

**MIDDLESEX COUNTY FIVE YEAR
STRATEGIC
WORKFORCE INVESTMENT
PLAN**

John J. Hoagland, Esq.
WIB Chairperson

Jane Z. Brady
Freeholder

MIDDLESEX COUNTY COMPREHENSIVE WORKFORCE INVESTMENT PLAN

FORWARD

In Middlesex County, a dynamic partnership has emerged between the Board of Chosen Freeholders, the Middlesex County Workforce Investment Board and the stakeholders of the Workforce Investment System i.e., employers, partnering government and community-based agencies. Throughout the planning process, what continually surfaced was the commitment and intent toward developing a vibrant and first-rate workforce investment system. To be successful, it was recognized that this system must not only capitalize on the many quality programs and services now in place, but leverage workforce investment resources as well, in order to create a well-orchestrated system that is organized around business processes and quality standards. The ultimate goal is to “roll out” a high performance workforce investment system that ensures every employer and every job seeker with ready access to the workforce programs and services they need to do business and succeed in the workplace.

TABLE OF CONTENTS

SECTION	PAGE
I. MIDDLESEX COUNTY WORKFORCE INVESTMENT BOARD'S STRATEGIC PLAN	4
II. ECONOMIC & WORKFORCE NEEDS ANALYSIS	25
III. SUMMARY OF STRENGTHS	35
IV. GOALS & STRATEGIES	40
V. ONE STOP SERVICE DELIVERY SYSTEM	45
VI. SERVICES TO SPECIAL POPULATIONS	56
VII. PERFORMANCE MANAGEMENT/ CONTINUOUS IMPROVEMENT	60
VIII. TIMELINE	62
APPENDICES	
Appendix A WIB Board Members	
Appendix B WIB-CEO Memorandum of Understanding	
Appendix C Youth Council Membership	
Appendix D WIB Organizational Chart	
Appendix E Youth Program Resource Matrix	
Appendix F Public Notice	
Appendix G Work Readiness Skills	
Appendix H Program Analysis Chart	
Appendix I Integrated Planning Chart	
Appendix J WIB-Partners Memorandum of Understanding	
Appendix K Customer Bill of Rights	
Appendix L Service Delivery Matrix – One-Stop Partners	
Appendix M One-Stop Partners Services	

SECTION I. MIDDLESEX COUNTY WORKFORCE INVESTMENT BOARD'S STRATEGIC PLAN

“The mission of the Middlesex Workforce Investment Board is to provide the leadership and direction that mobilizes all workforce investment resources to create a workforce system that is built on quality standards, strong interagency collaboration and innovative technology so that every employer and resident has access to and benefits from the workforce programs and services needed to do business and succeed in the workplace.”

Middlesex County WIB transitional Mission Statement

The Workforce Investment Act was signed into law in August of 1998. The law allows for jurisdictions with populations of 500,000 or more to be designated as a Workforce Investment Area. This provided a significant opportunity for Middlesex County to be recognized as a Workforce Investment Area and, as such, establish its own Workforce Investment Board. The Middlesex County Board of Chosen Freeholders requested that the Governor designate Middlesex County as a Workforce Investment Area. This designation was granted and became effective on October 1, 1999. Subsequently the members to the WIB were appointed (see Appendix A).

The Middlesex County Workforce Investment Board held its first meeting on October 25, 1999 where Freeholder Jane Brady welcomed Board members and provided an overview of the challenges to the Workforce Investment Board. Mr. John Hoagland, Esq. was nominated and elected Chair by the Board members. Over the ensuing six months, the Workforce Investment Board centered its initial efforts on both developing its Board and Committees along with meeting the State's requirement of preparing a Five-year Comprehensive Workforce Investment Plan. Given these time constraints, the Board's planning efforts included:

- Development of the Middlesex County Workforce Investment Board and its committees to fully engage the members in the planning process so that the work of the Board would be well understood
- Conducting several public outreach activities in order to initiate the process of fully engaging the stakeholders in the vision, mission and goals for the workforce investment

system. This included an Employer Focus Group, Community Workforce Forum and development of a web site that permits public comment.

- Conducting a needs assessment and resource analysis to better understand the complexities of the workforce investment system and to begin the first steps towards connecting programs and services.
- Fully engaging the One-Stop Partners in examining their operating procedures to prepare for implementation of the Workforce Investment Act on July 1, 2000.
- Fully engaging the Youth Investment Council in the development of a strategy to identify required WIA youth investment programs and services, as well as, developing a twelve-month “Continuum of Service” strategy in connection with the requirements of the Workforce Investment Act.
- Participating in regional planning to better understand the labor market needs of the region.

Fortunately for Middlesex County, there is a highly committed cadre of individuals and organizations who have worked well together in the past and are committed to participating in the planning and development of a first-rate workforce investment system. One of the forerunners to this integrated planning process was the work conducted by the Welfare-to-Work Collaborative. The collaborative continues to be a viable planning group that includes: service providers, child care agencies, New Jersey State Employment Services, New Jersey Department of Human Services, the New Jersey Business Service Representative and the Middlesex County Employment and Training Department.

The following is a partial list of the organizations and individuals who actively participated in the planning process. This not only includes the organizations mentioned above, but also includes additional stakeholders in the Workforce Investment, Educational and Human Services systems.

Abode, Michael - **Adult Correction Center**
Ackman, Richard - **JC Penny**
Alexander, Troy - **Middlesex County Human Services**
Alliegro, Rev. Msgr. Michael J. - **Diocese of Metuchen**
Ambrogi, John - **South River Board of Education**
Ayala, Harry - **Statewide Hispanic Chamber of Commerce of New Jersey**
Bakum, John - **Middlesex County College**
Barrett, Carol - **AFSCME Local #3440**
Bartolomeo, John - **Middlesex County Educational Services Commission**
Beytach, Guillermo- **Puerto Rican Action Board**
Blevins, Dave - **New Brunswick Public Schools**
Boyer, Shante - **New Jersey Youth Corps**
Brady, Jane Z. - **Middlesex County Board of Chosen Freeholders**
Breed, Carol - **Division of Youth & Family Services**
Capraro, Vincent J. - **Edison Board of Education**
Carmon, Chara - **Middlesex County Board of Social Services**
Cason, Louise - **Trade Adjustment Act (TRA)**
Casuso, Jack - **NJ Employment Service**
Clausell, Dr. Pablo - **Perth Amboy Board of Education**
Clavering, Irene A. - **Senior Affairs-Workforce 55+**
Coakley, Jr., George - **Middlesex County Department of Human Services**
Colombo, Joseph - **Middlesex County Voc-Tech High School**
Connors, MaryAnn - **Middlesex County College**
Cress, Louis - **Employment Pathways**
Cruz, Ana - **Perth Amboy Adult School**
Daniels, Larry - **Hyatt Regency**
David, Estelle - **Cathedral Community Development Corp.**
Davis, Bill - **Middlesex County College**
DiPaolo, MaryJane - **Catholic Charities**
Dunne, Margaret - **N.J. Department of Labor – County Representative**
Echeverri, George - **New Jersey Employment Service**
Edozie, Rita - **Middlesex County College**
Embrey, Pierre - **New Brunswick High School**
Epps, C. Roy - **Civic League of Greater New Brunswick**
Faherty, Judy - **New Brunswick Adult Learning Center**
Findlay, Harriet - **Johnson Rehabilitation Institute**
Finston, Lisanne, Rev. - **Elijah's Promise**
Fiore, Lisa - **Jewish Family & Vocational Services**
Gacos, Nicholas - **Colorado Cafe Associates**
Garthwaite, Edward - **New Jersey Employment Service**
Giniger, Edith - **Employment Pathways**
Golden, Helen - **Middlesex County Board of Social Services**
Granstrand, Neil - **Catholic Charities**
Grant, Alexa - **Wakefern Food Corporation**
Green, Dr. Marilyn - **New Brunswick School Based Youth Services**
Greenfield, Linda - **Greenfield Jewelers**
Guidette, MaryJean - **NJ Department of Education**
Hamm, Michael - **Cook College**
Healy, Robert - **Bristol-Myers Squibb**
Hoagland, John Esq.- **Hoagland, Longo, Moran, Dunst & Dowkas**
Hooper, Jasmine - **Project ACCESS**
Hutchinson, John - **Middlesex County Vo-Tech. High School**

James Gebauer, James - **Division of Family Development**
Jefferson, Dr. - **Perth Amboy Area Branch of NAACP**
Jennings, Joseph A. - **IBEW Local #456**
Jobin, Steven - **Perth Amboy Housing Authority**
Johnson, Reggie - **Metuchen Area Branch of NAACP**
Johnston, Robert - **InfoLine of Middlesex County**
Keaton, Adrienne - **Middlesex County Employment & Training Department**
Keleman, Warren - **Middlesex County College**
Klugerman, Dr. Phyllis - **Prudential Securities, Inc.**
Kopko, John - **East Brunswick Board of Education**
Larkin, Ronald - **New Brunswick Board of Education**
Lennox, James - **South Plainfield Adult Education School**
Londensky, Natalie - **New Jersey Unemployment Insurance**
Lustenberg, Anna - **Bell Atlantic**
Lyskowski, Stanley - **Delta Personnel Services**
Mackaronis, Angela - **Middlesex County Board of Social Services**
Mackaronis, Gregory - **Middlesex County Employment & Training Department**
Mahon, Camille - **Middlesex County College**
Marrow, Debbie - **Literacy Volunteers of Middlesex**
Mattei, Louis - **Middlesex County Planning Department**
Matthews, Lee - **Edison Job Corps**
McMurren, Jay - **United Way of Central Jersey**
Mora, Maria - **Middlesex County College**
Nathanson, Ellen - **Jewish Family & Vocational Services**
Negri, Bruce - **Middlesex County Vocational & Technical Schools**
Ostin, Nancy - **Middlesex County Regional Chamber of Commerce**
Pandey, Dr. Ramesh C. - **Xechem International, Inc.**
Perez, Margie A. - **First Union National Bank**
Phillips, James T. - **Middlesex County Economic Development Commission**
Regina, John - **Robert Wood Johnson University Hospital**
Reynolds, Paul - **New Brunswick Board of Education – NJ Youth Corps**
Ricci, Rose - **NJ Division of Vocational Rehabilitation**
Rich, Howard D. - **ST&L Associates, Inc.**
Rios-Rivera, Nina – **Middlesex County Counsel**
Riviera, Ben - **Woodbridge Housing Authority**
Roman, Patricia – **Middlesex County Employment and Training Department**
Rosebrock, Dee --**JFK Health Systems, Inc.**
Ross, John - **Middlesex County Department of Youth Services**
Rothman, Stanley - **Educational Consultant**
Ryan, James - **Middlesex County Vo-Tech. High School**
Schmidt, Patricia – **Middlesex County Employment and Training Department**
Seitz, LeRoy - **Woodbridge Board of Education**
Sena, Frank - **New Jersey Unemployment Insurance**
Silverman, Dorna - **Central Jersey Job Developers Association**
Staynings, Tony - **Edison Job Corps**
Stewart, Samuel B. - **South Brunswick Board of Education**
Stillwell Kennedy, Bridget – **Middlesex County Department of Human Services**
Tabak, Joseph - **Jersey Paper Company**
Thomas, Carroll - **Middlesex County Economic Opportunities Program**
Trinidad, Lydia - **Puerto Rican Association for Human Development**
Urbach, Linda - **Middlesex County College**
Valentine, Jeanette - **Woodbridge Housing Authority**

Vega, Jeffrey - **New Brunswick Tomorrow**
Veitze, Alan - **Middlesex County Department of Human Services**
Wade, John - **Iron Workers Local #373**
Watson, Debra - **United Parcel Service**
Whelan, Janet - **Damon House**
White, Elliott - **Middlesex County Department of Human Services**
Williams, Al - **Perth Amboy High School**
Williams, Wanda - **New Brunswick Area Branch of NAACP**
Winter, Jeffrey - **Raritan Bay Medical Center**

A. WORKFORCE INVESTMENT BOARD DEVELOPMENT

As required under the Workforce Investment Act, the Chief Elected Official for the Middlesex County Board of Chosen Freeholders appointed members to the Workforce Investment Board in the fall of 1999. Board members were carefully chosen to fulfill the required categories based on their demonstrated leadership skills, knowledge and diversity. Employers from both large and small businesses were selected based on leading industries in Middlesex County; thereby assuring that policies developed would represent a cross-section of employer needs. The list of the members appointed to the Board meets the state requirements as described below:

- Private sector majority (51%)
- 7 ½ % Community-Based organizations
- 7 ½ % Organized Labor
- 2 Economic Development Representatives
- County Superintendent of Schools
- Vocational School Superintendent
- Community College
- County Board of Social Services
- Human Services Advisory Council
- Employment Service Manager
- Vocational Rehabilitation
- Adult Literacy
- Community Action Agency
- One Stop Operator

The Middlesex County Workforce Investment Board held its first meeting on October 25, 1999 where Freeholder Jane Z. Brady welcomed Board members and provided an overview of the challenges for the Workforce Investment Board. Mr. John Hoagland, Esq. was nominated and elected Chair by the Board members.

The Workforce Investment Board works in partnership with the Chief Elected Official. As such a Memorandum of Understanding has been developed that defines the roles and responsibilities of both the Board and the Chief Elected Official. Jane Brady is the designated Freeholder responsible for carrying out the roles and responsibilities of the Chief Elected Official. Attached, as Appendix B is a copy of the WIB-CEO Memorandum of Understanding.

The County of Middlesex will be the grant recipient for all WIA Title I funds and has designated the Middlesex County Employment and Training Department as its fiscal agent and program operating entity.

The following is a description of the distribution of WIA Title I funds. Of the 100% WIA appropriation, 90% of the funds will be used for program related functions and not more than the remaining 10% of funds will be used for administrative costs. Of the 100%, 3.7% is a County indirect cost that is based on actual cash expenditures. Therefore, the 3.7% will be prorated to administration and program related functions based on actual expenditures. All of the remaining administrative dollars will be used to support WIB and WIA Administrative functions. No administrative money will be used for program operations.

The WIB will employ five staff members. One full time staff member will be in kind support from the Middlesex County Department of Human Services.

Additional support for the WIB will be made from other State and Federal grants; i.e., JTPA Keebler grant, Welfare to Work (WTW) and Workfirst Departments of Human Services and Labor.

At the November 22nd meeting, the Workforce Investment Board nominated and approved additional officers to the Board, adopted By-laws, which included the establishment of Board Committees and functions, and approved the nominations to the Youth Investment Council.

The By-laws also called for the establishment of an Executive Committee comprised of Chair, Vice Chair, Secretary, Committee Chairs and Freeholder Liaison. It also establishes several standing committees: By-Laws/Nominations Committee, Youth Investment Council, Operations Committee and Systems Performance Committee. An Ad Hoc Planning Task Force reporting directly to the WIB was appointed to oversee the development of the five- year strategic plan.

In March of 2000, an Ad Hoc Literacy Task Force, chaired by Freeholder Jane Z. Brady, was added.

The following is a summary of the roles and responsibilities of the standing committees:

By-Laws/Nominations

- Reviews/revises By-laws
- Presents annual slate of Officers to the full Board
- Reviews/recommends Youth Investment Council appointment(s)

Youth Investment Council

- Participates in the preparation of the youth plan for continuum of services for year-round and summer
- Identifies qualified youth providers
- Recommends allocation of funds between year- round, in-school/out-of-school and summer programs
- Provides oversight of youth programs

Attached, as Appendix C is a list of the members of the Youth Investment Council (YIC) approved by the Workforce Investment Board.

Operations Committee

- Oversees preparation of One-Stop Business Plan
- Provides planning for coordination between TANF, Welfare-to-Work and WIA
- Oversight of One-Stop operations
- Coordinates One-Stop technology development
- Oversees outreach to One-Stop Customers

Systems Performance

- Assesses system performance to negotiate performance goals
- Develops standards/criteria for One-Stop MOU
- Develops standards/criteria for One-Stop Operator

- Develops performance goals for ITA vendors/contracted programs
- Develops customer satisfaction criteria
- Provides ongoing assessment of system performance/develops continuous improvement plans

Ah Hoc Literacy Task Force

- Identify and create a resource network on adult and youth literacy services
- Develop a communications and resource development plan that increases resources to address the ever-widening gap in basic skills of youth and adults.

Ad Hoc Planning Committee

- Oversee the development of the Five-Year Strategic plan

Attached, as Appendix D is an organizational chart depicting each of the committees and their roles and responsibilities. The County's Director of Employment and Training serves as staff to the WIB.

B. WORKFORCE INVESTMENT BOARD PLANNING

The Workforce Investment Board held a number of Board and Committee meetings at which time components of the plan were developed.

- Workforce Investment Board meetings were held on October 25, 1999, November 22, 1999, January 24, 2000 and March 27, 2000.
- Executive Committee meetings were held on January 13, 2000, February 17, 2000, March 16, 2000 and March 27, 2000.
- Youth Investment Council meetings were held on December 21, 1999, January 18, 2000, and March 21, 2000.
- Operations Committee meetings were held on December 21, 1999 and March 7, 2000. One Stop Partners, who comprise the Operations Committee also held planning meetings on February 3, 2000, February 8, 2000 and March 7, 2000.
- The Systems Performance Committee met on February 1, 2000.
- The Literacy Committee met on March 27, 2000.

C. COMMUNITY OUTREACH

Through the efforts of the WIB's Task Force for Planning, a number of outreach and planning activities were initiated:

- The Task Force convened a number of community organizations to identify resources that would provide the initial framework for the assessment of employer needs and analysis of population segments. A framework for developing the needs assessment was prepared.
- Planning Committee meetings were held on December 16, January 5, 2000 and February 15, 2000.
- An Employer Focus Group was held on November 22, 1999.
- A Community Workforce public forum was held on January 20, 2000.
- An Employment and Training Department web site containing the Five-Year Strategic Workforce Investment Plan became available for public comment.
- A public hearing was held on March 22, 2000 to obtain comments on the plan.

