and the WIB. Coordinators also provide information on new transportation initiatives to One-Stop partners. Community Transportation Coordinators provided WIA Plan input through WIB committees, WIA workgroups and public hearings. The WIB is currently partnering with the Warren County Department of Human Services on a grant application to extend Warren County bus service to areas that lack public transportation.

Economic Development agencies, including the Morris Area Development Group, the Sussex County Economic Development Partnership and the Warren County Department of Economic Development and Tourism are members of the WIB, where they share information on area economic development issues. The role of these agencies is particularly important because most employment in the tri-county area is with small and medium size businesses. Without a core of large businesses to provide substantial numbers of jobs, input from economic development agencies is critical in identifying new or expanding businesses that may list jobs with the One-Stop system or benefit from One-Stop services for business customers. Information from economic development agencies has been incorporated in the WIA plan and will be used on an ongoing basis to enhance One-Stop outreach, service and job-order collection for business customers.

4. NEEDS OF THE BUSINESS CUSTOMER

“Describe how the workforce needs of employers will be addressed by the One-Stop system.”

Through labor market assessments, focus groups, extensive business interviews, School-to-Careers skill inventories, WIB meetings and other public forums, the WIB has identified the following workforce needs of Morris, Sussex and Warren County businesses:

- First, businesses need to find qualified employees quickly and cost effectively. To address this need, the One-Stop system will assist businesses by screening out unqualified employment applicants, certifying applicants as job-ready or job-skilled, screening applicants for work ethics and interpersonal skills, providing a single point of contact within the One-Stop system, providing good service and follow-up on business requests, visiting and understanding the

operations of business customers and providing easy access to employment-related training funds and tax credits.

- Second, area businesses want literate and computer literate employees. The One-Stop system will address this need by providing, through ITA's or specially procured training activities, a wide range of basic literacy training including Adult Basic Education, GED preparation and English-as-a Second language instruction. The One-Stop system will also provide basic computer instruction through Center-based workshops, tutorials, video instruction and ITA funded occupational training at area training institutions.
- Third, Morris, Sussex and Warren County businesses, like businesses in other areas, want employees with good "soft skills" or workplace competencies: dependability, cooperation, teamwork, initiative, effective verbal and written communication skills, honesty, problem-solving and integrity. The Secretary's Commission on Achieving Necessary Skills (SCANS) Report of 1991 emphasizes the importance of these skills to businesses, recognizes that these skills can be taught and learned and provides a framework for advancing their recognition and acquisition. One-Stop Centers will provide assessments of job seekers' workplace competencies and provide instruction in meeting businesses' "soft skills" standards.

All WIB business services are designed to enhance productivity and economic growth.

In addition, the One-Stop system will address business needs by providing a single point of contact for access to a comprehensive array of services. These include provision of labor market information (including information on job seekers) in multiple formats; recruitment, testing, screening and referral of qualified applicants via America's Talent Bank for the business customers current or anticipated job openings; skill and aptitude testing for current employees; referral to task analysis and job restructuring / upgrading assistance; referral to education and training services for new and currently employed workers; assistance in compliance with applicable laws and requirements; assistance in accessing employment-related tax credits and on-the-job training and customized training funds; provision of information on available services; provision of a business customers' Bill of Rights; assistance in designing and providing business-operated work and family support programs and provision of information regarding New Jersey Transit's business based programs.

Business feedback provided to the WIB on government-funded labor exchange and related assistance indicates that, in addition to a single point of contact for services, businesses want One-Stop system staff to take time to learn about businesses. Contacts are developed by the three county economic development groups to gain the detailed business knowledge to facilitate accurate screening of

employment applicants and insure referral of only those applicants that closely meet businesses' job specifications.

The WIB is actively involved in Currently Employed Worker Training and has negotiated several WIA contracts to meet the needs of businesses and their current workers for training to upgrade skill levels related to new technologies, new products or services, and to keep businesses globally competitive. It is critical that the WIB support area businesses to maintain or increase their current workforce, prevent closings and lay-offs, and to help individual workers maintain marketable skills in order to remain in the workforce. Training currently employed workers is less costly than re-training dislocated workers.

Additional discussion of WIB pro-active outreach to businesses is included and "currently employed worker training" on page 28.

"Describe the plans for meeting the identified skill needs. Include a discussion of how core, intensive and training services may be adapted to respond to these needs. Identify any specific examples of where this has already occurred. This may include development of new training programs, business-education partnerships, or other efforts."

Core services will be used to meet identified skill needs as follows:

Assessment results will be reported to and discussed with customers in the context of the applicability of customers' current skills to identified area and regional skill needs.

Career counseling will emphasize the advantages of acquiring skills that meet identified skill needs.

Labor market information will demonstrate that the majority of job openings are, and will be, in demand occupations that require the identified skills.

Service provider information will demonstrate that training for identified skill needs will result in both enhanced employability and higher wage-earning potential than in non-demand occupations without perceivable skill shortages.

Intensive services will be used to meet identified skill needs as follows:

As in core services, **comprehensive and specialized assessment** results will identify customers' skill gaps and will be presented to customers to demonstrate how customers' current skills, experience, aptitudes and abilities fit into the current and projected labor markets and how customers, through training to

meet identified skill needs, can best access current and future employment openings.

In group counseling, individual counseling, career planning and developing Individual Employment Plans, One-Stop system staff will emphasize the wide applicability and portability of skills required in growth industries and that employment potential can be maximized by acquisition of these skills. Plans will include, with customer assent, activities and services that support skill training and/or employment in growth industries with identified skill needs.

Training Services will be used to meet identified skill needs as follows:

One-Stop system staff will use counseling, labor market information and service provider information to demonstrate the advantages of **basic skills training** as a link to further training, **occupational skills training**, **on-the-job training** and **post-employment training** for gaining skills needed in growth industries.

To maximize training opportunities for individual customers, the WIB will attempt to include all area service providers that offer training in skills that are identified as needed in growth industries, on the New Jersey Eligible Training Provider list. This includes providers of distance learning courses which are much less expensive than courses provided at a physical site.

“Describe how work-based learning programs (including school-to-career initiatives), customized training grants, on-the-job-training and work experience training will be used to support employer needs.”