Findings from the Employer Focus Group

Employers representing a cross-section of industries in Middlesex County shared their workforce needs and provided insight on areas of importance in the development of programs and services. They emphasized the importance of workforce readiness skills, in particular, reading, writing, grammar, calculating and computing. Employers indicated that success in the workplace requires good communication/interpersonal skills, dependability, punctuality, and regular attendance. Teamwork, learning ability skills, customer service skills, creative thinking and problem solving were also identified as essential for future growth within a company. Employers reiterated that, while these skills were far more important than technical competencies, computer literacy appears to be increasingly more important to employers across a range of occupations and industries.

Employers indicated that they had significant numbers of job openings and were often experiencing six-month turnover for applicants -- particularly those individuals well trained in computer skills. Employers are now increasing their employee benefit packages, including health care coverage, in order to support job retention.

One-Stop Services

Employers in the focus group also provided specific suggestions for making the One-Stop Career Center more useful to employers:

- Professional staff knowledgeable about programs and services
- Optimal customer service is required when providing employers with information on how to access information.
- Quality assessment procedures are needed in order to match job applicants to employers' skill needs. This also requires skilled interviewers to accurately evaluate potential applicants, including an evaluation of their resume.
- Staff needs to be well informed on industry skill standards and work ethics.

Community Workforce Forum

The Middlesex County Workforce Investment Board also conducted a Community Workforce Forum on January 20, 2000 to gain input from a wide range of stakeholders to the workforce investment system. The following is a summary of the recommendations from presenters at the forum. While many of these recommendations reflect solely the point of view of the presenters, they are insightful and have provided an important perspective in developing the goals and strategies described in Section IV.

One-Stop Centers

- One-Stop Career Center is really just a medium - not the message. The quality of programs and the quality of services should be the main goal.

Marketing

- Multiple recommendations were made that a community-wide marketing and outreach program is needed to insure that the community and employers are aware of what the One-Stop Career Center has to offer.
- One-Stop Career Center staff need to work more closely with the Chambers of Commerce in the area, unions, and if available, provide staff counselors to work with larger companies in making them aware of services.
- Job fairs are an excellent source for marketing.

Information sharing/WNJPIN

- Create an information sharing system on various industries, which would perhaps result in applicants being hired that have already been trained in the industry.
- There is a wide range of services available; the problem is that the information has not been catalogued properly.
- WNJPIN needs to be a household word and link one site to the next and be able to return to the Home Page.

Employers

- Organized labor is interested in the One-Stop Career Center providing services to identify qualified applicants for apprenticeship programs including job referrals, background checks and basic proficiency tests.
- Employers are unaware of One-Stop Career Center services. Where known, employers feel that One-Stop Career Centers are more for individuals seeking jobs rather than posting jobs. Therefore, there is a marketing misconception that needs to be addressed.
- Employers need to become aware of the services available to them through the One-Stop Career Center, whether they are recruiting for top-level staff or entry-level staff, skilled or unskilled.
- Employers' main concern is recruiting and keeping qualified candidates. They want referrals of prescreened candidates, since interviewing is very time-consuming and costly.

Services

- One-Stop Career Centers should offer employment counseling, job readiness, job placement, vocational evaluation services, pre-employment services, including life skills instruction and building self-confidence, as well as addressing the need for information regarding child care, health care, housing and legal aid issues.
- The Center should be available for interviews, job retention skills, provide follow-up monitoring through a six (6) month period and provide supportive counseling for the employee and the employer.
- The Center should also provide access to literacy programs such as basic skills, GED, ESL programs, and vocational training, where needed.
- Counseling services at each One-Stop Career Center are necessary.

Interagency Coordination

- Better understanding of how each of the workforce-related program work and to develop a system of how to better work among agencies is needed.

Site Location

- Representation from a variety of services such as local colleges, school districts and vocational schools should be part of a linked system that, in its entirety, becomes a One-Stop Career Center system.
- Utilize computers in local public libraries and train managers of the libraries in accessing the WNJPIN web site. Unless staff is available to answer questions or offer assistance, the system will be underutilized.
- Signage needs to be posted in libraries with the web site address.
- The New Brunswick and Perth Amboy Centers are essential because they provide easy access. Transportation is a key issue.
- Explore additional sites with One-Stop partners; this would include willingness to share space, resources, administrative costs, etc.

Youth One-Stop Services

- Conduct a follow-up forum for One-Stop Career Center services for youth.
- Conduct an analysis of where duplication of services exist, where duplication of services is wasteful and should be eliminated, and what are the most cost effective programs already out there.
- Create a career center for youth to access information on career programs, academic programs, summer programs and job placement programs is needed.
- Establish youth outreach centers in New Brunswick, Perth Amboy, Piscataway and Woodbridge. Provide youth with staff supported access to computerized services.
- WNJPIN web site needs to be made more attractive to youth.
- Youth could become involved by offering a contest for the creation of a web page; however, if this method is chosen, a commitment must be made to use the web page.

- Students surveyed recommended that the software should include financial information, career information, scholarship information and information on careers and labor market demands in the geographical area.
- Need a computerized information system accessible to students with disabilities.
- Career Assessment Center is made available which would provide broad information in the areas of interest, ability and aptitude. For example, the Discovery System is a system where students receive a career selection printout of their first, second and third choices.
- Need to explore how to connect One-Stop services to the juvenile justice system for youth.

Youth Program Issues

- Services provided for youth should be in the areas of leadership, instructions on test-taking skills, and remedial education in reading and math so they are able to pass the required tests and perform well in their chosen field of work.
- Career Awareness Exploration Programs, which expose youth to careers through private industry and career fairs, as well as, vocational field trips, are desirable.
- Mentoring and shadowing programs provide long-term relationships with private industry where they work with the youth on developing interpersonal skills and job skills. Many students have no idea how to complete an employment application, how to dress, or how to make a positive impact during an interview.
- Employers want “soft skill” training for youth. Given the present economy, youth are frequently hired on the spot and need to gain a better understanding of the importance of showing up on time, coming to work every day, returning to work on time after lunch, and staying at work the entire work day. These issues have become a problem for most employers.
- Youth who have had their education interrupted and need enhanced educational support to resume at the same level.
- Tap into youth’s self-esteem, motivate them, and let them know we care.
- Pool as many resources to reach as many youth as possible.

Literacy

- The Literacy problem is very serious. Legislation should be passed that every student requiring basic skills training, after high school, should have their training paid for by the high school from which they graduated.

- Priority should be given to educate and make the public aware of services available by numerous organizations.

Skills Assessment

- Mathematics is a critical skill in the construction industry. Employers are finding more often that a number of the applicants are not passing the basic entrance examination.
- Current economic conditions exist where more people are working in dead end jobs with no room for advancement due to the lack of technical skills needed to obtain better jobs.

Welfare-to-Work

- Better coordination is needed between WorkFirst and Workforce, which almost seem to work against each other. A better job of getting clients through the system is needed.
- WorkFirst focuses on jobs not on providing jobs leading to self-sufficiency. Therefore, many WorkFirst clients remain in poverty. There is a need to explore how to assist clients in becoming self-sufficient.
- Concerns were expressed with the practice of providing adequate training in just six (6) weeks.
- More extensive vocational training is needed.
- The problem of insufficient public transportation must be addressed.

D. PARTNER PLANNING

One-Stop Partners

A series of meetings were held with the One-Stop Partners to identify programs, services and resources contributing to the development and delivery of One Stop core site services. The One Stop partners who provide core and intensive services at the New Brunswick core site facility are fully engaged in conducting a functional analysis of the processes used in providing services to customers. Using this analysis, known as “process mapping”, detailed policies and procedures will be established that will serve as a template for additional One-Stop sites, as well as, providing the framework for the cross training of One-Stop staff. Results from these activities are reflected in several sections of this plan.

Business Service Representatives

The Business Service Representatives have the unique capability of providing the WIB and the One-Stop Partners with information regarding the immediate direct hiring needs of local employers and helping to facilitate referrals of qualified candidates to these employers. Planning meetings were held in February 2000 to begin to develop an action plan for implementing the direct connection between the WIB, One-Stop Partners and the Business Service Representatives.

Response Team

The New Jersey Department of Labor's Response Team is the conduit for the dissemination of reemployment opportunities to workers affected by mass layoffs. Fortunately, there is a well-established working relationship with the Response Team.

Labor Market Field Analysts

The Middlesex County WIB relies on the expertise of the labor market field analysts to assist in determining employment trends. Information gathered through the work of the Labor Market Field Analyst assigned to Middlesex County is reflected in Section II of this report.

Customized Training

New Jersey's Customized Training program provides a critical role in assisting in the development of incumbent worker training as outlined in the Workforce Investment Act. The Middlesex County WIB intends to call on these resources in its future development of customized training programs for employers including incumbent worker training.

Field Representatives of the NJ Department of Human Services

Field representatives play a critical role in providing technical assistance to the Middlesex County WIB and the Welfare-to-Work collaborative in the implementation of WorkFirst New Jersey programs and services. The WIB will continue to rely upon their expertise as necessary.

Community Transportation Coordinators

Transportation continues to be one of the critical issues facing Middlesex County. Community Transportation Coordinators are involved in discussions relative to the difficulties associated with transportation. They provide assistance in the utilization of the computerized Geographic Information Systems and mapping to visually display where job seekers live in relation to industry centers and specific job locations.

Economic Development

Leadership from the County's Economic Development agency, representatives from area business organizations serve on the Middlesex County Workforce Investment Board and are involved in the planning process. There is a long and successful history of joint planning where the Employment and Training Department provides assistance to the County's Office of Economic Development in encouraging businesses to locate in Middlesex County providing a pool of candidates for new jobs. A representative of the Employment and Training Department and the Employment Service also assist the Office of Economic Development in making presentations to potential businesses considering relocating to Middlesex County.

E. YOUTH PLANNING PROCESS

The Workforce Investment Act calls for developing a year-round youth investment system that builds on existing programs and services. Under the new law, youth will be provided services for a minimum of one year. This requires that youth providers examine how to begin examining how best to eliminate the fragmentation that exists and begin leveraging each others services in order to provide a much more comprehensive array of services for youth. We are currently in the process of developing a youth resource directory, private sector linkage for youth process and system, and a literacy directory.

Recognizing that it requires consolidating planning and information sources, the Freeholder Liaison has decided, in partnership with the WIB to consolidate a number of youth planning activities that are now fragmented across the county. There is agreement to merge the planning activities of the Children's Services and the Juvenile Justice programs under the auspices of the WIB's Youth Investment Council (YIC).

Therefore, for the first time, there will be a unified planning effort that will include, but is not limited to: Workforce Investment Act resources, state funded initiatives such as Job Corps, School-to-Careers and National and Community Service and youth programs funded through U.S. Housing and Urban Development and Community Services Block Grant. Activities envisioned to be undertaken in this planning effort include:

- Developing a long-term, comprehensive youth development plan – cooperative venture for at-risk youth – schools, health - drugs and alcohol – recreation, juvenile justice, - focus on prevention and after-care.
- Forging alliances among agencies providing services to at-risk youth populations, Abbott district schools, DYFS, after-care service agencies, Job Corps, recreation departments/services provide better targeting of youth.
- Develop “affiliation agreements” and where possible provide incentives for collaboration.

Abbott School District Participation

Two Abbott School Districts are located in Middlesex County: New Brunswick and Perth Amboy. The Superintendents of both school districts serve on the Youth Investment Council, as well as, the County Superintendent of Schools. In addition, representation on the Youth Investment Council membership to includes the school Community Coordinator, the Director of the School Based Youth Services Program and the Director of the New Jersey Youth Corps from the New Brunswick Public Schools. Also representing the Perth Amboy school district is the Career Development/Guidance Counselor for Perth Amboy High School. Community based organizations working in collaboration with these Abbott district youth also are well represented. These organizations include the Civic League of Greater New Brunswick, New Brunswick Tomorrow and the Cathedral Community Development Corporation in Perth Amboy. Historically, the majority of youth served through youth funding (formerly JTPA) have been youth residing in Abbott School Districts. Further, both One Stop Centers are located in these communities and an out-of-school youth program is located in New Brunswick High School.

Youth Eligibility

The Middlesex County Workforce Investment Board has chosen to amend its definition of the “sixth barrier” which would make a youth eligible for participation in WIA programs.

Middlesex

County has two Abbott School districts within its boundaries-New Brunswick and Perth Amboy.

Because of the enormous degree of need in those districts, as evidenced by the following data, the Middlesex County WIB will consider “residence within an Abbott district or enrollment in an Abbott district school” to be a barrier to employment. In our view, young people who reside within one of these districts will without question require additional assistance to complete an educational program, or to secure and hold employment.

NEED FACTOR	New Brunswick High School Rank/Rate	Perth Amboy High School Rank/Rate
Dropout Rate %	Local – 10.8% (State-3.8%)	Local – 6.7% (State – 3.8%)
Language Diversity Rate %	Homes where English is a Second Language –52%	Homes where English is a Second Language – 63%
Student Mobility Rate %	Local – 31.2% (State-13.6%)	Local – 16.4% (State-13.6%)
Socioeconomic Level	A (Lowest)	A (Lowest)
Overall School Rank in State	291/329	292/329
Pregnancy Rates- Birth to teens (15-19) (1995)	Cases 152 (County %-25.9%)	Cases 152 (County %-25.9%)
Youth Detention Admissions 1999/2000	151 (17%) in 1999 57 (13%) in 2000 (as of 6/11) Total = 208 (30%)	123 (14%) in 1999 55 (12.8%) in 2000 (as of 6/11) Total = 178 (26.8%)

Information Services

One of the first issues that the Youth Investment Council addressed was to better understand the services presently offered in the community and particularly related to the ten program elements required under the Workforce Investment Act. Attached, as Appendix E is a service delivery matrix that outlines information gathered on youth programs in Middlesex County.

This information, as well as additional data gathered will become the foundation for better understanding what services are offered and establishing a standardized process for connecting youth to these services. A web site will also be developed that is easily understood and navigated by youth and will help youth gain information on careers and access to a wide range of programs.

Continuum of Services

One of the initial activities of the Youth Investment Council was an examination of the programs and services needed to provide youth with a minimum of twelve months of services. The Council examined the requirements under the Workforce Investment Act and identified the following as the minimum services every youth should be provided:

- On-going counseling offered on a routine and periodic basis
- Year-round case management services
- Connection to ongoing programs and services
- Academic monitoring
- Leadership development
- Career exploration
- Employability skills assessment
- Development of a career plan
- Connection to One-Stop Career Center services.

It was agreed that these services should be provided as a component of the Youth One Stop Career Center. A plan will be developed that will detail how these services will be provided and the strategies for recruiting youth's participation in the programs and services.

Summer Youth

With summer rapidly approaching, the Youth Investment Council established as its goal to develop summer employment programs that provide an integrated academic and work

experience opportunity for youth. In addition, through regional planning efforts, a Youth Request for Proposals (RFP) was prepared and disseminated to a wide range of organizations.

The Youth Investment Council identified a wide range of components that could be offered:

- Basic skills/GED/ESL
- Summer career exploration/job search planning
- Computer proficiency
- Vocational assessment
- College prep/SAT prep
- Team learning
- Leadership programs
- Drug and alcohol counseling
- Crisis intervention
- Recreational programs - arts/cultural
- Childcare/baby sitting training
- Parenting/childcare

Youth with Disabilities

Middlesex County will provide youth program and transition services to students with a disability. A student with a disability is defined as a student who has been determined to be eligible for special education and related services according to N.J.A.C. 6A: 14-3.5 or 3.6. Transition services means a coordinated set of activities for a student designed within an outcome-oriented process that promotes movement from school to post-school activities, including post-secondary education, vocational training.

Youth One-Stop Services

As discussed earlier, the Middlesex County One Stop system intends to create significant linkages among youth programs and the One Stop system. It also intends to develop a youth “Continuum of Services” model that will be carried out by staff at the One Stop Career Center. Over the long term it is the intention to establish a creative network of youth “One Stop” sites. This will be developed -- with significant input from youth to insure that there is a clear understanding of what types of services youth want and how best to create access to those youth who need the services the most.

F. REGIONAL PLANNING

In December 1999, senior management from the workforce development agencies in Middlesex, Monmouth, Mercer and Ocean Counties met to discuss growth industries in the four-county area. Included among the representatives were administrators from Workforce Investment Boards, Employment and Training offices and the New Jersey Department of Labor's Employment Services offices. Data compiled by the New Jersey Department of Labor's Division of Labor Market and Demographic Research, which projects high growth industries in the region, was reviewed, as well as county generated economic development information. A regional analysis is contained in Section II of this plan.

In addition, a commitment was made to continue the sharing of information and to conduct project based regional planning. The following action plan resulted:

- Joint preparation of service solicitation for special populations, including the year round youth program
- Continued exchange of programmatic data including performance and continuous improvement
- Sharing of activity reports, including monitoring reports
- Dissemination of information regarding hiring activities by local employers, including positive recruitment efforts
- Notification of major layoffs and appropriate response to avoid negative regional economic impact

G. PUBLIC COMMENT

Public Comment was sought in the development of this plan.

- Public notice was filed on March 15, 2000 in the Star Ledger and Home News Tribune newspapers (Appendix F).
- A Public Hearing was held on Wednesday, March 22, 2000. Freeholder Jane Brady and WIB Chair John Hoagland co-chaired the Hearing. There were nine individuals present at the Hearing, but no comments were made.
- The Employment and Training Department web site permits electronic mail comments. No comments have been received.
- *In summary*, the Middlesex County Workforce Investment Board views this plan as its initial effort for conducting a needs assessment and beginning the process of framing out

a comprehensive workforce investment system. This is considered a “working document” and as more information is gathered, additional strategies will be developed.

SECTION II. ECONOMIC & WORKFORCE NEEDS ANALYSIS

INTRODUCTION TO MIDDLESEX COUNTY

Middlesex County is well positioned to enjoy continued economic growth. It is located in Central New Jersey, 35 miles from New York City, 55 miles from Philadelphia and is home to a number of New Jersey’s largest corporations: Bristol-Meyers Squibb, Johnson & Johnson, Dow Jones Company Inc. and Merrill Lynch. Moreover, Middlesex County is a regional center for health services and medical research. It contains four major hospitals and the Cancer Institute of New Jersey.

Middlesex County has the 3rd highest population in the state with a little over 700,000 people. Population growth is projected to continue and, in fact, the county will soon move into second place behind Bergen County. The good news is that three out of five employees working in Middlesex County are residents of Middlesex County. Future growth is primarily anticipated in the southern suburban and rural part of the county. The County’s transportation infrastructure includes highways, rail systems and public transit and proximity to Newark Airport that further enhances the desirability of locating a business or residing in the County.

Middlesex County is primarily a suburban area with two urban centers, New Brunswick and Perth Amboy. While both cities are undertaking ambitious economic development efforts, they face the same problems as most urban areas: lower household incomes, lower educational attainment and higher crime rates. Economic development, particularly in high technology, has been and will continue to be spurred by the presence of Rutgers University and Princeton University in nearby Mercer County.

A. INDUSTRY ANALYSIS

Middlesex County is projected to create more jobs between now and 2006 than any other New

Jersey County. Jobs are projected to grow at a 1.3% annual rate. By 2006 it is projected that there will be 432,050 jobs in the county.

Industry Expansion

Similar to New Jersey as a whole, the two industry areas that are projected to have the greatest employment growth are **business services** and **health services**. In 2006, one out of five jobs will be in one of these two sectors. Other areas that are projected for major growth include engineering, management services and security and commodity brokers.

Job Growth

Continuing a county and statewide trend, nearly all the growth is in the service industries while the manufacturing sector will continue to decline.

- The occupation with the highest number of annual job openings is cashier. General office clerks, waiters and waitresses, janitorial services and secretaries are all occupations that are projected to have high numbers of annual job openings.
- There is a projected loss of 6,750 manufacturing jobs by 2006.
- One component of the goods-producing sector that is anticipating modest growth is the construction industry, which is expected to add 950 jobs by 2006.

Not surprisingly, the projected high growth occupations in Middlesex County reflect the anticipated continued growth of the service sector. The occupations projected for high growth that also have a high number of annual job openings include the following: systems analysts, clerical supervisors, general managers and top executives, hand packers and packagers, and retail salespeople.

- The occupation with the most projected employment growth is systems analysts.
- There will also be an increased demand for computer engineers, computer support specialists and computer scientists.
- Other high growth occupations include securities jobs, both financial and sales, home health aides, medical assistants, guards, and adjustment clerks.
- Demonstrating the projected strength of the county's economy, general managers and top executives are also projected as high growth occupations.

In addition, sixty (60%) percent of the job openings in Middlesex County will be replacement jobs. An essential area to examine is the demand for replacement workers, which must come from a smaller labor pool. Replacement workers will be sought in occupations that currently employ a large number of people as well as in occupations that are not perceived to be a high growth occupation.

Employer Skill Needs

Middlesex County employers report that a lack of basic skills, as well as, lack of workforce readiness skills are the most significant barrier to employment. While the need for computer literacy skills and the ability to function in a technology-based environment are growing concerns, employers emphasized that the highest priority continues to be in the fundamental skills of reading, math, and customer service. Attached as Appendix G is an analysis of skills that employers identified as essential to success in the workplace during the School-to-Careers Focus groups conducted in 1997/1998. These same skills were reinforced recently during the Employer Focus groups and Community Forum conducted by the Middlesex County WIB as a component of developing this plan. The findings are described in greater detail later in the plan.

These findings will be used in combination with technical information from the National Skills Standards Board and the United States Department of Labor's O'NET system in selecting programs offered through One-Stop's Intensive and Training Services.

B. JOB SEEKER ANALYSIS

To identify the most pressing priorities for the workforce investment system, it is not only important to understand the demands of the labor market, but to grasp the composition, needs, skills and barriers to workplace success. This section of the needs analysis provides a general population profile, describes the most significant barriers and draws implications from this data for the workforce investment system.

General Population Profile

According to Census estimates, Middlesex County had 716,176 residents in 1998. The New Jersey Department of Labor's Division of Labor Market and Demographic Research projects that Middlesex County's population will grow to 745,800 by 2005. If current projections hold, this growth will place Middlesex County as the second highest populated county in New Jersey ahead of Essex County. Despite this projected population growth, the general labor force is aging, creating a decline in the traditional labor force.

In the most recent Census estimates, Middlesex County is 81.3% white, 11.2 % Hispanic, (white and non-white) 9.1% black and 9.4% Asian or Pacific Islander. The percentage of Asians is double the statewide average. The Hispanic population is also expected to significantly expand. It is projected that there will be a significant increase in the percentage of minorities in the county and correspondingly they will become a larger share of the labor force.

Seventy-nine percent of county residents 25 years or older are high school graduates and 26.5% are college graduates—both statistics are higher than the statewide average. While high school graduation rates for blacks are close to the county average, only 14.9% of blacks graduated from college.

Poverty Rates

While the median county income, as of 1995, is estimated to be \$50,019, Middlesex County has a poverty rate of 5.8%. The number of TANF families as of July 1999 is 1,953. There are 6,558 adults on food stamps and 837 individuals on general assistance.

Individuals With Disabilities

According to the state data from 1992, there are 59,117 county residents with disabilities; this is nearly 9% of the population with a large percentage of this population over forty. Still, there are a sizable number of county residents who need help in managing their disability as it relates to successful transitioning into the workplace.

C. YOUTH ANALYSIS

Extrapolating data from census figures, there are about 75,000 people in Middlesex County between the ages of 14 and 21—the targeted ages for youth services in the Workforce Investment Act. This is more than 10% of the population. The proportion of minorities in the

youth population is greater than in the adult population, many who are living at or below the poverty level.

It is well understood that youth living in poverty face enormous challenges -- well beyond the typical challenges facing most youth. Many are living in unstable environments and are unable to access the programs and services needed. Far too many youth leave school prematurely putting them at a great disadvantage in a labor market that requires literacy and computer skills as a foundation for career success. Using the most available statistics the following are annual estimates for Middlesex County that squarely demonstrate the need for providing a full range of programs and services for youth:

- 7.1% youth are living in poverty, a rate higher than the overall population.
- 1,016 Middlesex County public school students between grades 6 and 12 dropped out of school: 32 % of the dropouts were Hispanic; 29% were black and nearly 60% were male.
- The Middlesex County Youth Detention Center admitted 637 youth from Middlesex County between the ages of 14-21 in 1997: 45% were from New Brunswick or Perth Amboy and were overwhelmingly male.
- 130 youths between the ages of 14-21 were admitted to the Middlesex County youth shelter in 1999. They were relatively evenly divided between males and females.
- In 1997, 44 children under age 18 were admitted for alcohol treatment and 178 were admitted for drug treatment. Alcohol and drug abuse among Middlesex County youth is projected to be a much greater problem than reported. The United Way reports that only 6.6% of the population that needs treatment for alcohol and drug abuse receives treatment.
- In 1996, there were 533 births to teen mothers in the county.
- 5,149 children attending public schools, between the ages of 5 to 17, are classified as Limited English Proficiency (LEP).

D. SUPPORTIVE SERVICE NEEDS

Literacy Issues

The Task Force on Adult Literacy reports that nearly one-half of New Jersey adults function at the two lowest levels of literacy as defined by the National Adult Literacy Study conducted in 1994. New Jersey adults with adequate literacy skills are more likely to earn higher wages and work more weeks annually than those with low literacy skills, according to the Task Force. The

Task Force on Adult Literacy also found that New Jersey literacy programs are fragmented and inadequate. Middlesex County is no exception.

While specific data is not available on Middlesex County adult literacy rates, programs and services continually relate that current county literacy efforts have long waiting lists for those needing services and that there are inadequate funding resources to meet the need. In examining various population segments and the county's experience in Welfare-to-Work programs, we can extrapolate the following key indices:

- Nearly 17,000 county residents do not speak English "well or at all" according to the 1990 census.
- One out of five members of the Middlesex County labor force do not have a high school diploma, which is a strong indicator that in most cases their literacy skills are limited.
- Continued immigration into the County is expected to increase the number of individuals requiring literacy and ESL support.
- 22,000 county residents who speak a foreign language indicate that they speak English well as opposed to very well. Some of these individuals probably have deficiencies in English. There is a great need for ESL training in Middlesex County.
- Assessment of TANF recipients indicate that there is an ever-widening gap in basic skills for this population.
- Only 9% of employers in a 1997 survey rated high school graduates as able to communicate well verbally and/or read training manuals.

Statistics have identified youth needing support in becoming proficient in literacy. According to the N.J. Department of Education, there were 5,149 children between the ages of 5 to 17 who were classified as Limited English Proficiency (LEP). Given rising immigration rates, it is likely that the 2000 Census will record higher numbers of youth with language barriers.

Learning Challenged

The National Center for Family Literacy recently published an article entitled "Learning Disabilities and Gender Bias in an Employment Context," that cited a study of the United States Department of Health and Human Services, Office of the Inspector General. It cited that 95% of females on welfare do not have a high school diploma ... often due in large part to the widespread existence of learning disabilities. The article went on to estimate that 25-40% of all

adults on welfare have learning disabilities and that 50-80% of all students in literacy and basic education programs have learning disabilities. Other studies suggest that forty percent of non-working adults have a diagnosable learning disability.

Substance Abuse

According to the United Way's 1998 Service Profiles on Alcoholism and Drug Abuse, only 6.6% of the population that is in need of alcohol and drug abuse treatment received services. They report that in 1995 only 4,875 Middlesex County residents received treatment for drug and alcohol dependence. They report that a significant number of New Jersey's welfare recipients use of alcohol and drugs, result in their inability to secure and keep jobs. This population is unlikely to succeed in Welfare-to-Work transitions without effective treatment services.

We are pursuing the feasibility of an interagency agreement with the Department of Human Services for substance abuse treatment in order to assist participants in need of treatment and/or counseling. The counselors will make direct referrals for job seekers in need of substance abuse treatment.

In addition to the Department of Human Services interagency agreement, Info Line of Middlesex County also has a listing of agencies, which assist in treatment for substance and drug abuse. Counselors can contact Info Line directly and obtain the information needed for the customer.

Mental Health

The United Way 1998 Service Profiles on Mental Health Services reports that in 1996 over 10,000 Middlesex County residents suffered from a severe mental illness that resulted in a significant impairment of their ability to function. Over 100,000 county residents, nearly one in five, experienced some level of mental/emotional disturbance that impaired their occupational, social or personal functioning. Currently, affordable housing and employment services for adults with severe mental illness are insufficient to meet the needs of this population. Barriers frequently cited for this population include health care costs, transportation to services and employment, and difficulty in receiving information about services.

Domestic Violence

According to the United Way 1998 Service Profiles on Adult and Child Protective Services, there were 11,455 calls to the domestic violence hotline, but only a total of 1,712 women and children received treatment.

Child Care

Although there are both public and private childcare services available, the supply or accessibility does not meet the demand, especially for low-income families. Although litigation was instituted to force public schools to provide pre-school learning, the results appear to be dismal in comparison to the need.

Info Line of Middlesex County has approximately 1,500 referral services, which are continuously updated. They determine the eligibility of services needed and provide referrals to appropriate agencies and conduct follow up with the clients to assure needs are met. They also provide referrals for childcare services. The Middlesex County Employment and Training Department will assist a customer in contacting them regarding childcare providers. Info Line can provide the customer with specific information regarding fees, days and hours of operations, etc.

Transportation

The lack of public transportation to many parts of the county continues to offer significant challenges for individuals to commute to work, particularly for those individuals at the lower income levels and individuals on welfare who are seeking transition into the workplace. Adding to the complexity is the need for transporting pre-school children to and from child day care. There have been a number of efforts to bring together transit authorities, employers and community organizations to focus on these issues and develop strategies. While it is difficult to quantify the number of people who are in need of county transportation services, there are sections of the county with no public transportation except possibly taxicabs. This mode of transportation can be costly on a daily/weekly basis.

The Middlesex County Employment and Training Department (MCETD) will also assist job seekers, who are not receiving any other form of assistance, with a transportation stipend. Although this stipend does not fully address the many transportation issues, MCETD looks at this as a supportive service. The MCETD will continue to address the transportation barrier that presently exists in the County.

Transportation in Middlesex County is not centralized and has been a number one concern for residents of the County relying on public transportation to get to and from work. Therefore, in order to address this major concern and need, the WIB initiated an Ad Hoc Taskforce on transportation, chaired by Freeholders Jane Brady and Camille Fernicola. The “Transportation Coordinating Committee” will assist in the planning, coordinating and development of a public transportation plan to overcome the lack of public transportation that presently exists in many parts of the County. The WIB recognizes that the lack of public transportation is a major barrier to employment and anticipates that with the efforts being made by the Transportation Coordinating Committee (TCC) and Ad Hoc Transportation Committee, public transportation will become more accessible in the County.

Info Line of Middlesex County, the primary information and referral agency serving the County, is the recipient of a transportation broker grant. They are also addressing this increasing problem. They will be meeting with New Jersey Transit to see if a bus route could be established in the southern part of the County, which is where public transportation is currently lacking. They are numerous companies and job openings in the Dayton, Jamesburg, and Cranbury area without access to public transportation. In addition, Info Line will also look into other options for transportation to these areas such as purchasing vans with corporate support.

Middlesex County is fortunate to have the Area Wide Transportation Services (AWTS) available to senior citizens. We are pursuing the feasibility of using their vans during off peak hours to assist with the lack of public transportation currently being experienced in the County. This plan has already been approved by the NJ Transit.

Although efforts are under way to subsidize some transportation costs for certain eligible residents under a State transportation grant, the need is greater than these available resources. New Jersey Transit has indicated that they would assist in the development of new routes only if there is a great demand to and from a particular area. Low need results in either no expansion or infrequent pick up and drop off time frames.

Housing

There is a shortage of affordable housing in the county. The Housing Coalition of New Jersey documents that over 300 low-income individuals and families sought help in locating affordable housing in 1996. It is estimated that there are currently more than 2,600 people on the waiting list for Section 8 programs and at least 1,300 people on the waiting list for public housing. In 1990, over 60% of renters below the poverty line and nearly 40% of renters between 100% and

200% of the poverty line were paying more than half their income in rent. There are approximately 200 people currently in homeless shelters in Middlesex County.

E. RESOURCE ANALYSIS

The Workforce Investment Act requires a number of programs, organizations and services to be accessible through One-Stop Career Center system. In addition, the State of New Jersey has identified additional programs. In developing the strategies outlined in this plan, the following programs and services are considered an integral part of the system. These programs and services are as follows:

- Workforce Investment Funds, Title I including One-Stop Career Center systems
- Dislocated Workers and Rapid Response activities
- Youth programs funded through WIA.
- Employment Service and all Wagner Peyser activities
- Unemployment Insurance Programs
- Housing and Urban Development
- Community Services Block Grant.
- Trade Adjustment and NAFTA TAA
- Adult Education and Literacy
- Post-secondary Education
- Employment and Training Programs for Older Workers (Title V of the Older Americans Act)
- Veterans Employment and Training
- Vocational Rehabilitation Services
- U.S. Department of Labor Welfare-to-Work
- Community Services for Older Americans
- Food Stamp Employment and Training and Workfare
- Job Corps
- National and Community Service
- New Jersey's Workforce Development Partnership Program
- School-to-Careers
- TANF Employability programs

A chart that describes the programs, population segments and funding sources is attached (Appendix H).

F. REGIONAL OUTLOOK

The industry trends found among neighboring counties is similar to those described above for Middlesex County. The skills needed for jobs in the region are similar to the skills needed for

jobs in Middlesex County and a large part is transferable among employers in the region. The region will continue to see a decline in manufacturing jobs and a growth in services, particularly business and health services. The financial services, which is projected to be a growth area in Middlesex County is also a prominent part of the New York City economy. As stated earlier in this section, Middlesex County's economy is anticipated to be more robust than the Northern New Jersey region as a whole and is likely to exceed the central counties as well.

Commuter Patterns

Two out of five Middlesex County residents are employed outside the county. This trend is likely to continue given the relatively easy commute to New York City by public transit and automobile to neighboring counties of Union, Somerset, Monmouth and Mercer. An interesting factor, however, is that according to the 1990 Census more than 25,000 Monmouth County residents commute to jobs in Middlesex County.

In summary, with the expansion of jobs, employers in Middlesex County are likely to rely more on the workforce investment system as a source for new employees and training than they have in the past.

SECTION III. SUMMARY OF STRENGTHS

In examining the information gathered through this initial planning process, it is clear that Middlesex County has a network of individuals and organizations that are strongly committed to the vision and goals for creating a first-rate workforce investment system for Middlesex County.

Further, the Middlesex County Employment and Training Department has been recognized for its distinguished and continued contributions in innovative programming. It has received numerous awards, both locally and nationally, for excellence in service, superior performance, and high customer service and quality management practices. Most notable is its membership in the United States Department of Labor sponsored Enterprise Council. The Enterprise is a national network of workforce development organizations that emphasize high quality customer-focused services, using successful process management techniques adapted from the private sector. In order to qualify, an organization must demonstrate high performance in these categories to the U.S. Department of Labor.