When a business expresses an interest in on-the-job training or currently employed worker training, WIB staff will arrange for direct business participation in these programs as well as provide information on the Work Opportunity Tax Credit and the Welfare-to-Work Tax Credit, and forms and instructions for completion. . ETS staff will facilitate recruiting on-the training programs by identifying, testing, screening and referring appropriate applicants for business consideration. Finally, One-Stop system staff will maintain contact with businesses to determine the effectiveness of WIA services and assist in maximizing their benefit. The following special programs are available to businesses:

- **Apprenticeships** - Apprenticeships are structured, multi-year training programs leading to a nationally recognized skill certificate, and are offered to both youth and adults. Businesses and/or Labor organizations sponsor students selected for this long-term training. Apprenticeship programs are operated cooperatively with the Counties Technical School Districts, the NJ Department of Labor, and labor unions.

- **Cooperative Education** – Tri-county high schools and technical schools operate cooperative education programs. These programs allow students enrolled in secondary or post secondary education to attend school and work part-time. The employment placements are made based on the chosen career paths of students.
- **Customized Training** - As previously noted, customized training can help businesses to be more competitive in the local economy, as it provides an opportunity to upgrade the skills of employees, which in turn enhances the productivity of the businesses.
- **Externships/Internships** - Job seekers/students study and receive hands-on training, which is provided by businesses at a designated work site. Generally, the externships are non-paid work experiences but may allow the student to earn credit toward the completion of a certificate or degree. Externships are used locally by the community colleges, the technical school districts, and several private technical schools.
- **Job Coaching** – For special populations, including welfare recipients, job coaches may be assigned. The job coach will track new employees on the job, work side-by-side with them, if necessary, and assist them in understanding and completing assigned tasks. The coach may also act as liaison between the business and the employee to help the employee learn how to interact with supervisors and co-workers. The coach will maintain regular contact with the employee to ensure provision of appropriate supportive services and to track the new employee’s performance, training needs and advancement opportunities.
- **Job Shadowing** – Job seekers/students follow an employee at a firm for a day or more to learn about that person’s job and the industry in general. Job shadowing results in informed career choices and a realistic view of various tasks, occupations and careers.
- **Mentoring** - In this service, businesses volunteer to spend time with a student/job seeker to offer them insights into a career. The business provides information and instruction, and helps the job seeker to set and work toward career-training goals. Mentoring can include both work-based and outside learning experiences. In some cases, a mentor may be assigned to work with the job seeker to model, demonstrate, train, and encourage the job seeker.
- **On-the-Job Training** - This occupational skill training is provided on the job by a business to a newly hired employee. The business is compensated for the extraordinary cost of providing such training with funding from a variety of State and Federal sources.

- **Work Experience** - Similar to an internship or externship, work experience is designed for job seekers to gain practical, hands-on experience in the workplace. Placements are generally made into non-profit governmental or educational organizations where both occupational and “soft skills” can be learned, and participants usually do not earn credit toward a degree or certificate. The WIB uses a competency based learning approach for individuals enrolled in work experience activities for specialized needs populations including welfare and youth.
- **Currently Employed Worker Training** – A business may identify an individual employed within the company to provide training to current employees to upgrade skills, learn new technologies or procedures, operate new equipment or move on to a higher-level job. If no one currently working for the business is appropriate as a trainer, the business may request the One-Stop staff to identify an outside trainer to provide the needed training. The business is compensated for the cost of the training.

Currently, high schools in all three counties partner with area businesses to provide job shadowing, skill-set assessments, career information and apprenticeships for high school students.

“Describe how incumbent worker training will be used to support business. This might include post-employment training activities or job retention services.”

Business outreach will be accomplished through economic development agencies and response teams. When a business identifies a need for post-employment or retention services, One-Stop staff will work with the business to assess the need and plan the appropriate mix of activities and services. The service mix may include core services, currently employed worker training, customized training or employee referral to existing academic or vocational training. When outreach identifies groups of businesses with common training needs, they will be urged to form a training consortium to maximize utilization of available resources. The One-Stop staff will maintain ongoing contact with businesses to insure the effectiveness of training and to document its benefits to businesses and employees.

“Describe how the One-Stop system will interact with employers to provide post-placement services to individuals.”

Business outreach will assist in identification and delivery of post-placement services for individuals. In addition, One-Stop system staff will assess and identify individual service needs. Post-employment service needs will be included in Individual Employment Plans. One-Stop staff will address traditional participant

resistance to post-placement services, especially among former welfare recipients, by aggressively marketing these services. Marketing will begin with participants' first contact with the One-Stop system and will emphasize the need for and benefits of post-placement services. Businesses customers of the One-Stop system will be advised of new employees' training-retention service needs and the availability of these services through the One-Stop system. One-Stop staff, through ongoing business contact, will remind businesses that they and their employees have access to post-employment training, counseling and supportive services through the One-Stop system.

Businesses will also be informed that employed former Welfare-to-Work Formula Grant participants are eligible for post-placement grants of up to \$4,000 for job-related education and skills training.

To enhance individuals' employability and retention, all outreach entities will promote business use of the Work Opportunity Tax Credit and the Welfare-to-Work Tax Credit. Tax-credit eligible job applicants and employees are attractive candidates for employment and retention due to the substantial incentives (up to \$10,600 per eligible employee) available to businesses through these credits.

5. NEEDS OF THE INDIVIDUAL CUSTOMER

“What is the anticipated need for One-Stop services? This should be described in terms of core, intensive and training services.”

Based on historical JTPA, WFNJ and Welfare-to-Work program enrollment and service levels, the WIB anticipates that approximately 25,000 One-Stop system individual customers will need core services (including labor market exchange and unemployment information) 14,000 will need intensive services and 4,500 will need training services.

Assessments of youth and job seekers skills, abilities, aptitudes, barriers to employment and short and long-term employment goals and outcomes will form the basis for service strategies that will determine actual training needs.

The WIB has individual referral agreements with area training providers for delivery of training. These agreements spell out the terms of the ITA payments and processes as well as the requirements for placement and retention.

See page 51 for description of service priorities.

“What are the projected needs for pre-employment/job readiness services, education programs (basic skills, English as a Second Language), occupational training?”

The WIB has considered recent area employment and training program enrollment and service levels and area demographic trends. These trends include a growing Hispanic population in Warren County and a burgeoning, multi-cultural (Chinese, Vietnamese, Russian, Romanian) immigrant population in Morris County. As a result, the WIB projects that 400 One-Stop system individual customers, including youth, will need life skills, workplace readiness and job search training; 250 will need basic skills remediation; 350 will need English as a Second Language instruction and 5500 will need occupational training. All these projected needs represent increases over Program Year 2006 WIA service levels and include the projected needs of new immigrants discussed above. Since Civilian Labor Force projections indicate an increase of 60,998 new workers in the WIB area from 2000 to 2014, about 26,200 of them Hispanic, and 49,900 new jobs, pre-employment /job readiness services will be critical to laying the foundation for a trained, skilled workforce.

The projected need for occupational training greatly exceeds the actual number of WIA participants due to the continuous company closings, down-sizing, and lay-offs. Some occupational training needs will be met through expansion of the post-employment On-The-Job Training and customized training programs. Liberalization of Welfare-to-Work Formula Grant regulations to allow expanded pre-employment training for TANF recipients did not, as anticipated, help ease the demand on WIA training funds. The WIB has directed One-Stop Partners to assist in identification of coordination, collaboration and cost-sharing strategies to provide expanded occupational training options within One-Stop funding parameters.

“Describe the “special participant populations” in greatest need of services. How will the needs of these individuals be met? Will the One-Stop operator be running specialized training programs to serve these individuals?”

Based on recent WIA service levels and input from WIB committees and One-Stop partners, eight “special participant populations” have been identified as being in the greatest need of service. The following chart lists these groups and services to meet their needs.

SPECIAL PARTICIPANT POPULATION	SERVICES	SPECIALIZED TRAINING SERVICES
Basic skills deficient	ABE-GED Instruction	Parsippany Adult School ,Sussex County Community College, Morris County School of Technology and Warren County Technical School ABE-GED programs
Individuals with limited work experience and history of low wages	Work experience, occupational skills training, OJT	
Limited English speakers	ESL	Sussex County Community College and Universal Communications Enterprise ESL programs
Welfare recipients	Job search, AWEP-CWEP, occupational skills training, OJT, post-employment training and retention services	Job search/ Life skills programs in Morristown, Washington and Newton. Post-employment childcare, medical care and transportation assistance
The homeless	Emergency shelter, clothing and food; comprehensive employment and training services, other supportive services	Morris County Office of Temporary Assistance, Sussex County Division of Social Service, Warren County Division of Temporary Assistance and Social Service
Displaced homemakers	Comprehensive employment and training services, supportive services	Project Self Sufficiency in Newton (life skills, job search, computer literacy training) NORWESCAP displaced homemakers services, including occupational skills training in Morristown, Newton and Phillipsburg
Individuals with disabilities	Comprehensive employment and training services, supportive services	NJ Division of Vocational Rehabilitation services at all One-Stop Centers; Employment Horizons in Cedar Knolls, Highlands Workshop in Newton (sheltered workshops, supported work, job coaching)*

Youth	Comprehensive employment and training services, supportive services	New Bridge Services-Project 70001; Phillipsburg School-Based Youth Services "Jobs and More" Program; Sussex County Technical School Youth Employment Program; Dover High School School Based Youth Services
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*The WIB is currently researching options for full inclusion of blind/visually impaired persons in One-Stop system activities and services. A representative of the blind/visually impaired serves on the WIB, the WIB One-Stop Committee, and Disability Committee.

“Describe the anticipated need for support services such as transportation, childcare, housing and health care. How will these needs be met? What is the relationship between WIB planning and the local/regional plans for these services?”

There is an acute need for childcare, especially on nights and weekends. Lack of “after hours” childcare is a significant barrier to employment for individuals seeking employment in jobs with hours other than 9AM to 5PM on weekdays. This need will be met through expansion of childcare coordination services currently offered through Child and Family Services in Morristown and NORWESCAP childcare resources in Newton and Phillipsburg. The WIB and county welfare agencies are currently seeking increased funding for childcare to meet area demand.

There is substantial need for transportation, especially among individuals with limited work experience, childcare needs, welfare recipients and the working poor.

The Morris County Community Transportation Plan states that the dispersion of major businesses and housing and the inability of the existing transit system to adjust to the new commutation patterns have increased dependency on the automobile as the primary mode of transportation within the County. Thus, there is a critical need to improve the accessibility and efficiency of public transportation with special emphasis on the transport of needy adult and youth residents to employment, employment-related activities and to child care service providers. The lack of a sufficient number of fixed-routes to serve as a viable mode of transportation and the closely related problem of very limited transportation alternatives for residents who do not have an automobile is a significant barrier for residents in three major areas in Morris County.

The four major areas with the highest population concentration of persons with mobility limitations in Morris County are the Northeast area (Boonton, Boonton Township, Butler, Kinnelon, Lincoln Park, Montville and Riverdale), Dover area

(Dover, Mine Hill, Victory Gardens and Wharton), the Parsippany-Troy Hills area and Budd Lake. The Northeast areas comprise an area of over 59 square miles. It is estimated that the combination of these four areas represents over 50% of the active TANF caseloads of Morris County. In addition, approximately 45% of the active TANF cases receiving childcare services are from these three areas. A 40 family sampling of post-TANF families evidenced a similar pattern.

The Morris County Comprehensive Child Care Service Plan identified the severe lack of transportation service as one of the most significant childcare service gaps for families who are served by the childcare centers in Morris County. Of the 239 licensed childcare centers surveyed, only 19 centers provided transportation for their customers; and none of the publicly subsidized centers offered transportation as a service. Again, the need for transportation services, particularly by low-income residents, is so profound it significantly influences a resident's employment and childcare needs. The Plan frequently notes that limitations of the current fixed-route system creates difficulties for any resident in meeting transportation needs, but particularly for low-income residents and residents in need of childcare services. The alternatives for Morris County residents in these situations are extremely limited.

The Morris County Plan recommends the acquisition of special transportation planning funds to expand the public transportation system. Interim solutions are limited to non-existent, thus transportation remains one of the major barriers to employment and post-employment activities, especially where childcare services needs exist.

The Community Transportation Plan for Sussex County states that the concentration of persons with mobility limitations is 180 persons per square mile, compared to the state average of 32 persons per square mile. The Plan also states that, considering concentrations of senior citizens, families without vehicles, low-income households and the unemployed, the areas in most need of transportation are Sussex, Newton, Branchville, Hamburg, Stanhope and Hopatcong. The Plan suggests securing extra funds for expansion of current bus routes, but such funds may not be obtained in the near future.