The One-Stop Career Center located in New Brunswick has frequently been showcased by New Jersey Department of Labor officials as one of the leading One-Stop Centers in the State. Over the past two years, this comprehensive site has hosted numerous state, national and even foreign government officials.

Since the inception of JTPA, the Middlesex County Employment and Training Department has exceeded its performance levels. As such, it holds the distinction of being the only Service Delivery Area in the State of New Jersey who has achieved this level of performance. The following are highlights of programs and services specific to special population segments that, in addition to the above, provide a foundation upon which to build a comprehensive system.

Welfare-to-Work

The Basic Skills/GED for the Retail Sales Workforce- The Hire Attire Boutique, an alternative work experience program, began in July of 1997 and is located in the New Brunswick Public Schools Adult Learning Center. The program is designed to assist WorkFirst New Jersey (WFNJ) clients of Middlesex County in gaining meaningful work experience while developing academic, life skills and work readiness skills needed for self-sufficiency.

The Hire Attire Boutique serves as a worksite for this exciting Alternative Work Experience Program (AWEP). The program provides participants with hands-on retail work experience combined with critical workplace readiness skills as well as the opportunity to earn a High School Diploma. As a new and innovative County program that meets both community and individual needs, Basic Skills/GED for the Retail Sales Workplace – *The Hire Attire Boutique received the 1999 NACO Achievement Award.*

The “BEST” program – Building Education Skills for Tomorrow is a basic skills/literacy and ESL program operated by the New Brunswick Public Schools Adult Learning Center. It provides basic skills/literacy and ESL training to ABAWD, GA and Food Stamps participants functioning at the third grade level or below in reading and math. In addition, the New Jersey Department of Labor – Employment Service arranges and coordinates appropriate community service worksites. Upon completion of the program, participants will have attained sufficient skills to obtain and retain full-time employment.

The Promise Jobs Culinary Arts Training Program is a program that began in April of 1997 and is located at an area Soup Kitchen. The goal of this program is to train and place disadvantaged adults in the food service industry. Participants gain intensive training in culinary arts, basic skills, life skills and job readiness skills. The program was developed to fill the current and anticipated need for skilled workers in the food service industry, including chefs, cooks and kitchen workers. The targeted population for this program includes unemployed, homeless and other disadvantaged individuals, including welfare recipients, who have an interest in food services. *This program also received a NACO Achievement Award.*

The Early Employment Initiative is being jointly operated by Middlesex County College and the Middlesex County Board of Social Services. The College provides an intensive short-term job search and job placement services as an early intervention designed to encourage families to regain independence and self-sufficiency.

Middlesex County College and the New Brunswick Board of Education also operate the four-week Job Search Assistance Program (JSAP) and the Alternative Work Experience Program (AWEP). AWEP is usually a combination of either basic skills, ESL and/or GED and work experience.

Dislocated Workers

There is a strong partnership between the State's Rapid Response Team and the Middlesex County Employment and Training Department. Middlesex County has led the state in plant closings over the last nine (9) years and has had numerous discretionary grants to serve dislocated workers from various companies including Revlon, Helme Tobacco, Wonder Bread, Haagen Dazs, and Sunshine/Keebler to name a few.

Due to the large number of layoffs and good working relationship with the Response Team, the Perth Amboy office has focused on dislocated workers. A member from the Response Team is co-located at the Perth Amboy facility. Basic skills testing, interest and aptitude based testing as well as prima facie assessments are provided to dislocated workers. Members of the Response Team also hold Job Search Techniques and Resume Writing Workshops on-site for dislocated workers.

Some of the services provided by the Middlesex County Employment & Training Department staff for dislocated workers included on-site counseling and assessment, on-site basic skills and computer training programs. Staff has functioned as Response Team members on a number of occasions. In addition, this Service Delivery Area was asked to participate on a state workgroup to revise the "script" used by the Response Team to describe the types and scope of services that can be provided under the Workforce Investment Act (WIA).

Juvenile Justice Programs

A joint program initiated by the Family Courts is an alternative dispositional program whereby youth provide community service related to occupational skills. Also, the Summer Jobs program has enrolled youth as part of their requirements for probation. In a year-round basis, the Middlesex County Employment & Training Department has mainstreamed juvenile offenders into their ongoing training programs.

Summer Youth

The Middlesex County Employment & Training Department has provided several innovative and creative programs for summer youth participants under the Job Training Partnership Act (JTPA).

The programs, as outlined below, show the effectiveness of our linkage system. Some of the programs offered last summer are described below.

The Civic League of Greater New Brunswick operated three summer programs: Whitney M. Young, the Rosa Parks I Summer Institute and the Rosa Parks II Summer Institute.

The Whitney M. Young Summer Institute incorporated an occupational training activity with basic skills and pre-employment work maturity skills. The program provided youth with social problem solving skills and vocational exploration. This program was completed first before moving on to the Rosa Parks Institute programs in subsequent years.

The Rosa Parks I Summer Institute participants are inner city, college bound youth. The program incorporated an occupational training activity with basic skills and pre-employment work maturity skills as well as exposure to various career opportunities.

The Rosa Parks II Summer Institute is a work experience program. Participants must complete the Rosa Parks I program successfully before taking Rosa Parks II. Worksites have included private employers such as Mailboxes Etc., Integrated Packing Corp., William Communications Solutions and the University of Medicine and Dentistry of New Jersey (UMDNJ).

The Middlesex County Employment & Training Department also sponsored programs at Middlesex County College (MCC). MCC operated two (2) programs, which focused on assistance in employability skills, basic skills, citizenship and multiculturalism.

The Marine Biology program at MCC exposed participants to underwater life, scuba diving and swimming. The participants received safety and swimming instruction followed by scuba diving instructions for six (6) weeks. The classroom training part of this program included reading comprehension, writing, data handling, scientific methods, public speaking and computer skills. The youth also enjoyed a field trip to the Liberty Science Center in Jersey City.

MCC also operated a six (6) week program called College Achievement and Advancement Program (CAAP), which integrated basic skills and youth employment competencies. The Office of Minority Student Affairs directed this program to improve the retention and graduation rate of African-American and Latino college bound youth. The program enhanced participants' academic skills and assisted students in career counseling and personal growth. Each youth was matched with a peer mentor who was a matriculating student at the college.

The peer mentor, a former JTPA summer youth participant, helped the youth make the transition to a successful college student.

The Youth Farmstand Project operated by the Department of Nutritional Sciences at Cook College – Rutgers University for six (6) weeks involved basic skills remediation, pre-employment work maturity skills and entrepreneurial skills. The program included instruction on business management, planning, accounting, vegetable preservation, gardening and nutrition. The participants learned about farming, storing produce and selling. The Youth Farmstand Project was a very successful program that afforded the participants entrepreneurial skills, as well as, teamwork, communication skills and citizenship skills.

In addition to the summer youth programs, we have made ongoing referrals for various programs operated in Middlesex County. An example of this would be the A-Step program operated in New Brunswick. It is funded by the city of New Brunswick and New Brunswick Tomorrow, which places older youth in jobs primarily located in New Brunswick.

The Middlesex County Employment & Training Department each year continually recognizes the need for operating innovative programs. Design and program changes have occurred as a result of customer service surveys of former participating youth.

SECTION IV. GOALS & STRATEGIES

The partnership between the Freeholders and WIB is what Congress envisioned when it passed into law the Workforce Investment Act of 1998. It is through this partnership that a number of critical steps are being taken that integrates WIB's planning responsibilities with similar efforts throughout the County. Ultimately, these efforts will significantly shape the development of a long-term comprehensive workforce investment strategy for the County. In the interim, the following describes the integrated planning process envisioned and short-term goals and strategies as initially developed during this planning process.

LONG TERM PLANNING

A strategy is now in place to integrate the planning between the United Way of Central Jersey and the Middlesex County Workforce Investment Board. The United Way of Central Jersey is initiating a year long intensive and comprehensive needs assessment to identify and address health and human service issues facing the residents of Middlesex County and Franklin Township.

Freeholder Jane Z. Brady and Nancy Ostin, Executive Director of the Middlesex County Regional Chamber of Commerce, jointly chair the integrated Planning Committee for this effort. The WIB's Executive Director also serves on the Planning Committee. As the chart in Appendix I indicates, there is a coordinated effort between the United Way of Central Jersey and the Workforce Investment Board to assess the County's existing resources, evaluate the needs of the residents and determine the extent of gaps and services. As the Planning Committee gathers information, it will be disseminated to the WIB, its Committees and the One-Stop Partners, for inclusion in future planning and annual updates of this plan.

The WIB has established a Literacy Task Force comprised of public, private and community individuals experienced in literacy issues. Freeholder Jane Z. Brady is chairing this Committee.

The planning responsibilities of the Council for Children's Services is under consideration for merger with the WIB's Youth Investment Council, to insure a singular plan for the development of youth programs and services throughout the County.

WIB Goals

The following goals and strategies were developed during the planning process and will serve as a framework for the priorities and work activities over the next twelve-to-eighteen months.

Goal: Establish One-Stop services as an integrated and comprehensive system that streamlines services for the customer, establishes quality standards, and is “open and accessible” and a link to the community.

Strategies:

- Engage in a comprehensive analysis of workforce processes by all partners, which will determine duplication and breaks in processes.
- Leverage the New Brunswick One-Stop Career Center site as the initial comprehensive One-Stop Career Center site to develop operating standards that are based on business processes and operating procedures, which will serve as the template for system-wide operating standards.
- Establish a center in Perth Amboy that provides a full range of programs, services and offers enhanced services to stakeholders.
- Expand the One-Stop network by establishing “affiliates” of the One-Stop Career Center which will result in increased accessibility and improved services for customers in outlying areas.
- Create accountability across interagency teams to exceed customer service standards
- Expand the level of service through the expansion of One-Stop Career Center hours.
- Develop a comprehensive plan for the delivery of intensive services. This will include increasing self-service programs such as, basic computer and literacy skills.

Goal: Consolidate the fragmentation that presently exists among youth programs to develop an integrated planning system that networks youth programs and services so that youth have access to needed programs and services.

Strategies:

- Establish the WIB’s Youth Investment Council, as the convener of a broad spectrum of youth serving agencies.
- Develop a long-term, comprehensive youth strategic plan for at risk youth that includes, but is not limited to, cooperative ventures with local schools, health services, recreation programs and community based agencies.
- Forge strategic alliances with agencies providing services to at risk youth.

- Create affiliation agreements and incentives for collaboration.
- Establish a web site that is linked to a myriad of programs and services that is easily understood and navigated by youth.
- Create a system of “One-Stop” sites within Middlesex County that are uniquely designed to connect youth to programs and services.
- Create a continuum of services model that provides every youth accessing services through summer and year round activities with the counseling, case management and connection to ongoing programs and services.
- Insure that summer employment programs provide an integrated academic and work experience opportunity for youth.
- Cultivate relationships between education and business to provide transitional occupational services to youth.

Goal: Develop a community-wide plan that raises awareness of and increases resources for youth and adult literacy.

Strategies:

- A Literacy Task Force of the WIB, chaired by Freeholder Jane Brady, comprised of private sector members, literacy experts from adult schools and literacy groups to thoughtfully plan and map out a community-wide strategy was created.
- Identify and create a resource network on adult and youth literacy services; gain knowledge on how to more effectively connect existing services to adult and youth programs.
- Examine the learning disability issues of youth and adults to identify and explore how programs and services can address the unique needs of this population segment.
- Develop a communications and resource development plan that raises visibility and increases resources to address the ever-widening gap in basic skills of youth and adults.

Goal: Create a high degree of customer satisfaction among Middlesex County employers.

Strategies:

- Develop an ongoing dialogue with employers through active marketing and outreach programs that offers a greater understanding of the programs and services offered by the One-Stop system.
- Strengthen connections with the Chambers of Commerce, business and trade associations, organized labor and private employment agencies to facilitate employer knowledge, expand customer base and develop a system-wide approach to meet employer needs within the County.
- Develop an interagency marketing strategy that results in increased numbers of employers using the services and an increase in “repeat employer customers”.
- Create an ambassador program for local business organizations to expand the use of One-Stop services by the business community. Training on effective marketing strategies and One-Stop services will be offered to WIB members, Business Service Representatives and One-Stop staff.

Goal: Expand and enhance strategic alliances among community service providers to develop a workforce investment system that provides a comprehensive and continuous array of services suitable to the needs of the community.

Strategies:

- Empower stakeholders in the workforce investment system by creating greater understanding of each other and the benefits of creating partnerships that can result in alliances across programs and services for the benefit of the customers of the system. Create a formalized process for recognizing collaboration.
- Expand Middlesex County’s Info Line as the network for linking services to customers; formalize linkages between Info Line and “WNJPIN”.
- Through Info Line, develop an “on-line” resource inventory to catalog community resources that enables One-Stop Partner staff to access information and make real time referrals to member agencies. Included in the referral system would be a computerized tracking system and follow up.

- Forge an alliance with women's groups providing domestic violence services in order to provide fluid One-Stop access to displaced homemakers.
- Coordinate county transportation services into a coherent organizational framework of planning, services coordination and service delivery.
- Expand the Web Site for the Middlesex County Employment & Training Department that provides linkages to various programs and services.
- Explore the feasibility of creating a regional center to increase the participation of women in non-traditional employment opportunities.
- Leverage government resources to more effectively connect community resources to quality programs and services.
- Establish Workforce Investment Act funds as the tool for providing programs and services that connect a disparate number of programs and services into a fully operating network.

SECTION V. ONE-STOP SERVICE DELIVERY SYSTEM

The New Brunswick One-Stop Career Center was one of the first sites in New Jersey to implement a One-Stop Career Center. The State of New Jersey has promoted this facility as one of its model sites. Tours and training sessions have been provided to numerous delegations of international and national visitors who were interested in learning more about how One-Stop Career Centers function in New Jersey.

Furthermore, the Middlesex County Employment and Training Department has received eight awards, both locally and nationally, for excellence in service, superior performance, and high customer service and quality management practices for innovative programming in servicing at-risk youth, dislocated workers, welfare recipients and non-traditional training programs. The Department also received an award for continuous improvement.

Notwithstanding the above, the Workforce Investment Board has established as its goal reorganizing and enhancing its One-Stop system to insure that services are streamlined for the benefit of the customers, quality customer service standards are well understood and practiced daily, and that the One-Stop system is “open and accessible” as a vital link to the community.

A. ONE-STOP SYSTEM

Facilities

The One-Stop site at 506 Jersey Avenue, New Brunswick, serves as the initial comprehensive site, as required under the Workforce Investment Act. Situated in the New Brunswick site are the following partners: Unemployment Insurance, Employment Service, Division of Vocational Rehabilitation and the Middlesex County Employment and Training Department.

A satellite center in Perth Amboy is presently operational. Future plans for expanding the programs and services offered at this site include a full menu of services targeted to dislocated workers. It is also at this site that consideration will be given to offering enhanced services to employers.

Over the long term, the Workforce Investment Board will be considering establishing a network of “One-Stop affiliates” to increase accessibility for customers.

One-Stop Memorandum of Understanding (MOU)

Attached, as Appendix J is a draft of the Memorandum of Understanding between the Workforce Investment Board and the One Stop Partners. A resource sharing plan will be an appendix to the MOU.

Partners - Services & Resources

The One-Stop system in Middlesex County fulfills and exceeds the required membership. A Service Delivery Matrix is attached as Appendix L, which highlights partners and funding streams that contribute to the delivery of services in the One-Stop system.

As in the past, the Middlesex County Employment and Training Department will continue to leverage resources. At a minimum, this will include the utilization of Workforce Development Program training resources for dislocated workers and TANF, GA/Food Stamps, AWBAD resources for these specific populations. Pell and other financial programs also will be leveraged against shrinking WIA Title I funds.

Additionally, the expressed priority of the State Employment and Training Commission is to increase the basic skills levels for job seekers and incumbent workers throughout the State. The Middlesex County WIB and its Freeholder Liaison, Jane Z. Brady, support this policy decision.

The planned WIA Title I budget for Program Year 00 is reflective of these priorities. Planned service levels using WIA Title I funds are as follows. Additional service information is contained in Appendix H.

WIA POPULATION	FUNDING CATEGORY	PLANNED # ENROLLED-TRAINING
Adult	Intensive	200
	ITA	33
Youth	In-School	125
	Out of School	75
Dislocated Workers	Intensive	334

	ITA	90
--	-----	----

One-Stop Operator

The Middlesex County Workforce Investment Board exercised its option under the Workforce Investment Act to select a One-Stop Operator through a consortium agreement with four partners of the One-Stop system. The four partners include: Unemployment Insurance, Employment Service, Division of Vocational Rehabilitation and the Middlesex County Employment and Training Department, who are all co-located at the 506 Jersey Avenue, New Brunswick. The consortium agreed to enter into a Memorandum of Understanding. These agencies have been working together effectively for the past ten years. The consortium selected the Middlesex County Employment and Training Department as the One-Stop Operator Team-Leader. The Workforce Investment Board ratified the consortium and its selection as the One-Stop Operator.

B. ONE-STOP OPERATIONS

The Workforce Invest Board recognizes that the One-Stop system should be accountable to its customers. Expectations can be realized when all acknowledge the role and responsibility of each party. A “Customer Bill of Rights” similar to that adopted by the State will be drafted for the Board’s consideration and ratification (see appendix K). Once ratified, this document will be disseminated to all customers.

Core Services

The Workforce Investment Board has initiated an aggressive program to conduct a comprehensive analysis of the One Stop’s workforce processes in the provision of its core and intensive services. As stated in Section IV, the goal is to develop operating policies and procedures that are based on a common vision and sound business processes. This step in the development of Middlesex County’s One Stop system seems particularly crucial when reviewing the expectations that the community and employers have of the One Stop system.