In Warren County, considering the same demographic groups as Sussex County, the greatest need for transportation is in Phillipsburg, Washington, Belvidere Township and Hackettstown. Generally, the need for additional transportation in Warren County is not as great as Sussex County. The difference is due to lower concentrations of groups used to gauge transportation needs (e.g. concentration of persons with mobility limitations is eight per square mile as opposed to 32 per square mile in Sussex County) and the presence of numerous demand response transportation services provided by local agencies. These include Warren County Transit, NORWESCAP, Inc., Kresfield Adult Day Care, NJDVR, Family Guidance Center of Warren County and Abilities of Northwest Jersey, Inc. The existing transportation infrastructure in Warren County, especially the existence of demand

response transportation, makes addressing transportation gaps less dependent on additional funding than in Sussex County. The newly developed Route 57 Corridor shuttle services has also assisted in easing the transportation problems of Warren County, although the limited hours do not assist those attempting to get to and from work.

The transportation needs of TANF recipients can be met through TANF transportation allowances. For other One-Stop customers, transportation needs will be met through provision of information on public transportation, ride-sharing programs and business-sponsored transportation assistance.

There is need for health care, but there are considerable resources for addressing this need. For welfare recipients, it will be met by Medicaid subsidies. New Jersey Family Care currently provides medical insurance for low-income families. A proposed Medicaid extension program will provide healthcare, including mental health care, for low-income parents, childless couples and single adults. Medical needs will be met through referral to area medical clinics and hospitals. NJ Division of Vocational Rehabilitation Counselors may counsel customers with severe medical conditions at One-Stop Centers. In addition, the WIB, with county welfare agencies, is attempting to establish a prescription assistance program for former welfare recipients whose post-employment TANF medical benefits have expired. Additional health services will be accessed through NJ JerseyCare/FamilyCare program initiatives for the uninsured working poor.

There is also substantial need for housing, especially affordable housing, emergency and transitional housing. Homelessness is a growing problem in the WIB area. Emergency housing will be provided through county shelters, rental assistance, US Department of Urban Development (HUD) housing partnership programs, Hope House housing partnership and house sharing programs and the NJ DHS homelessness prevention program. Additional housing related assistance is available through utility bill payments and realtor fee waivers for low-income individuals. The WIB will work with HUD program representatives to publicize the need for and promote the expansion of affordable housing in areas accessible to public transportation.

Each area county has submitted its transportation and childcare plans to the WIB for review and approval. Information from these plans has been used in developing One-Stop system strategies for meeting transportation and childcare needs. In the absence of comprehensive regional or local housing and medical plans, the WIB Resource and Analysis Committee has inventoried local housing and medical resources. A list of these resources will enable One-Stop system staff to arrange or refer customers to appropriate services.

6. IDENTIFICATION AND ASSESSMENT OF AVAILABLE RESOURCES

“Identify the resources available from all One-Stop partners. A chart is recommended. The funding source, amount of available resources and projected service levels should be included.”

Projected service levels are for WIA core, intensive and training services delineated in the One-Stop System Description.

PARTNER	FUNDING SOURCE	AVAILABLE RESOURCES	PROJECTED SERVICE LEVEL*
Morris/Sussex/Warren Employment & Training Services (One-Stop Operator)	WIA Title I; WDPP; DHS-WFNI; State General Assistance funding, ABAWD	\$3,473,120	1,600
Workforce NJ Dover/Morristown*	Wagner-Peyser; WIA; WDPP; State General Assistance funding	\$1,626,486	14,000
Workforce NJ Newton/Phillipsburg and Franklin PROS Center	Wagner-Peyser; WIA; WDPP; State General Assistance funding	\$1,691,800	2,625
NJ Division of Vocational Rehabilitation	Federal/State grants	\$1,650,000	1176

Morris County Offices of Temporary Assistance	TANF; GA	\$3,792,500	1600
Sussex County Division of Social Services	TANF; GA	\$170,299	80

Projected service levels include multiple counts of customers receiving services from more than one agency and also include customers who visit One-Stop Centers without enrolling in WIA.

“For each unmet need identified above, include a strategic plan to resolve the problem.”

The WIB projects that the proposed service mix will meet the core service needs of One-Stop customers, but that insufficient funding will prevent all potential customers from receiving intensive and training services.

As a result, the WIB has decided that WIA training funds will be used as the funding of last resort, when other funding possibilities (Pell grants, NJDHS WtW, United Way, faith and community based funds and county-funded programs) are exhausted.

The WIB has also established the following criteria for customer movement between core, intensive and training services:

Core services to intensive services:

- Unemployed or underemployed
- Lack marketable skills
- Poor or inconsistent work history
- Have marketable skills but can't return to previous occupation due to medical condition or other valid reason(s).
- Lacks high school diploma
- Lacks basic skills
- Non-English speaker
- Need pre-employment skills
- *Customers with obvious multiple-barriers to employment will be directed to intensive and training services immediately.*
- *Currently employed workers will be assessed and directed to appropriate services*

Intensive services to training services:

- Lacks employment after intensive services
- Completed job search workshop without obtaining employment
- Has not completed formal training in a demand occupation

In addition the WIB will follow WIA criteria for youth services:

In-School Youth:

- Age 16-21
- Economically disadvantaged
- Compensatory education program participant
- National School Lunch program eligible

AND 95% of In-School Youth must have one or more of the following characteristics:

- Basic skills deficient
- One or more grade levels below appropriate educational attainment
- Pregnant or parenting
- Disabled, including learning disabled
- Homeless or runaway youth
- Offender

Out-of School Youth:

- Age 16-21
- Economically disadvantaged

AND 95% of Out-of-School Youth must have one or more of the following characteristics:

- Basic skills deficient
- High school dropout
- Pregnant or parenting
- Disabled, including learning disabled
- Homeless or runaway youth
- Offender

7. ONE-STOP SYSTEM DESCRIPTION

This section should describe the One-Stop system in the WIB area. The following must be included in this part of the plan:

“Provide a brief description of the local One-Stop system established for the area. Describe the comprehensive physical centers and any other arrangements such as a network of affiliated sites and specialized centers.”

There will be full-service One-Stop Centers in Morristown, at the Offices of Workforce Development, and at the New Jersey Employment Service offices in Dover, Newton and Phillipsburg. There will be a satellite One-Stop Center in Franklin, which will offer only WIA core services. Full service sites will offer an integrated continuum of core, intensive and training services.

The Morristown One-Stop Center is located at 30 Schuyler Place. It has 2200 square feet of space on two floors.