In order to develop a standard set of Operating Policies and Procedures, the One Stop Partners are now engaged in process mapping where every core and intensive service is being critically

examined -- function-by-function and step-by-step. Through this effort, the One Stop Partners are functioning as a cohesive team while learning about each other's operating practices and areas of duplication and/or breaks in the processes. Ultimately, through this process mapping a set of common operating policies and procedures will be developed that will ensure a seamless delivery of services for the customer. The State's One Stop Customer Flow Chart, along with the One Stop Operational Framework, are being used as the starting point for the implementation of this process mapping.

It is also anticipated that, upon completion of this process, a comprehensive policies and procedures manual will be prepared that will provide the template for a training curriculum to be used in cross-training the One Stop staff.

As the service delivery matrix indicates (Appendix L), the following core services are provided on site at the New Brunswick's One-Stop Career Center:

- Registration and Information
- Orientation to the One-Stop system
- Prima Facie Assessment
- Career Assessment for Job Seekers
- Career Counseling
- Job Matching Services
- Provision of Labor Market Information
- Provision of Provider Information
- Provision of Local Performance Information
- Provision of Supportive Services Information
- Provision of Unemployment Information
- Eligibility Assistance
- Follow Up Services
- Referral to Intensive Services
- Retention services

The referral process was developed during the "Process Mapping" sessions held with the Employment Service and Division of Vocational Rehabilitation (DVR) and Unemployment Insurance partners (see Appendix M). The process will initially be used between the Middlesex County Employment and Training Department, Employment Service, and DVR in New Brunswick. It will eventually expand its use to all our partners thereby reducing inappropriate referrals and enhancing customer satisfaction. There will be a cross-referral arrangement made for all the partners and/or services within the One-stop system. This is a preliminary outline of the referral process to move from Core to Intensive to Training Services and will be modified.

The steps identified to move from **Core Services to Intensive Services** are as follows:

- Orientation (must attend)
- Prima Facie Assessment
- Registration with America's Job Bank/ America's Talent Bank
- Labor Market Information
- Job Search Seminar – attendance mandatory for at least one
- Job Matching of customer to existing jobs and identifying labor demand skills
- Eligibility for Services – ABT, WPD, Tuition Wavier, etc.

Intensive Services

As part of the process mapping, an intensive services strategy will be developed to improve services provided on site at the New Brunswick One-Stop Career Center and Perth Amboy satellite office. To date, the following Intensive Services are provided:

- Comprehensive/specialized assessments
- Testing
- Development of an Individual Employment Plan
- Group counseling
- Individual counseling and career planning
- Case management
- Short-term pre-vocational services

In addition, the Board of Social Services will provide the following services to the welfare population at the New Brunswick One-Stop Career Center:

- Screening and referrals for TANF, Food Stamps, Medicaid, NJ KidCare, Child Support and Paternity and General Assistance.
- Orientation to WorkFirst
- Referrals to Case Managers
- Individual work activity related to counseling leading to employment
- Referral for Support Services including childcare, transportation, Substance Abuse Program, housing assistance and legal services.

The following criteria is presently being used to transition individuals from **Intensive Services to Training Services**

- Possesses no marketable skills
- Customer's skills outdated – lacks job skills in a labor demand occupation.
- Customer received a minimum of one or more intensive services
- Individual Employment Plan (IEP) indicates need for formal training
- Request for job which is under “labor demand occupation”
- Testing/Assessment indicates need for training
- Develop a customer profile assessing risk factors and identifying base lines
- Eligibility for WIA programs or others such as Pell grants, Veterans, Vocational Rehabilitation services, etc.
- Reasonable expectation to complete training program
 - Customer has financial support plan while in training
 - Customer has transportation to get to and from training
 - Customer has child care in place, if necessary
 - All barriers have been addressed, such as legal, health, housing licensure, substance abuse issues, etc.
 - All other alternative funding sources have been explored
 - Suitability for training

The Middlesex County Employment and Training Department in conjunction with its regional partners (Mercer, Middlesex, Monmouth, and Ocean) have formed a workgroup for suitability standards. We anticipate that all partners will adopt the suitability standards by July 1, 2000.

Training Services

The Middlesex County Workforce Investment Board is committed to training individuals in relation to the current workforce demands. We have received input from the local chambers of commerce, business and trade associations, proprietary schools, and private employment agencies.

We held an Employer Focus group on November 22, 1999 to discuss what employers' needs are, what services we could best offer them, as well as the job seeker customer. Employers emphasized the importance of work readiness skills, in particular, basic literacy skills.

The WIB also conducted a Community Workforce Forum on January 20, 2000 to gain input from a range of stakeholders regarding the workforce investment system. Several comments suggested that there is a need for literacy programs, including ESL programs, as well as, vocational training.

The Middlesex County Workforce Investment Board plans to look at the needs of both the employer customers and the job seeker customers in determining the gaps. While the Middlesex County WIB has begun several initiatives directed at analyzing the skill needs of the business customer and the current skill levels of job seekers and incumbent workers, additional analysis will need to be conducted by the WIB. This skill gap analysis is an on going, planned activity; existing resources within the County will be coordinated by the WIB. These informational resources will include local Chambers of Commerce, the New Jersey Business Service Representatives, Business and Industry Representatives, Middlesex County College, Middlesex County Vocational and Technical School, Private Career Schools Association, Middlesex County Economic Development, Private Employment Agencies, Employment Service and appropriate One-Stop Partners.

Middlesex County College, for instance, has an Advisory Committee, which consists of employers, to assist in determining which programs are appropriate for employers, as well as, the four-year institutions. They also conduct individual department surveys to look at what skills the customer has in relation to what they need and want to see improved.

In response to employers needs, we have formed an Ad Hoc Literacy Task Force, chaired by Freeholder Jane Brady, to determine where the gaps exist for both the employer customer and the job seeker customer. The Task Force includes Adults Schools, Corrections, Middlesex County Vocational and Technical School, Middlesex County College, Community Based Organizations, Labor and Employers.

Information obtained from the analysis of business skill needs will be viewed within the context of existing resources and the work products of other active Committees such as the Literacy Task Force. The WIB will use this information to select service providers, leverage existing resources, support enclosure grant applications and establish program priorities.

Middlesex County presently offers a mix of occupational and work preparation training programs as noted in Appendix E. The priority for resource allocation for Workforce Investment Act funds for training is as follows:

- Basic skills including English as a Second Language (ESL) and basic computer literacy
- Work readiness skills as defined in Appendix A
- Occupational skills for demand occupations.
- Incorporation of best practices for on-the-job training as related to the type of proposed training
- Integration of values, strategies and expectations as defined in this WIA plan, New Jersey's State Unified Plan and RFP as applicable.
- Creative methods in the provision of training and supportive services
- Ability to leverage additional resources
- Connection to additional programs and services
- Alignment of programs to the regulations/requirements of their funding source
- Ability of programs to meet and/or exceed required program performance standards.
- Degree of availability of services for a special population segment.

Individual Training Accounts

A fundamental principle in Middlesex County is customer choice. Middlesex County will offer customers an ITA, based on the full range of occupations that are on Middlesex County's demand occupation list. Furthermore, Middlesex County expects to have the flexibility to provide intensive training and/or occupational training through ITAs based on the needs of the customer. Middlesex County, as the fiscal agent intends to administer a single pool of resources covering both intensive services and training. This is essential in achieving the state's mandated vision for a customer-driven, flexible process.

Middlesex County presently has a combination of occupational skills training programs that will be among those programs on the State list of programs and organizations eligible for automatic designation on the statewide list for Individual Training Accounts.

Procurement Process

The WIB will be responsible for facilitating the issuance of any Request for Proposals (RFP) to procure services. The RFP process will conform to Federal, State and local public contract and procurement laws, regulations and policies. Prior to the initial solicitation of proposals, prospective service providers within the WIA will be notified of

the potential availability of funds by mail and by newspaper advertisements. Those agencies responding to such advertisements will be included in an inventory of service providers.

The list compiled from this data will be used to notify eligible applicants of specific solicitations. Advertisement for RFP's shall be published in the legal notice section of selected newspapers. Only those agencies requesting proposals in person or in writing will receive copies of the RFP. Proposal submissions will be logged upon receipt. Only those RFP's received by the published deadline will be eligible for initial funding. All proposals will be evaluated using an evaluation form and be given a numerical score. Proposals meeting acceptable scores will be considered for funding pending successful contract negotiations. All proposals that are considered for contract awards through this process must receive final concurrence by the WIB. All applicants whose proposals are rejected will receive written notification of the reason for rejection.

The primary consideration in selecting service providers shall be the demonstrated effectiveness of the Respondent in delivering comparable services including: the financial resources available to the Respondent; a satisfactory record of past performance; the ability to provide services that lead to the achievement of competency standards; a satisfactory record of integrity, business ethics and fiscal accountability; organizational experience; accounting and operational controls; and technical skills to perform the services.

As in the past, the Middlesex County Employment and Training Department will use a regional approach to procurement whenever possible. This means that the counties of Mercer, Middlesex, Monmouth and Ocean have formed a collaborative for the purpose of reducing costs and increasing efficiency with regard to the procurement process. It is anticipated that this regional relationship will continue.

A Youth Request for Proposals was developed in concert with the Ocean and Mercer Counties and released on March 8, 2000. A technical assistance meeting was held on March 15, 2000. Proposals are due back by April 11, 2000. The Youth Investment Council will be involved in evaluating and recommending funding of proposals to the WIB.

Future Requests for Proposals will be developed as necessary in concert with the vision, mission and strategies outlined in the State of New Jersey's Unified Workforce Plan, Middlesex County's Comprehensive Five-year Plan, the Workforce Investment Act, and other laws and

regulations pertinent to the funding sources for the proposals. If necessary, Requests for Proposals will be developed by the Middlesex County Employment and Training Department.

To the extent feasible, performance contracts will be the standard used in contracting for services with the exception of ITAs. The fiscal agent will be responsible for development and processing of the contracts.

Priority of Service

Priority for Intensive Services will be for, but is not limited to, recipients of public assistance and other low-income individuals. The following guidelines, at a minimum, will be followed:

- Individuals who are unemployed and are unable to obtain employment through core services provided;
- Individuals who have been determined to be in need of more intensive services to obtain employment; or
- Individuals who are employed but are determined to be in need of such intensive services in order to retain employment that allows for self-sufficiency.

FOLLOW-UP SERVICES PLAN

A follow-up services plan will be designed as a result of the process mapping described in Section V. Presently, only the Middlesex County Employment and Training Department has a formal process for conducting follow-up services. It is fully expected that the Follow-Up and Retention Service Plan will include formalized policies and procedures. These services will be designed to assist both job seekers and employer customers.

EMPLOYER SERVICES

The Workforce Investment Board has established as one of its five goals, creating a high degree of customer satisfaction among Middlesex employers. The process mapping is the first step in developing the services envisioned by employers.

The WIB is committed to developing an action plan to accomplish the following services:

- An active marketing and outreach program that will introduce employers to the services of the One-Stop system as well as the various programs and services of the partners.

- A web site was developed and is linked with America's Job Bank/ America's Talent Bank, New Jersey's Public Information Network (WNJPIN), Transportation Information (NJ Transit), Middlesex County Information & Referral (Info Line), Information about the Workforce Investment Act (WIA) and Middlesex County Office of Economic Development.
- Marketing efforts will include strengthening connections between local chambers of commerce, business and trade associations, organized labor and private employment agencies.
- A formalized "ambassador program" will be established to leverage the services of a number of WIB members who are actively involved with business-related organizations. A structured communications and marketing effort will support the "ambassadors" and provide the connections to help introduce these organizations to the services of the One-Stop Career Center. In turn, these organizations have a wide range of members that can benefit from the services of the One-Stop Career Center and expand the customer-base.
- The Business Service Representatives and other One-Stop Partner staff will develop an active outreach campaign to follow-up on the marketing efforts and provide more intensive customer services required to meet the job matching services required by employers.
- A standard that will eventually be employed to evaluate long-term success is through the development of a strong customer base as measured by the increasing numbers of employers using the services and the increasing "repeat business" of employers. A marketing and evaluation program will be developed to encourage, and ensure follow-up with employers.

In the interim, the Middlesex County One-Stop Career Center provides the following services:

- Employers are provided labor market information, including information about job-seekers looking for jobs through New Jersey's Internet site (WNJPIN or NJ One-Stop) and through personalized service.
- Recruitment, testing, screening, and referral services of qualified applicants via America's Talent Bank (ATB) for the employer customer's current or anticipated job openings.
- Information is provided on: 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 incumbent workers; assistance in making reasonable accommodations to meet State and Federal Equal Opportunity requirements; and employers are provided information on Federal and State employment laws.

- Information and assistance is provided to employer customers in designing and providing employer-operated work and family support programs (e.g., dependent care, flexible work scheduling).
- Recently, the Employment Service has stepped up its employer outreach program and services. Employment Service staff are assigned a caseload of employers in alphabetical order in order to provide a continuity of service to employers and to increase job listings.
- A monthly calendar listing job fairs, on-site employer recruitment and other activities is published and widely disseminated.

SECTION VI. SPECIAL POPULATIONS -- SPECIAL EMPHASIS

Recognizing that Middlesex County has a wide array of programs and services -- many of which are highly successful, the Workforce Investment Board sees as its challenge the need to create the connections among organizations, programs and services.

Before building on a system, knowledge of the resources and building connectivity across resources, are the most basic issues that need to be tackled. The ultimate challenge is to increase customer's access to programs and to leverage Workforce Investment funds to enhance and connect programs and services.

Supporting Stakeholders

The role and value of the stakeholders in the system needs to be recognized and valued. The County is organizing a Community Resources Day to profile the work of county government agencies and community-based organizations. Programs will be profiled to increase awareness of the wide range of available services that the County is providing as well as recognizing the value that these programs and services bring to the community. This is an important step in creating a "culture of understanding" where individuals and organizations are keenly aware of how entities will benefit by creating partnerships that result in alliances across programs and services.

- The Workforce Investment Board intends to create information networks, special forums and begin mapping out how programs and services could more effectively support each other's goals for the benefit of the customers. A formalized recognition strategy will be developed to encourage this higher level of collaboration.

- Alliances will be developed among women's groups providing domestic violence and other related services to women, to provide a more fluid access to One-Stop services and supportive services for displaced homemakers.

Information Network

Info Line is a resource that now provides Middlesex County residents with information about county services. The goal is to expand that service into an interactive system that expands its information base and networks services to customers. It also has the potential for linking users to WNJPIN and its resources.

- Through Info Line, an "on-line" resource directory enables One-Stop partners to work more effectively, access information and make real time referrals to member agencies. Included in the referral system will be a computerized tracking system and follow-up.
- Middlesex County Employment & Training Department's web site was created and is now operational.
- Explore the feasibility of creating a regional center to increase the participation of women in non-traditional employment opportunities.
- Leverage government resources to more effectively connect community resources to quality programs and services.
- Explore alternative funding sources in order to create a fully integrated network of programs and services.

Literacy

When analyzing the challenges to special population, the issue that continually surfaced was the devastating impact that low literacy skills has on its constituents. Programs appear to be underfunded and data is unavailable when trying to assess the full scale of literacy needs. As discussed earlier, the Board has established a Task Force on Literacy, to address this compelling issue. This Task Force will develop a community-wide plan that maps out a strategy to raise awareness and increase resources. Strategies include:

- Identifying and creating a resource network on adult and youth literacy services;
- Examining learning disability issues affecting adults and youth in order to identify and explore programs and services that can address the unique needs of this population.

SERVICES TO SPECIAL POPULATIONS

A wide array of special programs and services are offered including literacy and welfare programs, dislocated workers, displaced homemakers, individuals with disabilities, older workers, ESL programs, as well as non-traditional training programs. Described below are the highlights of some of the programs offered for special populations:

Displaced Homemakers

The Displaced Homemakers program is provided by the Middlesex County Vocational and Technical High School. The Middlesex County Vocational and Technical School provides various workshops, from nutritional information to coping with stress in the workplace, on an ongoing basis. Other services include life skills development, emotional and peer support, personal counseling, assessment and testing, educational counseling, career/vocational counseling, employability skills, computer training, job training, job placement assistance, financial guidance workshops and child care assistance. The Middlesex County Employment and Training Department have a close and long-standing relationship with Middlesex County Vocational and Training School and make referrals to the Displaced Homemakers program.

Challenged Individuals

The Middlesex County Employment and Training Department have served and continue to serve individuals with disabilities through coordinated efforts with the Division of vocational Rehabilitation (DVR) and other agencies. As an example, last year in the summer youth program, three sign interpreters were hired through the Katzenbach School to accommodate two hearing impaired students enrolled in the Middlesex County Vocational and Technical High School.

Older Workers

The Middlesex County Employment and Training Department has had an agreement with the NJ Division of Senior Affairs' Senior Employment and Training Program (SCSEP), Workforce 55+, to jointly enrolling eligible participants in the JTPA training program and Workforce 55+ programs, where appropriate. This has improved our level of coordination and allowed us to better serve the older workforce.

ESL Program

The Middlesex County Employment and Training Department provides ESL training based on the needs of the customers. Specialized ESL programs have been developed with the New Brunswick Adult Learning Center and the Perth Amboy Adult School to meet the needs of specific groups. In addition to these specialized ESL programs, ongoing ESL courses are taught at the New Brunswick Adult Learning Center and the Perth Amboy Adult Schools.

Non-Traditional Training

The Middlesex County Employment and Training Department has a longstanding and successful history of providing non-traditional training. Examples of programs that currently offer such training are the TREE pre-apprenticeship training programs operated cooperatively by the Middlesex County Vocational and Technical School and the building trade unions, Elijah's Promise Culinary Arts program, and the Hire Attire Retail Sales Program. Under JTPA, the goal of increasing the number of participants placed in unsubsidized employment, as a result of completing non-traditional training, by two percent every year was met.