The Dover One-Stop Center is currently located at 107 Basset Highway, however the State is in the process of relocating this site to another building in the Dover area.

The Newton One-Stop Center is located in the Sussex County Mall on Route 206 and has 1300 square feet of space.

The Phillipsburg One-Stop Center is located at 75 South Main Street and has 1450 square feet of space.

The Franklin satellite One-Stop Center is located at the National Guard Armory on Munsonhurst Road and has 1500 square feet of space.

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 will rely on technology to provide comprehensive services to businesses and job seekers in a seamless, integrated and efficient manner. One-Stop Centers will be directly linked to the Internet via the Workforce New Jersey Public Information Network (WNJPIN), allowing access

to information on and registration for One-Stop services and activities from any personal computer with Internet capacity.

“Describe the process of selection for One-Stop operators, including the competitive process used or the consortium partners.”

Since New Jersey Executive Order Number 36 was issued in May 1995, the WIB has identified, screened and recruited potential One-Stop partners through competitive process and community outreach. In the recruiting process, the WIB considered level and types of services provided, location, access to transportation, experience in serving special and vulnerable populations and demonstrated service effectiveness. As a result, the WIB and CEO have designated **Morris / Sussex / Warren Employment and Training Services as the One-Stop Career Center Operator** and the following entities as One-Stop consortium partners:

- The New Jersey Employment Service (Dover and Morristown Offices)
- The New Jersey Employment Service (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 (Morristown and Hackettstown Offices)

In addition, the WIB has designated the following entities as affiliate partners:

- Abilities of Northwest NJ, Inc.
- Calvary Baptist Church
- Catholic Charities
- County College of Morris
- D.A.W.N., Inc.
- Domestic Abuse Services, Inc.
- Dover Housing Authority
- Easter Seals Society / Highlands Workshop
- Employment Horizons, Inc.
- Employment Pathways
- Joint Free Library of Morristown/ Morris Township
- Lake Hiawatha Library
- Morris County Office of Temporary Assistance
- Morris County Organization for Hispanic Affairs
- Morris County School of Technology
- Morris County Youth Shelter
- Morristown Neighborhood House
- New Bridge Services, Inc.-Project 7001
- NORWESCAP, Inc.-Child and Family Resource Services

- NORWESCAP, Inc.-Family Resource Center
- NORWESCAP, Inc.
- Project Self Sufficiency
- Sparta Public Library
- Sussex County Community College
- Sussex County Division of Social Services
- Sussex County Technical School
- Urban League of Morris County
- Warren County Community College
- Warren County Technical School
- Warren County Division of Temporary Assistance & Social Services

“Provide a description of how the resources of all One-Stop partners will be pooled.”

Each One-Stop partner will contribute sufficient resources to the One-Stop system to ensure delivery of One-Stop programs, services and activities as described in the WIA Plan and One-Stop Partners’ Memorandum of Understanding (MOU). *(The One-Stop Partners’ MOU is attached as Attachment 7)*

“Identify the members of the One-Stop, their roles and resources.”

Many One-Stop members and affiliate partners currently provide services to youth. A number of these agencies offer services primarily directed toward youth while others are directed to target populations with particular needs, including youth.

The three county colleges and technical schools provide both postsecondary education and technical training for youth. The Morris County Department of Human Services both operates and funds a variety of youth services specifically aimed at the juvenile justice population. Among services provided through DHS are a teen drop-in center, after school programs, employment programs, summer youth activities, and educational programming. Morristown Neighborhood House operates a day care center, recreational programs, after school programs (including homework clubs and tutoring), as well as field trips, dances, movie nights, and summer youth activities. Out-of-school youth, including teen parents, enrolled in NewBridge Services Project 70001 and Phillipsburg School Based Youth Services Program receive assessment, pre-employment training and GED preparation so that graduates receive not only their GED but a job upon completion.

The welfare agencies of all three counties provide services for teen parents, and utilize the services of Project Self-Sufficiency, NORWESCAP, Employment Horizons, and Highlands Workshop to meet the needs of their youth population.

Services include life skills, pre-employment training, supported work, post-employment services and support services.

Support services are available through a number of partner agencies. Family Services and NewBridge Services offer counseling and mental health services. NORWESCAP and Project Self-Sufficiency offer life skills and pre-employment skills to teen parents. The Division of Vocational Rehabilitation offers counseling, training and sheltered workshops to youth with disabilities, and Highlands Workshops and Employment Horizons offer sheltered workshops and supported work opportunities.

Morris County Organization for Hispanic Affairs provides a variety of youth activities, including ESL and after school activities.

Career exploration is available through the technical schools and the county colleges, as well as the One-Stop Career Centers. Employment and Training Services provides youth with a variety of vocational training opportunities through its approved training providers. In addition, ETS funds in-school employment programs to enable youth to develop employability skills and obtain employment upon completion of the program.

MEMBER	ROLE	RESOURCES
Morris/Sussex/Warren Employment & Training Services	One-Stop Operator; MOU approval WIA service delivery to adults, youth and dislocated workers; Welfare-to-Work provider (WFNJ and WtW II)	Staff, facilities, equipment; WIA funds; WDPP; DHS-TANF; WtW; NJ General Assistance funds
NJ Employment Service	Labor exchange; Trade Act and Veterans' Services provider; Unemployment Insurance administration	Staff, facilities, equipment; Wagner-Peyser, WIA, WDPP and NJ General Assistance funds
Morris County Office of Temporary Assistance	Welfare-to-Work provider (TANF, GA and WtW)	Staff; TANF and WtW funds
Sussex County Division of Social Services	Welfare-to-Work provider (TANF and WtW II)	Staff; TANF and WtW funds
Warren County Division of Temporary Assistance and Social Services	Welfare-to-Work provider (TANF, GA and WtW)	Staff; TANF and WtW funds

NJ Division of Vocational Rehabilitation	Vocational rehabilitation services	Staff; Federal/State training funds
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“Provide a description of the policy and procedures in place to competitively award grants and contracts for activities and services other than ITAs.”

Grants and/or contracts for activities and services other than ITAs will be awarded in compliance with Federal, State and County procurement laws and regulations. To provide training other than ITA’s, the WIB will issue a Request for Proposals (RFP). The RFP will be issued by legal notices in area newspapers and notification of all organizations on the WIB bidders' list. A Bidder’s conference will be held two weeks after the RFP is issued. Resulting proposals will be reviewed by Employment and Training Service staff, who will formulate funding and rejection recommendations for review and approval by the WIB. Review criteria include demonstrated performance and effectiveness, cost, service quality, service priority, location, linkages to supportive services and the business community, administrative ability, fiscal accountability and record of business ethics. When the review process is complete, bidders will be notified of their proposals’ status and unsuccessful bidders may appeal the WIB’s decision. Finally, contracts for successful bidders will be negotiated, written and executed.