These programs, and others to be identified and developed, will help provide a new and continuing supply of workers equipped with the workforce readiness skills, identified by employers as essential to a successful transition into the workplace.

SECTION VII: PERFORMANCE MANAGEMENT/ CONTINUOUS IMPROVEMENT

The Middlesex County Employment and Training Department has met the criteria of the Enterprise and has been certified as a workforce system that meets Enterprise performance criteria and customer satisfaction levels.

The Department operates in accordance with the Baldrige principles in an effort to achieve performance excellence. The previously mentioned process mapping is an extension of the Baldrige principles that are being applied to the WIA transition. Another Baldrige principle that has been extended from JTPA into WIA is a Human Resource Focus. The counties of Mercer, Middlesex, Monmouth and Ocean have committed to education, training and development of One-Stop Partner staff through a series of scheduled capacity building sessions. These sessions include labor market information, performance management, calculating financial aid and other resources, Employment Services core services, career information on the internet and enhancing counseling and customer service skills.

The Director of the Middlesex County Employment and Training Department served as New Jersey's local representative on the Planning Committee for the United States Department of Labor Region II Quality Academy and currently serves on the New Jersey Quality Academy Planning Committee. She also participated as the moderator of a panel on capacity building at last year's National Association of Workforce Development Professionals (NAWDP) in San Diego, California.

As an Enterprise member, the Middlesex County Employment and Training Department, in conjunction with its regional partners, will continue to demonstrate leadership in continuous improvement efforts throughout the workforce system. Our goals are as stated in the timeline reflective of this commitment.

The State has not as yet determined the state performance levels, for the One-Stop system however, upon receipt of it the County will make this information available. The Workforce Investment Board's Systems Performance Committee is responsible for oversight and the development of a Continuous Improvement Program. One Stop Partners will use the

information gathered through the “Process Mapping” to develop standards and procedures upon which a Continuous Program can be designed.

There will be an ongoing evaluation and assessment process of the system and procedures to ensure continuous improvement and customer satisfaction. This Committee will meet on a regular basis with the One Stop Partners to design and implement programs, modifications, and staff-development to improve customer satisfaction and other performance outcomes as necessary.

SECTION VIII. TIMELINE

The activities proposed in this plan are summarized here in accordance with a projected timeline.

Timeline: 2000-2001

- ❑ Create inventory of existing youth programs, review youth inventory, identify gaps; recommend strategies and identify resources to close gaps.
- ❑ Create on-line youth directory through InfoLine of Middlesex County.
- ❑ Analyze needs (including but not limited to child care and transportation) to serve unmet job seekers and employers needs.
- ❑ Complete consolidation of the youth planning, policy and oversight process between the YIC and Middlesex County Council for Children's Services (Youth Services Council).
- ❑ Cultivate and initiate a private sector youth initiative that will add to the inventory of available job opportunities for youth on an on-going basis.
- ❑ Develop marketing plan for One-Stop system, review and approve same, commence promotion of Middlesex County One-Stop system.
- ❑ Formalize the menu of core, intensive and training services (by provider).
- ❑ Initiate process for development of mechanisms to evaluate the efficacy of the One-Stop system as a whole.
- ❑ Host regional (Quad) discussions regarding the feasibility of a regional approach to non-traditional training for women.

- Develop strategies to broaden the base of resource/program sharing among One-Stop partners, local government units, employers, and others.
- Seek alternate funding sources to support implementation of planned strategies.
- Develop inventory of Literacy Program.
- Identify Resources to create a Literacy Directory and link to InfoLine.
- Complete process mapping.
- Develop policy and procedures manual for One-Stop system.
- Survey WIA partners to determine staff capacity building needs, develop plan and initiate implementation.
- Continue regional planning workgroups, regional partners and staff capacity building with Quad.
- Foster interagency relationship between and among partners, WIB members and community resources.
- Identification and development of strategies for youth One-Stop Career Center site(s). Establish criteria and linkages with other partners.
- Reconfigure New Brunswick One-Stop site to promote ease of job seeker access and increase usage.
- Initiate development of customer satisfaction questionnaire for job seekers that will track satisfaction levels by functional services (core, intensive, training, and post placement). Use data as a means of determining job seeker needs and exceeding job seeker expectation and system satisfaction levels. [Results will be used to continuously improve services and satisfaction levels.]

- ❑ Create an employer needs survey and use results to develop programs and services. Use follow up surveys to determine business customer needs and results satisfaction levels. Results will be used to continuously improve services and satisfaction to the employer community.
- ❑ Forge alliance with business and industry representatives from key labor market areas that will serve as informational resources on employer workforce system needs including occupational skills, literacy, transportation, etc.
- ❑ Re-evaluate plan, strategies and modify accordingly.
- ❑ Evaluate financial resources; identify additional needed resources and seek further funding.

Timeline: 2001-2002

- ❑ Investigate funding resources to support WIB goals and strategies.
- ❑ Continue to measure and refine jobseeker customers and business satisfaction system.
- ❑ Continue to convene “Community Workforce Forums” on topics such as youth, literacy and transportation in order to solicit a broad range of opinions and ideas throughout Middlesex County.
- ❑ Identify potential One-Stop youth satellite sites.
- ❑ Develop strategies for interagency information technology sharing.
- ❑ Build a job seeker to employer rapid labor exchange network for dislocated workers through the collaboration of the staffs by institutionalizing Business Service

Representative, Employment Service, Employment & Training and Rapid Response staffs by institutionalizing “Mini Job Fairs”.

- ❑ Implement capacity building session.

- ❑ Plan and develop WIB member Ambassador program: (training WIB members to promote workforce system services and goals to other members of the Employer Community.
- ❑ Continue to explore methods for sharing information with regional partners, Mercer, Monmouth and Ocean Counties. This includes economic data, rapid response activities, job fairs, transportation efforts, etc.
- ❑ Continue to assess and expand capacity building opportunities for One-Stop system staff and promote learning through shared best practices forums.
- ❑ Identify and develop methods and systems to provide incumbent worker training and explore employer based training opportunities to low income workers.
- ❑ Initiate development of systems performance standards, evaluation and assessment criteria and mechanism. Use data to improve outcomes and develop future policy recommendations. Data will provide a basis for system reform.
- ❑ Expand strategic alliances within Middlesex County with the business education and community/faith based organizations to expand opportunities and resources for collaboration designed to benefit businesses, job seekers and students.

- Use information collected from United Way Compass survey to evaluate workforce system programs and services and review County needs from a strategic planning prospective.
- Identify and establish collaborative effort to increase availability of literacy programs/resources.
- Explore potential for regional non-traditional training programs for women.
- Evaluate performance measures, develop recommendations.
- Evaluate customer satisfaction, develop strategies for continuous improvement.
- Negotiate Performance Measures with providers and State.
- Collect, review and analyze performance outcome data received from eligible service providers; determine whether service providers are meeting WIA performance standards for continued eligibility.

Timeline: 2002-2003

- Evaluate policies and procedures of One-Stop system.
- Evaluate youth one-stop system and make any necessary system changes as appropriate.
- Re-evaluate technology resources at One-Stop sites, upgrade as necessary to maintain full functionality.
- Continue marketing of One-Stop System Services.
- Increase the number of One-Stop public access sites.
- Establish One-Stop Youth Satellites.
- Re-evaluate literacy resources/programs.

- Re-evaluate strategic plan, goals/strategies and modify accordingly.
- Evaluate workforce system financial resources; identify possible funding streams and solicit further funding.
- Perform evaluation on performance measures and make changes and recommendations accordingly.
- Review LMI to identify market changes.
- Continue to explore methods for sharing information with regional partners, Mercer, Monmouth and Ocean Counties. This includes economic data, rapid response activities, job fairs, transportation efforts, etc.; continue typical work groups to expand staff development opportunities.
- Continue to expand capacity building opportunities for One-Stop system staff and promote learning through shared best practices forums.
- Provide on-going staff training as needed.
- Evaluate customer satisfaction.
- Review MOU's, Board Membership and Committee Structure

Timeline: 2003-2004

- Re-evaluate training needs of personnel across One-Stop partner agencies; determine the need for additional/expanded training.
- Continue marketing/promotion of the system.
- Re-evaluate composition of One-Stop site(s).
- Re-evaluate LMI and make changes accordingly.

- ❑ Re-evaluate the scope of established customer satisfaction surveys. Redesign same to encompass expansions made in the system.
- ❑ Continue seeking additional resources to fund One-Stop System.
- ❑ Re-evaluate the processes through which local performance outcome data is analyzed; modify as indicated.

- ❑ Continue to explore methods for sharing information with regional partners, Mercer, Monmouth and Ocean. This includes economic data, rapid response activities, job fairs, transportation efforts, etc.; continue typical work groups to expand staff development opportunities.
- ❑ Continue to expand capacity building opportunities for One-Stop system staff and promote learning through shared best practices forums.
- ❑ Evaluate performance measures.
- ❑ Evaluate workforce partners financial resources; identify needed resources and seek further funding.

APPENDIX A
MIDDLESEX COUNTY WIB MEMBERSHIP

<i>WIB MEMBER NAME</i>	<i>CATEGORY REPRESENTED</i>	<i>TITLE/BUSINESS ADDRESS</i>	<i>PHONE NUMBER</i>	<i>FAX NUMBER</i>	<i>E-MAIL ADDRESS</i>	<i>APPT. TERM DATES</i>	<i>GENDER: MALE (M) FEMALE (F)</i>	<i>MINORITY (YES/NO)</i>
Ackman, Richard	Business	General Manager JC Penny 755 Highway 18 East Brunswick NJ 08816	(732) 238-3900	(732) 238-0788	rackman@jcpenny.com	10/1/99 – 6/30/00	M	N
Ayala, Harry	Business Municipal Economic Development CBO	Owner/President Brunswick Exterminating PO Box 346 New Brunswick NJ 08903 Chairman Statewide Hispanic Chamber of Commerce of New Jersey Jersey City NJ	(732)745-5121	(732) 545-2390	harryayala@yahoo.com	10/1/99 – 6/30/00	M	Y
Barrett, Carol	Organized Labor	President AFSCME Local #3440 Middlesex County Admin. Bldg. JFK Square New Brunswick NJ 08901	(732) 745-4001	(732) 745-4087	N/A	10/1/99 – 6/30/00	F	N
Brady, Jane Z.	Local Elected Official	Freeholder Middlesex County Admin. Bldg. New Brunswick NJ 08901	(732) 745-6699	(732) 826-2499	bradyamboy@unidial.com	10/1/99 – 6/30/00	F	N
Colombo, Joseph	County Vocational Technical School	Superintendent Middlesex County Vocational & Technical High School 112 Rues Lane East Brunswick NJ 08816	(732) 257-3300 ext. 1911	(732) 390-4252	jccolombo@email.com	10/1/99 – 6/30/00	M	N
Cruz, Ana	Adult Education/ Literacy Rep.	Principal/Director Perth Amboy Adult School 178 Barracks Street Perth Amboy NJ 08861	(732) 376-6240 ext. 31410	(732) 826-3686	acruz98490@aol.com	10/25/99 – 6/30/00	F	Y
Daniels, Larry	Business	General Manager Hyatt Regency Two Albany Street New Brunswick NJ 08901	(732) 873-6610	(732) 873-6666	ldaniels@ewrrnpo.hyatt.com	10/1/99 – 6/30/00	M	Y

WIB MEMBER NAME	CATEGORY REPRESENTED	TITLE/BUSINESS ADDRESS	PHONE NUMBER	FAX NUMBER	E-MAIL ADDRESS	APPT. TERM DATES	GENDER: MALE (M) FEMALE (F)	MINORITY (YES/NO)
Echeverri, George	Workforce NJ Manager	Manager Division of Employment Services 506 Jersey Avenue New Brunswick NJ 08901	(732) 937-4516	(732) 418-3345	gechever@dol.state.nj.us	5/18/00 – 6/30/01	M	Y
Epps, C. Roy	CBO	President Civic League of Greater New Brunswick 47-49 Throop Avenue New Brunswick NJ 08901	(732) 247-9066 ext. 13	(732) 247-3646	croyepps@civicleague.com	10/1/99 – 6/30/00	M	Y
Faherty, Judith	Adult Education/Literacy Rep.	Principal New Brunswick Adult Learning Center 268 Baldwin Street, 2 nd Floor New Brunswick NJ 08901	(732) 745-5300 ext. 5406	(732) 745-5325	judy_faherty@nbps.k12.nj.us	10/1/99 – 6/30/00	F	N
Gacos, Nicholas	Business	President Colorado Café Associates 130 Livingston Avenue New Brunswick NJ 08901	(732) 937-6390	(732) 247-6628	N/A	10/1/99 – 6/30/00	M	N
Grant, Alexa	Business	Manager Wakefern Food Corporation PO Box 7812 Edison NJ 08816	(732) 906-5195	(732)906-5215	alexa.grant@wakefern.com	10/1/99 – 6/30/00	F	N
Guidette, Mary Jean	Education	Superintendent N.J. Department of Education 1501 Livingston Avenue New Brunswick NJ 08902	(732) 249-2900 ext. 114	(732) 296-0683	mguidette@doe.state.nj.us	10/1/99 – 6/30/00	F	N
Healy, Robert	Business	Director of Human Resources Bristol-Myers Squibb One Squibb Drive New Brunswick NJ 08903	(732) 519-3332	(732) 519-3970	robert.healy@bms.com	10/1/99 – 6/30/00	M	N
Hoagland, John	Business	Lawyer 977 Hoover Drive North Brunswick NJ 08902	(732) 297-6025	(732) 545-4579	N/A	10/1/99 – 6/30/00	M	N
Jennings, Joseph	Organized Labor	Business Manager/Vice-President IBEW Local #456 1295 Livingston Avenue North Brunswick NJ 08902	(732) 246-2122	(732) 246-8076	joejen358@cs.com	10/1/99 – 6/30/00	M	N

WIB MEMBER NAME	CATEGORY REPRESENTED	TITLE/BUSINESS ADDRESS	PHONE NUMBER	FAX NUMBER	E-MAIL ADDRESS	APPT. TERM DATES	GENDER: MALE (M) FEMALE (F)	MINORITY (YES/NO)
Keaton, Adtienne	One-Stop Operator	One-Stop Team Leader Middlesex County Employment & Training Department 506 Jersey Avenue New Brunswick, NJ 08901	(732)745-3959	(732)745-4050	Akeaton@dolsun.dol.state.nj.us	5/18/00-6/30/01	M	N
Kelemen, Warren	County College	Vice-President/Advnc. Plan. Middlesex County College PO Box 3050 Edison NJ 08818	(732) 906-7724	(732) 906-8244	wkelemen@email.njin.net	10/1/99 – 6/30/00	M	N
Klugerman, Phyllis	Business	Financial Advisor Prudential Securities, Inc. 2 Tower Center Blvd. East Brunswick NJ 08816	(732) 214-0600	(732) 214-9327	phyllis_klugerman@prusec.com	10/1/99 – 6/30/00	F	N
Lustenberg, Anna	Business	Manager, External Affairs Bell Atlantic 825 Rahway Avenue Union NJ 07083	(908) 688-9987	(908) 688-9987	anna.k.lustenberg@bellatlantic.com	10/1/99 – 6/30/00	F	N
Lyskowski, Stanley	Business	Owner Delta Personnel Services One Executive Drive, Suite 150 Somerset NJ 08873	(732) 560-9000	(732) 560-9004	N/A	10/25/99 – 6/30/00	M	N
Mackaronis, Angela	County Board of Social Services	Director Middlesex County Board of Social Services 181 How Lane New Brunswick NJ 08901	(732) 745-3511	(732) 745-4558	N/A	10/1/99 – 6/30/00	F	N
McMurren, Jay	CBO	Director, Planning & Prog. Develop. United Way of Central Jersey PO Box 210 Milltown NJ 08850	(732) 247-3727	(732) 247-9855	info@uwcj.org	1/21/00 – 6/30/00	M	Y
Pandey, Ramesh	Business	President/CEO Xechem International 100 Jersey Avenue, Bldg. B, Suite 310 New Brunswick NJ 08901	(732) 247-3300	(732) 247-4090	xechem@erols.com	10/25/99 – 6/30/00	M	Y

WIB MEMBER NAME	CATEGORY REPRESENTED	TITLE/BUSINESS ADDRESS	PHONE NUMBER	FAX NUMBER	E-MAIL ADDRESS	APPT. TERM DATES	GENDER: MALE (M) FEMALE (F)	MINORITY (YES/NO)
Perez, Margie	Business	Assistant Vice-President First Union National Bank NJ5301 One West State Street Trenton NJ 08610	(609) 393-1820	(609) 393-1820	mavperez@aol.com	10/1/99 – 6/30/00	F	Y
Regina, John	Business	Vice-President Robert Wood Johnson Univ. Hospital 168 Little Albany Street New Brunswick NJ 08901	(732) 937-8827	(732) 937-8730	jregina@smtp.rwjuh.edu	10/1/99 – 6/30/00	M	N
Ricci, Rose	Voc. Rehabilitation	Regional Manager NJ Division of Voc. Rehabilitation 506 Jersey Avenue New Brunswick NJ 08901	(732) 937-6300	(732) 937-6358	ricci@dol.state.nj.us	10/1/99 – 6/30/00	F	N
Rich, Howard	Business	President/Owner ST&L Associates, Inc. 209 North Center Drive North Brunswick NJ 08902	(732) 821-5800	(732) 821-2537	hrich45@aol.com	10/1/99 – 6/30/00	M	N
Rosebrock, Dee	Business	Director JFK Conference Center JFK Health Systems, Inc. 70 James Street Edison NJ 08818	(609) 771-0596	N/A	N/A	10/1/99 – 6/30/00	F	N
Rothman, Stanley	Business Human Services Advisory Council	Consultant 5 Regal Drive Colonia NJ 07067 Chair Middlesex County Human Services Advisory Council	(732) 388-8316	(732) 388-4602	stanruth@worldnet.att.net	10/1/99 – 6/30/00	M	N
Smith, Eric S.	Business	President Smith & Solomon School of Tractor Trailer Driving 45 Kilmer Road Edison NJ 08817	(732) 777-9400	(732) 777-1284	N/A	5/18/00 – 6/30/01	M	N
Spataro, Carl	County Economic Development	Director Middlesex County Economic Development JFK Square, 3 rd Floor New Brunswick NJ 08901	(732) 745-3433	(732) 745-5911	N/A	5/18/00 – 6/30/01	M	N

WIB MEMBER NAME	CATEGORY REPRESENTED	TITLE/BUSINESS ADDRESS	PHONE NUMBER	FAX NUMBER	E-MAIL ADDRESS	APPT. TERM DATES	GENDER: MALE (M) FEMALE (F)	MINORITY (YES/NO)
Tabak, Joseph	Business	President Jersey Paper Company 50 Northfield Avenue Edison NJ 08818	(732) 346-3400	(732) 346-3406	N/A	10/25/99 – 6/30/00	M	N
Thomas, Carroll	CBO	Executive Director Middlesex County Economic Opportunities Corporation 1215 Livingston Avenue North Brunswick NJ 08902	(732) 846-6600 ext. 212	(732) 846-3728	mceoc@bellatlantic.net	10/1/99 – 6/30/00	M	Y
Wade, John	Labor	Business Manager Iron Workers Local #373 462 Market Street Perth Amboy, NJ 08861	(732)442-1495	(732)324-1863	Jw373jac@dellnet.com	10/1/99- 6/30/00	M	N
Watson, Debbie	Business	Employee Relations & Workforce Planning Manager United Parcel Service 1 Clover Place Edison NJ 08837	(732) 417-3456	(732) 417-3411	dwatson@ermail.ups.com	10/1/99 – 6/30/00	F	N
Winter, Jeffre	Business	Vice-President Raritan Bay Medical Center 530 New Brunswick Avenue Perth Amboy NJ 08861	(732) 324-5023	(732) 324-4998	N/A	10/1/99 – 6/30/00	M	N

APPENDIX B
Workforce Investment Board and Chief Elected Official
Memorandum of Understanding

This agreement entered into on this _____day of _____, 2000 between the County of Middlesex, a municipal corporation of the State of New Jersey located at JFK Square, in the city of New Brunswick, the County of Middlesex, state of New Jersey, herein after “CEO” and the Middlesex County Workforce Investment Board, a quasi-independent entity, created pursuant to the Workforce Investment Act of 1998, located at 506 Jersey Avenue, in the city of New Brunswick, County of Middlesex, State of New Jersey, herein after “WIB”.

The purpose of this agreement is to set forth the role and responsibilities of both parties as it relates to the development, implementation and integration of a seamless workforce investment system for customers of Middlesex County.

The Parties to this agreement shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties’ respective roles and responsibilities.

1. The parties have agreed that the County Employment and Training Department (ETD) shall provide the necessary staff to carry forth the policies, plan, and budget recommendations adopted by the Workforce Investment Board. Employees shall be entitled to the extent feasible to similar rights, benefits and privileges of other county employees.
2. The CEO shall be the grant recipient and the ETD the fiscal agent for the receipt and disbursements of WIA grant funds.
3. The WIB shall prepare a budget for the CEO’s approval.
4. The WIB/staff shall solicit and negotiate contracts and/or purchases.
5. The WIB shall provide the policymaking, planning and oversight in conjunction with the CEO.
6. The WIB and CEO shall mutually agree to select a One-Stop Operator.

7. The WIB, in conjunction with the MCETD, shall be responsible for developing systems, procedures and evaluation mechanisms including technological systems for the County Workforce system.
8. The WIB and CEO agree that WIA funds shall be utilized for any allowable authorized activity or expense.
9. The WIB/staff in agreement with the CEO shall negotiate MOU's with the partners and Consortium.
10. The WIB/staff shall also be responsible for coordinating audit resolution, incident reports, and overseeing the marketing/public relations activities.
11. The funds designated by the Governor, the Commissioner of Labor or their designee for WIA activities shall be provided to the CEO/ETD and distributed in accordance with the needs of the strategic plan developed by the WIB and approved by the CEO.
12. The WIB and CEO shall negotiate mutual performance levels for the workforce investment system for presentation and approval by the Governor of the State of New Jersey.
13. The CEO and WIB shall receive a mutually agreed upon percent of WIA funds in order to fulfill their administrative obligations.
14. This agreement shall not be construed to limit, infringe or otherwise interfere with the WIB's or CEO's ability to exercise other options available under the WIA or the regulations.
15. The WIB will, whenever feasible, participate in regional activities or plans for labor market information, planning and delivery of services.
16. The WIB/staff, consistent with the WIA, shall identify eligible providers of youth activities, training services, and if necessary, intensive services.

17. The WIB may terminate in consultation with CEO any eligible provider(s) who fails to meet the eligibility criteria or performance standards, or is non-compliant with WIA requirements/regulations.
18. The WIB shall develop and coordinate economic development strategies and employer linkages to carry out the workforce investment activities.
19. The WIB in coordination with the CEO shall promote the participation of private sector employers in the countywide workforce investment system through intermediaries such as the One-Stop Operator in order to assist such employers in meeting their hiring needs.
20. This agreement cannot be assigned, and shall be subject to mutual modification or terminate upon a 30 day prior written notice sent certified mail to other party's respective address.
21. This agreement shall be subject to renewal annually unless modified or terminated by mutual written agreement.
22. This document sets forth the complete agreement between the parties. Each party will be responsible for fulfilling its obligation under this agreement.
23. This agreement shall be interpreted in accordance with the laws of New Jersey or Federal law as applicable.
24. The parties shall mutually hold harmless, defend and indemnify each other, its Board, officials, employees, agents or volunteers from any and all claims for damages, personal injury, and property damages, including costs and attorney fees resulting in whole or in part from the parties, their Board, officials, employees, agents or volunteers, acts, omissions, or activities and/or lack of performance under this agreement.

This agreement shall be effective upon both parties having mutually executed this document. The individuals signing below have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

ATTEST:

Signatures

John Hoagland, Esq.
WIB Chairperson

Jane Z. Brady, Freeholder
CEO Designee

APPENDIX C

Middlesex County Workforce Investment Board
Youth Investment Council Committee

Anna Lustenberg, Chair

John Bartolomeo, Middlesex County Educational Services Commission

David Blevins, New Brunswick Public Schools

Carol Breed, Division of Youth & Family Services

Dr. Pablo Clausell, Perth Amboy Public Schools

Joseph Colombo, Middlesex County Vocational & Technical High School

Ronald Larkin, New Brunswick Public Schools

Estelle V. David, Cathedral Community Development Corporation

Bill Davis, Middlesex County College

Pierre Embrey, Principal

C. Roy Epps, Civic League of Greater New Brunswick

Harriet Findlay, Johnson Rehabilitation Institute

Paul Reynolds, New Brunswick Public School

Dr. Marilyn Green, Roosevelt School

MaryJane Guidette, NJ Department of Education

Michael Hamm, Cook College

Joseph Jennings, Middlesex County Central Labor Council

Adrienne Keaton, Middlesex County Employment & Training Department

Jeffrey Vega, New Brunswick Tomorrow

Anna Lustenberg, Bell Atlantic

Lee Matthews, Edison Job Corps

Bruce Negri, Middlesex County Vocational & Technical High Schools

Rose Ricci, NJ Division of Vocational Rehabilitation

John Ross, Middlesex County Department of Youth Services

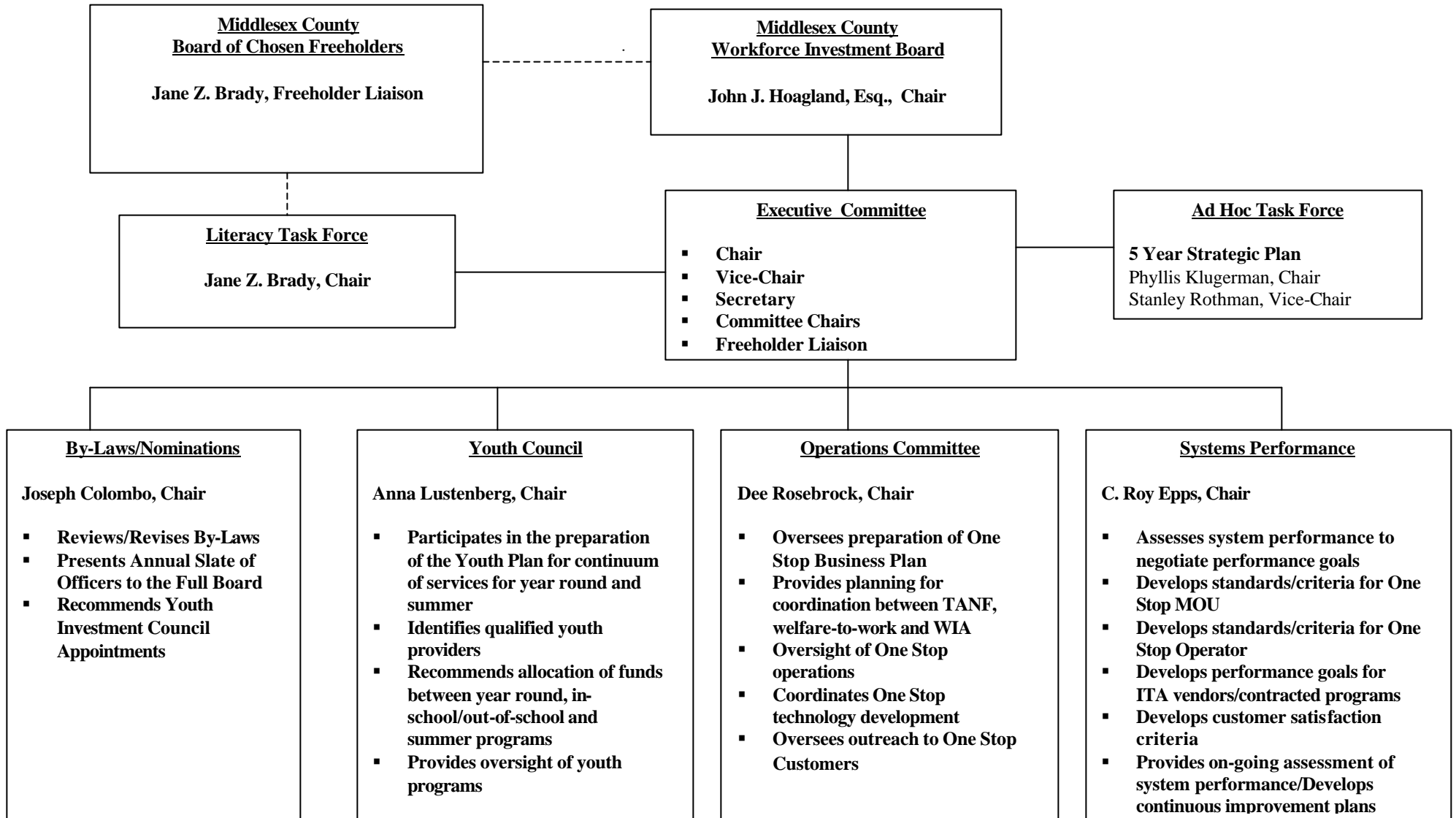
Jeanette Valentine, Woodbridge Housing Authority

Alan Veitze, Middlesex County Department of Human Services

Debbie Watson, United Parcel Service

Elliott White, Middlesex County Department of Human Services

Appendix D
MIDDLESEX COUNTY WORKFORCE INVESTMENT BOARD
TRANSITIONAL ORGANIZATIONAL CHART



**APPENDIX E-1
MIDDLESEX COUNTY
YOUTH WORKFORCE SYSTEM RESOURCE INVENTORY**

Organization	Program	Adult Mentoring	Career Info	Childcare	Employability Skills	Follow-up & Retention	Service Categories					SYETP	Tutoring, Study Skills	Age	Annual # Served	Geographic Area
							Information & Referral	Leadership Develop. Skills	Occupational Skills	Positive Social Behavior	Recreation/Cultural Serv.					
Civic League	Project Intercede	X	X							X	X		X	13/14	45	New Brunswick
Civic League	Whitney M. Young		X		X			X	X	X	X	X		14/15	25	New Brunswick
Civic League	Rosa L. Parks		X		X			X	X	X	X	X		15/16	20	New Brunswick
Civic League	Rosa L. Parks II	X	X		X	X	X	X	X	X		X		16-19	22	New Brunswick
Civic League	Intercede Scholars	X	X		X	X	X	X	X	X	X		X	14-19	62	New Brunswick
Civic League	Intercede Investors	X	X					X	X	X				14-19	15	New Brunswick
Midd.Cty Ed. Serv. Comm	School To-Career		X		X									14-21	100	Middlesex County
MCC- New Brunswick	-----				X	X				X		X		14-21	300	New Brunswick
MCC-New Brunswick	-----				X	X				X		X		18-40	300	Middlesex County
DYFS	-----						X				X			(12-18)	75	Middlesex County
DYFS	-----				X		X							15-18	100	Middlesex County
DYFS	-----						X							14-18	100	Middlesex County
JFK Johnson Rehab. Inst.	-----	X												14-25	80	Middlesex County
JFK Johnson Rehab. Inst.	-----				X							X		14-35	80	Middlesex County
JFK Johnson Rehab. Inst.	-----				X				X					14-35	100	Middlesex County
JFK Johnson Rehab. Inst.	Professional Office Skills				X					X				14-35	80	Middlesex County
JFK Johnson Rehab. Inst.	-----							X						14-35	80	Middlesex County
JFK Johnson Rehab. Inst.	-----					X								14-35	80	Middlesex County
JFK Johnson Rehab. Inst.	-----				X									14-35	80	Middlesex County
JFK Johnson Rehab. Inst.	-----		X											14-35	80	Middlesex County
Youth Corps of MC	-----				X	X		X	X	X	X			16-25	100	Middlesex County
MC Dept of Youth Services	Middlefields Prog.				X	X				X		X		14-18	25	Middlesex County
MC Dept of Youth Services	Middlefields Prog.											X		14-18	25	Middlesex County
Cook Colege	Youth Farmstand				X							X		14-19	15	Middlesex County
Cathedral Comm. Dev. Corp.	(proposed)		X		X									14-21	40	Perth Amboy
Cathedral Comm. Dev. Corp.	(proposed)							X						16-21	10	Perth Amboy
Cathedral Comm. Dev. Corp.	Basic Computer Trng.								X					16-21	new program	Perth Amboy
Perth Amboy Public Schools	-----									X				16-18	varies	Perth Amboy
Perth Amboy Public Schools	Rutgers Univer. Upward							X		X			X	14-21	18	Middlesex County
Perth Amboy Public Schools	Career Information	X	X		X									14-21	978	Middlesex County
Perth Amboy Public Schools	-----				X	X	X		X	X				16-19	37	Perth Amboy/Woodbridge
Perth Amboy Public Schools	-----										X			(10-20)	456	Perth Amboy
Perth Amboy Public Schools	-----											X		15-18	700	Perth Amboy
Perth Amboy Public Schools	-----										X			14-16	70	Perth Amboy

**APPENDIX E-2
MIDDLESEX COUNTY
YOUTH WORKFORCE SYSTEM RESOURCE INVENTORY**

Organization	Program	Adult Mentoring	Career Info	Childcare	Employability Skills	Follow-up & Retention	Service Categories				Positive Social Behavior	Recreation/Cultural Serv.	Substance Abuse Services	SYETP	Tutoring, Study Skills	Age	Annual # Served	Geographic Area
							Information & Referral	Leadership Develop. Skills	Occupational Skills									
Edison Job Corps	Educational/Voc. Prog.														16-24	1,757	New Jersey	
NB Tomorrow	Finance Scholars Prog.		X												11/12 gr.	12	New Brunswick	
NB Tomorrow	SBYSP											X			K-12 gr.	30	New Brunswick	
NB Tomorrow	SBYSP								X	X					5-12 gr.	60	New Brunswick	
NB Tomorrow	PIC-C			X											9-12 gr.	19	New Brunswick	
NB Tomorrow	Incentive Scholars Prog.							X							9-12 gr.	40	New Brunswick	
NB Tomorrow	A-Step					X			X						14-21	340	New Brunswick	
NB Tomorrow	School to Carrers Init.		X												K-12 gr.	Each child in district	New Brunswick	
NB Youth Services	-----													X	(6-15)	700 daily	New Brunswick	
NB Youth Services	-----			X						X	X				(6-15)	700 daily	New Brunswick	
NB Youth Services	-----										X				(6-12)	1,100 daily	New Brunswick	
NB Youth Services	Play Safe												X		16+	(8-10)	New Brunswick	
NB Youth Services	New Brunswick Alliance											X			(6-12)	80	New Brunswick	
NB Youth Services	-----									X					(6-15)	80	New Brunswick	
MCVTHS	-----		X		X										13-18	1,921 (total for 5 campuses)	Middlesex County	
MCVTHS	-----					X									13-18	1,921 (total for 5 campuses)	Middlesex County	
MCVTHS	-----						X								13-18	1,921 (total for 5 campuses)	Middlesex County	
MCVTHS	-----								X						14-19	2,169 (total for 5 campuses)	Middlesex County	
MCVTHS	-----				X										14-19	Approx.239 (total for 5 campuses)	Middlesex County	
MCVTHS	-----													X	14-18	730 (total for 4 campuses)	Middlesex County	
MCVTHS	-----												X		14-17	425 (total for 4 campuses)	Middlesex County	
DVR	-----		X												16-21	78	Middlesex County	
DVR	-----				X										16-21	50	Middlesex County	
DVR	-----					X									16-21	37	Middlesex County	
DVR	-----						X								16-21	78	Middlesex County	
DVR	-----								X						16-21	91	Middlesex County	
DVR	-----									X					16-21	72	Middlesex County	

APPENDIX F

PUBLIC NOTICE

On August 7, 1998, President Clinton signed into law the Workforce Investment Act (WIA), P.L. 105-220. WIA replaces the Job Training Partnership Act (JTPA), which will sunset on June 30, 2000.