“Describe the role of a continuous improvement in planning, program development and staff development.”

Through focus groups, surveys and interviews with program customers and operators, the WIB has sought and received feedback from job seekers and businesses on current area employment and training programs and services. Resulting information has been used throughout the WIA planning process to assure that planned services are effective in meeting customer needs and generating high levels of customer satisfaction.

In post-planning program development, the WIB and One-Stop Operating system will use customer service questionnaires, interviews and public meetings to determine individual and business satisfaction with One-Stop services. Information gathering and data analysis will be an ongoing process. Program performance information and customer satisfaction results will be regularly reviewed and discussed by staff. Services not resulting in appropriate performance measures or customer satisfaction will be examined to identify necessary revisions and/or implement corrective action. Identified gaps in necessary services will result in development of new programs and services to address these gaps.

Service provider performance data will be reviewed regularly to determine the effectiveness of service providers and resulting information will be provided to One-Stop staff and clients. Service providers who perform unsatisfactorily will be notified of their deficiencies. When service provider customer feedback indicates serious problems, One-Stop staff will work with service providers to plan and implement corrective action measures to improve customer satisfaction.

Staff development will be based on meeting the identified needs of One-Stop Career Center customers. Priority will be given to staff development activities that enhance the capacity of One-Stop staff in providing programs and services that result in tangible increases in program performance standard results and customer satisfaction levels. Staff requests for training will include a description of how the requested training will positively affect the One-Stop system's ability to continuously improve program performance and customer satisfaction.

“Describe the role of the local One-Stop team.”

The One-Stop Career Center Committee insures that the interests of job seekers and businesses are equally represented in the One-Stop system. It insures that the One-Stop system provides comprehensive services in a seamless, integrated, effective and efficient manner. It insures that knowledgeable, skilled One-Stop system staff delivers high quality services, resulting in high levels of customer satisfaction. It insures that the One-Stop system meets or exceeds performance standards for placement, retention, earnings and job seeker and business customer satisfaction.

The One-Stop Career Center Committee also serves as the **One-Stop Implementation Team**, which insures the continuing implementation of One-Stop system activities. It identifies and monitors the flow of One-Stop services and implements team management of the One-Stop system. It guides and directs One-Stop operations to enhance the quality of customer services and insures continuous improvement of the One-Stop system. It defines and approves One-Stop protocols and criteria. It conducts ongoing oversight and evaluation of the One-Stop system.

Required committee members include representatives, each of whom hold decision-making positions, from each One-Stop partner as described in the WIA and New Jersey's Strategic Five-Year Unified State Plan.

“Describe how the One-Stop system will respond to the anticipated needs of job seekers, and workers in the WIB area. Include all core, intensive and training services. How will the State's flowchart of One-Stop services be adapted in the local area?”

The One-Stop system will respond to the anticipated needs of area job seekers through provision of core, intensive and training services.

Core services will include WIA eligibility determination; outreach (including worker profiling); intake, orientation to One-Stop services and information; initial assessment of skill levels, aptitudes, abilities and supportive service needs; job search and placement assistance; career counseling (where appropriate); provision of employment statistics information including accurate local, regional and national labor market information (job vacancy listings, job skills necessary to obtain vacant jobs, local demand occupations and their salaries and skill requirements); provision of program performance and cost information on eligible service-providers; provision of information on area performance compared to local performance measures and other One-Stop performance measures; provision of information on local supportive services and referral to these services as appropriate; provision of New Jersey Transit information through fully supplied racks of bus schedules and information on inter-county connections; provision of information on filing claims for unemployment compensation; assistance in establishing eligibility for welfare-to-work activities; programs of financial aid assistance for available local training and education programs not funded by WIA and follow-up services, including counseling regarding the workplace, for WIA participants placed in unsubsidized employment, for at least 12 months after placement, as appropriate.

Intensive services will include comprehensive and specialized assessments of customers' skill levels and service needs which may include diagnostic testing and use of other assessment tools; in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals; development of an individual employment plan to identify the employment goals, appropriate achievement objectives and appropriate combination of services for the customer to achieve the employment goals; group counseling; individual counseling and career planning; case management and short-term prevocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training.

Training services will include occupational skills training, including training for non-traditional employment; on-the-job training (OJT); programs that combine workplace training with related instruction, which may include cooperative education programs, training programs operated by the private sector; skill upgrading and retraining; entrepreneurial training; job readiness training; adult education and literacy activities provided with other services described above and customized training conducted with a commitment by an business or group of businesses to employ an individual upon successful completion of the training.

To maximize customer job placement and retention, the One-Stop system will emphasize job coaching, supported work, on-the-job training and post-placement academic and vocational training. Because of its potential for customer placement and retention, on-the-job training vouchers will be issued to job-ready customers. One-Stop counselors will work with businesses and employees to plan post-employment training to enhance employee skill levels and retention. Employees whose businesses commit to retaining employees for one year or more will be eligible for the full range of post-employment services listed above.

The State's flowchart of One-Stop services has been adapted, with modifications, for local use. (*The modified flow-chart is attached as Attachment 8*)

“Identify how the One-Stop system will address the unique needs of individuals, including welfare recipients, dislocated workers, non-English speaking individuals, displaced homemakers and others identified as having barriers to employment. What special programs are in place in the area to serve any of these target groups? Are there plans for expansion of these efforts? This should include services available through all One-Stop partners, including Displaced Homemaker Programs, Youth Corps and Americorps.”

The needs of **welfare recipients** will be addressed through TANF and Welfare-to-Work Formula Grant services including transportation assistance, childcare, medical care, housing assistance, provision of work clothing, job search training, placement assistance and post-employment/job retention services.

Special One-Stop programs for **welfare recipients** include the Early Employment Initiative (for new public assistance applicants), Universal Communications Enterprise Job Search Program in Morristown, Project Self Sufficiency in Newton (counseling, supportive services, skill training, job search), Dress for Success in Madison (work clothing) and Child and Family Resources in Morristown and emergency housing assistance provided by County Welfare Agencies in Morristown, Newton and Belvidere. In recognition of the need for and value of these programs, they will be expanded as funding permits.

The needs of **dislocated workers** will be addressed by skills assessments, career counseling, job matching services, labor market information, service provider information, occupational skills training, on-the-job training, job search training and appropriate supportive services.

Dislocated worker services are provided at One-Stop Career Centers utilizing WIA, Trade Readjustment Act and New Jersey Workforce Development Partnership

program funds. The WIB will also promote the application of national reserve grants to assist dislocated workers in the WIB area.

The needs of **non-English speaking individuals** will be addressed by English-as-second-language (ESL) programs at the Parsippany Adult School, Sussex County Community College and Universal Communications Enterprise in Dover. These programs are in or near locations with the largest numbers of non-English speakers in the WIB area. These programs have successful histories of providing ESL and cultural adaptation training to non-English speakers. They also have the capacity to serve large numbers of trainees.

The needs of **displaced homemakers** will be addressed directly by WIA-funded programs and services for dislocated workers and special displaced homemaker programs. These special programs include Project Self-Sufficiency in Newton (counseling, supportive services, skill training, job search), the Women's Center of Morris County (counseling, job search assistance) and the Warren County Displaced Homemaker Program (counseling, job search assistance, supportive services). Morris/Sussex/Warren Employment and Training Services have enrolled very few participants as displaced homemakers in the recent past. The WIB feels that the current capacity of displaced homemaker service organizations is sufficient to meet service needs, but that One-Stop system outreach should be enhanced to insure that all displaced homemakers receive services.

The needs of high **school drop-outs** will be addressed by adult basic education (ABE) and general education development (GED) programs throughout the area. These programs include the Parsippany Adult School ABE-GED program, the Sussex County Community College ABE-GED program, the New Bridge Services, Inc. Project 70001 in Boonton and the Jobs and More and Youth Corps programs in Phillipsburg. In addition to ABE-GED preparation, most of these programs provide career counseling, basic employability skills training and job search training and assistance to high-school dropouts.

The needs of **individuals with disabilities** will be addressed through the integration of the Division of Vocational Rehabilitation (DVR) into the One-Stop system as a consortium partner. DVR will serve as the lead partner in activating additional linkages with the Office of the Disabled, A21 Programs, Association of Retarded Citizens, ECLC of NJ, Employment Horizons, the Esther D. Dutton Counseling Center, the Occupational Training Center, the Commission for the Blind and Visually Impaired, The Seeing Eye and the Rehab Institute at Morristown Hospital. Additional linkages for services for individuals with disabilities will be developed as necessary.

The WIB has identified the lack of conveniently located and scheduled GED testing as an impediment to high-school dropouts' ability to obtain high school equivalency credentials in a timely manner. In this regard, the WIB will attempt to

influence future GED testing logistics to provide frequent, conveniently located testing for GED candidates.

In addition to the programs and services described above, the WIB will partner with the International Brotherhood of Electrical Workers (IBEW) Local 102 AFL-CIO to provide formal electrician apprenticeship training and non-apprenticeship training in building trade occupations. Applicants for apprenticeship should have a high school diploma or GED and be proficient in basic algebra. Interested applicants who do not meet entrance criteria will be referred to ABE-GED programs for remediation to prepare them for apprenticeship entry. Completion of the five-year apprenticeship program will result in journeyman electrician status and 47 college credits. For apprenticeship program participation, the IBEW will target businesses who provide market-level wages, medical insurance and retirement benefits. Ongoing post-apprenticeship training is available, through IBEW, for journeyman electricians. The apprenticeship program and subsequent training feature a well-defined career path and emphasis on continuous skill improvement, two important WIA themes.

There are no Americorps programs in the WIB area.

The WIB's philosophy is that each One-Stop customer is viewed and served as an individual, not a member of a specific group. This philosophy is based on the WIA theme of inclusiveness and input from businesses, which indicates that they are unconcerned with job applicant's group status. Since employment, retention and career advancement are the ultimate goals of the One-Stop system, the WIB seeks to minimize classification of customers and to focus on their individual needs.

“What efforts are being made to provide non-traditional training opportunities for individuals? Have initiatives been undertaken to develop non-traditional training for welfare recipients or other targeted populations?”

The One-Stop system will provide labor market information, including information on non-traditional occupations, to all individual customers. Individual customers will also receive service provider information that includes information on non-traditional training completion, placement and wages. Based on past experience with non-traditional training, One-Stop staff will insure that each customer who is considering non-traditional training or employment has sufficient information to accurately project future levels of job satisfaction. The WIB has noted that many past non-traditional employment trainees have not completed training or not taken jobs in the field for which they were trained. The WIB has identified lack of pre-training labor market information and career exploration as the principal cause of non-traditional trainees' low training completion / job placement rates.

“Identify the projected levels of education and training services to be provided through the workforce investment system in your area. Describe the levels of service using categories such as: remedial education, English as a Second Language, pre-employment skills training, occupational skills training, post-placement training and incumbent worker training. Be certain to include the amount of resources that will be spent on ITAs. Use of a chart may be helpful. How will the area prioritize the use of limited training resources?”

The following chart details the projected levels of education and training services and ITA expenditures:

SERVICE CATEGORY	LEVEL OF SERVICE	ITA RESOURCES
Remedial Education	60	To be provided through contracts awarded by competitive bid process. Estimated cost: \$100,000
English as a Second Language	95	To be provided through contracts awarded by competitive bid process. Estimated cost: \$220,000
Pre-Employment Skills Training	150	To be provided through contracts awarded by competitive bid process. Estimated cost: \$160,000
Occupational Skills Training	500	\$1,700,000
Post- Employment Training	35	\$70,000
Currently employed Worker Training	40	\$100,000

Workforce Learning Links literacy services are provided in all three counties with a total annual budget of \$300,253 to be used to serve 357 individuals in the areas of basic literacy, GED preparation, ESL and computer literacy.

Based on historical WIA, WFNJ and Welfare-to-Work program enrollment and service levels, the WIB anticipates that approximately 27,000 One-Stop system individual customers will need core services (including labor market exchange and unemployment information), 14,500 will need intensive services and 5,000 will need training services.

The WIB plans to provide core and intensive services to all job seeker customers without establishing service priorities. Given projected demand for training services that will far exceed One-Stop system resources, the WIB has established priorities based on demonstrated need for training services.

The WIB has directed that the priority populations to be served are non-English speakers, the basic skills deficient, high school dropouts and persons with disabilities. The WIB has identified these groups as having the most severe barriers to employment and the greatest need for One-Stop services.

For adults, training priority will be given to welfare recipients and the economically disadvantaged or those individuals with severe barriers to employment. These priorities reflect the WIB's commitment to providing the most help to those job seekers with the greatest need for comprehensive employability enhancement interventions.

The WIB recognizes that many dislocated workers have sufficient skills to reenter the labor market without additional training. The WIB expects that many of these dislocated workers can be satisfactorily re-employed with core and intensive services only. As a result, training priority will be given to dislocated worker customers who lack skills for demand occupations and industries. The aptitudes, skills, abilities and goals of these dislocated workers will be carefully assessed to determine what training services and additional interventions will be most effective in assisting them in securing and retaining long term employment.

The WIB envisions an Individual Training Account (ITA) system that is pro-actively managed at the local level, efficient, timely and responsive to One-Stop customer and service provider needs.

Training providers utilizing ITA's will be chosen from the State approved list, and no additional procurement will be undertaken by the WIB. Youth service providers and basic skills/GED providers will be selected through a standard RFP process in which potential providers will be informed of the RFP via letter and legal notice, and reviewed by appropriate support staff followed by WIB committee review. The full WIB will act on the recommendations of the reviewers and make the final determinations.

Clients eligible for training services will be assessed and counseled on their training options, and a service strategy will be created. Once an appropriate occupational field has been identified, the WIA counselor will provide the client with the State approved list of training providers and assist them as necessary in making their choice of schools.

It is not anticipated that exceptions to this process will be made while the system is under development. However, the One-Stop Operator will conduct periodic reviews of the ITA system to ensure that it is meeting client need. Should this not

prove to be the case, action will be taken at that time to implement changes as necessary.

“How will youth access the One-Stop system? What additional access points will be available? Are there additional services that you will make available to youth to meet their needs?”

The Youth One-Stop system will be integrated into the WIB’s One-Stop system. Youth will access the One-Stop system through the One-Stop Career Centers in Morristown, Newton, Phillipsburg and Franklin and through a network of affiliated One-Stop sites. These sites include the Morris County Organization for Hispanic Affairs, The Morris County School of Technology, The Morris County Youth Center and Youth Shelter, Morristown Neighborhood House, NewBridge Services--Project 7001, The Urban League of Morris County, Sussex County Technical School, Warren County Technical School and NORWESCAP offices in Newton and Phillipsburg. Partner One-Stop sites serving youth will be key sites for youth accessing the One-Stop system.

One-Stop Centers will be linked to affiliate sites by the Workforce New Jersey Public Information Network (WNJPIN), allowing youth access to information on and registration for One-Stop services and activities from any affiliated site.

In addition, youth will have access to many of the services of the One-Stop system from their own schools and homes. All online services available through WNJPIN and other related sites will be made available to all youth, both in and out of school. School guidance departments will be provided with information on linking youth to the One-Stop system. The One-Stop system will provide a wide range of youth services including career counseling, assessment, remedial education, GED preparation and testing, academic, occupational and employability skill training, career exploration, work experience and other services in response to identified needs of area youth.

The Youth Investment Council will develop a “youth-friendly” service system within the One-Stop system, in part through its informational website, www.youth-help.org, designed just for youth to provide names, addresses and phone numbers for social services, transportation, medical, educational and recreational providers in the tri-county region.

The youth system will be specially tailored to the needs and abilities of youth accessing information through the system. The Committee will identify computer software that will facilitate online career exploration by youth One-Stop customers.

“Describe expected performance levels for the One-Stop system.”

Preliminary expected performance levels for the One-Stop system include:

- Entered employment rate: 65%
- Average wage at placement: \$10 per hour
- Cost per entered employment: \$4500
- Follow-up employment rate: 60%
- Follow-up weekly earnings: \$10.50 per hour

Final expected performance levels will be determined pending New Jersey Department of Labor guidance on performance levels/standards.

8. FUTURE PLANS

“Please provide a five-year timeline for the implementation of this plan. Modifications to these plans can be submitted quarterly or when there is an indication of significant change, but no less than yearly.”

July 2000: Morristown, Dover, Newton and Phillipsburg One-Stop Centers open. Core partner staff located at Centers. Core intensive and training services available at One-Stop Centers. Customer satisfaction data available in multiple formats.

July 2001: Complete array of assessment tools available for customers. Electronic linkages between One-Stop Centers and affiliate partners completed. All core partner staff cross-trained. Franklin PROS Center is operational and provides core, intensive and training services. All business services available. Common automated intake form used by all core partners. All core partners enter job orders in America’s Job Bank.

July 2002: Additional core partners, as appropriate, added to One Stop system. Post-employment services provided to 10% more customers than previous program year. More than 10% of business customers use Work Opportunity and Welfare-to-Work tax credits. Public relations/marketing of One-Stop system fully developed and implemented.

July 2003: Extensive evaluation of One- Stop services completed. Service delivery modified or reconfigured as necessary. Post-employment services provided to 10% more customers than previous program year.

July 2004: Comprehensive re-inventory of component skills for growth industry occupations completed. Post-employment services provided to 10% more customers than previous program year. Public transportation to One-Stop Centers available to all customers.

July 2005: One-Stop system will be well known by the general public and businesses and recognized as the principal local source of employment and training programs, services and information.

9. WIA PERFORMANCE STANDARDS

“Describe the local levels of performance negotiated with the Governor and Chief Elected Official for WIA funded programs.”

The WIB has negotiated its Performance Standards with the State, per Attachment 10.

10. ATTACHMENTS

The following documents are attached to the Plan:

- Attachment 1 Boards of Chosen Freeholders Consortium Agreement
- Attachment 2 WIB-CEO Agreement
- Attachment 3 WIB WIA Planning Efforts
- Attachment 4 Legal Notice - WIB Meeting Schedule
- Attachment 4a March 2, 2000 WIB Quarterly Meeting Agenda
- Attachment 5 Legal Notice - WIA Plan Summary and Availability for Public Review
- Attachment 6 Notice on WIA Plan Public Hearing
- Attachment 7 One-Stop Partner MOU
- Attachment 8 Modified State Flowchart of One-Stop Services
- Attachment 9 List of Morris/ Sussex/ Warren WIB Members
- Attachment 10 Negotiated Performance Standards