The Middlesex County Workforce Investment Board and the Middlesex County Employment and Training Department have participated in the development and preparation of a Five Year Strategic Plan for the County workforce system.

The County of Middlesex as the Grant Recipient and Administrative Entity will be submitting said Five Year Strategic Plan for funds received under the Workforce Investment Act (WIA) P.L. 105-220. The funding allocations in this Plan covers Program Year 2000, which commences July 1, 2000 and terminates June 30, 2001. It is anticipated that various services which include remedial education, occupational skills training and on- the-job training will be offered to economically disadvantaged youth and adults, dislocated workers and other individual facing multiple barriers to employment.

Program Year 2000 WIA Allocations

-	Adults	\$	885,980
	Planned Service Level		175
-	Youth	\$	921,294
	Planned Service Level		185
-	Dislocated Workers	\$	1,706,087
	Planned Service Level		340

A public forum to solicit comments on the Five Year Strategic Plan will be held on March 22, 2000 in the Freeholders Meeting Room (first floor) of the Middlesex County Administrative Building located at 75 Bayard Street in New Brunswick, NJ at 9:00 am.

A copy of the Five-Year Strategic Plan may be obtained by mail or by accessing the following website address: www.co.middlesex.nj.us/mcetd. Interested parties may contact Diane Seavers at (732) 745-4530 for print or e-mail copy. For those wishing to comment at the forum, please call to confirm your attendance at the above number. All comments must be received in writing no later than April 7, 2000.

APPENDIX G

WORK READINESS SKILLS

SKILL: PERSONAL

1. Is responsible: time management
2. Is responsible: attendance
3. Assumes responsibility for decisions & actions
4. Maintains high standards of personal behavior
5. Demonstrates a positive self-concept
6. Follows verbal and written instruction
7. Persists until the job is complete
8. Works without close supervision
9. Works effectively under stress
10. Takes initiative

SKILL: ADAPTABILITY

11. Accepts changes without complaint
12. Performs more than one assignment as required
13. Recognizes that changeovers, breakdowns and emergencies are part of the job.
14. Adjusts personal style according to the demands of the situation
15. Adjusts personal style according to the individuals involved
16. Transfers newly acquired knowledge and skills to new situations

SKILL: LISTENING

17. Understands and follows verbal instructions
18. Remembers by listening and watching
19. Thinks about what is not said
20. Assess speaker's understanding of situations
21. Practices active listening
22. Relays messages accurately

SKILL: SPEAKING / COMMUNICATION

23. Speaks clearly and concisely; uses appropriate grammar
24. Formulates questions to get clarification; repeats information accurately
25. Answers questions clearly;
26. Describes products/services to customer; Phrases technical concepts clearly
27. Demonstrates telephone skills
28. Exchanges ideas and shares information; conveys thoughts in an open manner
29. Comprehends ideas and instructions
30. Uses appropriate body language
31. Distinguishes relevant information from irrelevant information
32. Assesses others' ability to understand

SKILL: WRITING

33. Organizes and relates ideas
34. Creates clear, concise and correct memos, letters & reports
35. Uses standard grammar, punctuation, capitalization, sentence and paragraph structure

36. Develops a preliminary outline
37. Completes forms and applications
38. Proofreads and edits documents

SKILL: READING / RESEARCH

39. Comprehends printed materials and establishes an action plan
40. Follows complex instructions
41. Discerns step sequence in general instructions
42. Locates and uses technical reference materials and manuals
43. Cross-references materials
44. Relates descriptive language to technical concepts
45. Observes client or instrumentation, assesses and puts in order priority factors and reports accurate findings
46. Assesses reliability of sources

SKILL: TEAMWORK

47. Works effectively in a team
48. Shares information
49. Provides support to others
50. Fosters creativity and innovation
51. Follows verbal and written instruction
52. Works effectively under stress
53. Takes initiative

SKILL: CUSTOMER SERVICE

54. Adopts a customer-oriented attitude
55. Gathers information from various sources
56. Communicates with customers in a professional manner
57. Maintains accurate and complete information about customers
58. Documents and processes customer information and orders
59. Correctly interprets customer information and needs
60. Offers options to problems/negotiates solutions
61. Helps customers identify solutions
62. Monitors solutions and takes action if needed
63. Identifies new customer needs
64. Informs customer when needs cannot be met
65. Analyzes customer feedback to improve internal support process

SKILL: PROBLEM SOLVING/LOGIC

66. Organizes information
67. Interprets basic information
68. Organizes and expresses directions in a logical sequence
69. Applies background and academic knowledge to problem
70. Makes critical judgments
71. Uses comparisons, contrasts and sequences; applies cause and effect
72. Test premises

APPENDIX H PROGRAM ANALYSIS

Program	Brief Description/Area of Emphasis	Populations Served	Funding Resources	Slot Levels
WIA - ADULT	Career Assessment Occupational Training Intensive Training	Economically Disadvantaged Over Age 18	WIA \$ 885, 980	233
WIA - DISLOCATED WORKER	Career Assessment Occupational Training Intensive Training	<ul style="list-style-type: none"> • Unemployed due to lay-off • Displace homemaker • Long Term Unemployed 	WIA \$ 1,706, 087	424
WIA - YOUTH	Career Assessment Occupational Training Intensive Training	<ul style="list-style-type: none"> • Economically Disadvantage • Ages 14-21 • In-school or out-of-school youth 	WIA \$ 921,294	200
Unemployment Insurance Programs (UI)	The Unemployment Insurance trust fund, financed through payroll taxes, provides short-term financial protection for workers who are temporarily or	<ul style="list-style-type: none"> • Unemployed/underemployed 	\$1,352,093	Timely & Accurate Benefit Payment & Adjudication Serv.

APPENDIX H PROGRAM ANALYSIS

Program	Brief Description/Area of Emphasis	Populations Served	Funding Resources	Slot Levels
Employment Service (ES)/ Wagner Peyser Activities	<p>The ES plays a critical role in One-Stop service delivery as the primary job matching and labor market resource for employers, UI claimants, job seekers as well as targeted groups, such as veterans.</p> <p>Some of the core services provided under ES include the following: orientations, work registration assessments, job search assistance, workshops, job development referral and placement, labor market info, career counseling, referral to training and other supportive/intensive services, outreach to employers, job listing services, follow-up with employers and job seekers, etc.</p>	<ul style="list-style-type: none"> • All job seekers • All employers wishing to list job opening 	\$819,004	
Rapid Response Activity NJ DOL	<p>The Rapid Response activities begin when news of a plant closure or mass layoff is received by the Dislocated Worker Unit through phone calls from affected companies, workers, organized labor, or any other source. The Response Team contacts the company within 48 hours, in a confidential manner, by telephone, to ascertain the validity of the information received and to offer services on unemployment insurance, reemployment programs, and retraining options. Pertinent information is obtained from the company including the type of business, permanent or temporary layoff, number of workers affected, and organized labor affiliations.</p>	<ul style="list-style-type: none"> • Displaced Workers 		
Trade Adjustment Assistance (TAA) US DOL	<p>TAA is available to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. Under the TAA of 1974, as amended, workers whose employment is adversely affected by increased imports may apply for TAA. TAA includes a variety of benefits and reemployment services to help unemployed workers prepare for obtain suitable employment. Workers may be eligible for training, a job search allowance, a relocation allowance, and other reemployment services. Additionally, weekly trade readjustment allowances (TRA) may be payable to eligible workers following their exhaustion of unemployment benefits.</p>	<ul style="list-style-type: none"> • Dislocated Workers 		No predetermined # of slots

APPENDIX H PROGRAM ANALYSIS

Program	Brief Description/Area of Emphasis	Populations Served	Funding Resources	Slot Levels
NAFTA TAA North American Free Trade Agreement/ Transitional Adjustment Assistance	NAFTA is available to workers who lose their jobs as a result of North American or Mexican competition. NAFTA provides reemployment benefits which include classroom training, one-the-job training (OJT), job search allowances, relocation allowances, and reemployment assistance.	<ul style="list-style-type: none"> Dislocated workers 		No predetermined # of slots
Post-secondary (Carl Perkins)	Middlesex County College (MCC) provides a variety of certificate and associate degree programs. With more than 550 courses in 80 different associate degree and certificate programs, there is a program that meets every career and educational goal. Some of the services provided include testing (interest/aptitude), career counseling, career workshops, eligibility assistance (veterans/financial aid), comprehensive and specialized assessments for learning disabilities, group counseling (resume building/motivational workshops, etc.), individual counseling/career planning, workplace training, adult education/literacy activities, customized training, employer outreach, employer/job listing, access to WNJPIN, follow-up, as well as many other services.	<ul style="list-style-type: none"> Need vocational/occupational training 		No predetermined # of slots
Adult Education NJ DOE NBALC- New Brunswick Adult Learning Cent PABOE-Perth Amboy Board of Educ. MCC- Middlesex County College	The Adult Education and Literacy programs provide instructional programs and support services for adults and out-of-school youth, which enable them to acquire a high school diploma and/or the basic communication, computation and workplace readiness skills needed to obtain productive employment and contribute to their community as involved parents and active citizens. The following is a list of programs operated from the New Brunswick Adult Learning Center: Adult high school; Adult Basic Skills/GED/ESL, Evening School for Foreign Born (ESL/citizenship skills); NJ Youth Corps of Middlesex County; Work first NJ - Job Search Assistance; Workfirst NJ- Alternative Work Experience Program/Basic Skills/GED & ESL; Hire Attire Boutique & Men's Store/Basic Skills for Retail Sales; Basic Skills/GED/ESL for the Workforce; Basic Skills for Culinary Arts, Project B.E.S.T. (Basic Educational Skills for Tomorrow); Project Access; and One-Stop Career System	<ul style="list-style-type: none"> Adults & Out-of-School Youth Lacks high school diploma 	\$120,096 (Youth Corps only)	NBBOE(AWEP) -115 NBBOE(JSAP) – 200 PABOE(AWEP)-200 MCC(JSAP) – 200 MCC(EEIP) – 250 Overall total served at NBALC = 2,369 NBALC over 21 served = 538

APPENDIX H PROGRAM ANALYSIS

Program	Brief Description/Area of Emphasis	Populations Served	Funding Resources	Slot Levels
Workforce Development Program (WDP) NJ DOL	<p>The WDP is a state funded program that provides training grants and Additional Benefits during Training (ABT), if eligible. This program is for displaced workers who are eligible for unemployment and are in need of training in order to gainfully reemployed.</p> <p>Some of the services provided under WDP include counseling and customized training for up to two (2) years. Customized training include basic skills remediation, ESL, and occupational training.</p>	<ul style="list-style-type: none"> • Dislocated Workers 	\$1,151,500	330
U.S. DOL Welfare To Work (WTW) NJ DOL	<p>The Welfare to Work (WTW) system is comprised of government agencies, educational institutions, faith and community based organizations (CBO), and for profit vendors.</p> <p>The Middlesex County WTW plan establishes an accessible, integrated and effective system that provides a continuum of work activities and employability development services for all WFNJ participants. Collectively, they offer a wide range of services to help people make a transition from Welfare to Work to economic independence for TANF recipients</p>	<ul style="list-style-type: none"> • The hardest to serve TANF recipients 	\$700,755	390
Food Stamp E&T Workfare/ TANF Employability Programs Alternative Work Experience Program (AWEP), Job Search Assistance Program (JSAP), Early Employment Initiative Program(EEIP)	<p>Workfirst New Jersey (WFNJ) offers a county-wide comprehensive and integrated employment and training program for public assistance recipients. WFNJ is comprised of education & vocational training programs, employment & job retention services & activities, and an enhanced benefits package for program participants including, but not limited to, child care, transportation, medical and training allowances, and post-WFNJ child care and Medicaid extensions.</p> <p>The BSS has direct responsibility for intake, orientation, case mgmt and participant referrals services; the E&T Depart. Is responsible for providing academic/vocational assessment & occupational training opportunities either directly or via subcontracts.</p> <p>The Middlesex County program will continue current Alternative Work Experience (AWEP), Job Search Assistance Programs (JSAP). AWEP programs will additionally integrate components for adult basic education, English as a second language(ESL), job search assistance and job retention training.</p>	<ul style="list-style-type: none"> • ABAWD/FS/GA recipients 	\$227,838	166

APPENDIX H PROGRAM ANALYSIS

Program	Brief Description/Area of Emphasis	Populations Served	Funding Resources	Slot Levels
Veterans E & T NJ DOL CBO-Community Based Organization DVA-Dept. of Veteran Affairs VSO- Veteran Service Officer	The Veterans Employment & Training program is responsible for the development of job and job training opportunities for veterans through contacts with employers, promotion and development of apprenticeship and other on-the-job training positions, and the development of entry level and career job opportunities. In addition, outreach activities are carried out to inform veterans of services available to them with CBO's, DVA, VSO, veteran groups, and separation centers, as appropriate. Other services include vocational guidance and counseling as well as case management.	<ul style="list-style-type: none"> • Veterans 	\$161,380	No predetermined # of slots
Vocational Rehabilitation Services NJ DOL Division of Vocational Rehabilitation (DVR)	Some of the services offered to customers by a counselor include a vocational evaluation to help identify skills, abilities, interests and job goals; guidance, counseling, and referral for individual help with problems; vocational counseling and career planning; training to learn the skills needed to gain employment; job placement; follow-up services; and as well as a range of other services.	Individuals with a disability except blind/visually impaired	\$1,500,000	620
Title V E&T for Older Workers NJ DHS Workforce 55+ (WF55+)	The Workforce 55+ Senior Community Service Employment Program (SCSEP) emphasizes three (3) primary mission goals: 1. To provide income and gainful part-time subsidized work activities for low income older persons; 2. To demonstrate how low income older workers can help respond to the delivery of their communities service needs by working in community service jobs; 3. To transition job ready older persons into quality jobs in private, public, and non-profit sectors through training and job finding assistance. Over the years the focus, of Workforce 55+ has shifted from income maintenance to training and transitioning program enrollees into unsubsidized jobs with private sector and/or public sector employers.	<ul style="list-style-type: none"> • 55 years of age or older and meets the income eligibility 	Served under JTPA/WIA Adults/dislocated workers programs	No predetermined # of slots

APPENDIX H PROGRAM ANALYSIS

Program	Brief Description/Area of Emphasis	Populations Served	Funding Resources	Slot Levels
Community Services for Older Americans DCA (Dept. of Community Affairs)	A program offered through the Senior Community Service Employment Program (SCSEP) is Green Thumb. This program is designed to improve the level of coordination so that eligible older individuals, under both JTPA and Title V programs, is given the best opportunity to attain unsubsidized employment. Some of the continuum of services being offered are outreach to employers, recruitment, assessment, individual service strategy, training, job search assistance, placement.	<ul style="list-style-type: none"> • 55 years of age or older • Below a specific income level 	\$2,500,000	No predetermined # of slots

Middlesex County Integrated Planning

2000



2002

- Youth Council
- Literacy Taskforce
- Transportation Collaboratives
- Welfare-to-Work Collaboratives
- One Stop Process Mapping
- One Stop Expansion
- Resource Inventories
- Community Alliances



- Community Partnership Committee
- Community Assets Inventory
- Community mapping
- Vision



APPENDIX J

MEMORANDUM OF UNDERSTANDING BETWEEN WIB AND PARTNERS

1. Parties

This Memorandum of Understanding (MOU) is entered into on this _____ day of _____, 2000 between the Middlesex County Workforce Investment Board and the individual workforce system partners.

The purpose of this agreement is to establish the respective roles, responsibilities, financial and institutional commitment of each entity in the development and operation of a one stop workforce service delivery system pursuant to the provisions of section 121 © (2) of Title I of the Workforce Investment Act of 1998. It is understood of the Workforce Investment Act of 1998. it is understood that the development and implementation of this system will require mutual trust and teamwork among the agencies, all working together as partners to accomplish shared goals. As such, this agreement is entered into in a spirit of cooperation.

2. Vision

The parties envision a workforce service delivery system that will provide a universal access in order to serve customers in an effective, and efficient fashion. They will strive for continuous development and satisfaction of a highly qualified workforce in an ever-changing and global marketplace.

To bring the above vision to fruition, the parties have agreed to establish joint processes, procedures, and to coordinate and deliver resources and services. This will enable partners to integrate the current service delivery system and create a seamless and comprehensive system that offers an array of education, human services, job training,

placement and other workforce development or supportive services to both job seekers and business customers.

3. Management and Staffing

- a. Consortium Partners: In accordance with Section 121 (d) (2) (A) (ii) of the Workforce Investment Act of 1998, a consortium was created between the NJ State Unemployment Insurance-New Brunswick office, the NJ State Employment Service-New Brunswick Office, the NJ State Department of Vocational Rehabilitation-New Brunswick Office, and the Middlesex County Employment and Training Department. Said consortium has selected the County Employment and Training Department to be the Team Leader/One-Stop Operator for the Middlesex County workforce investment system.

- b. Team Leader/One-Stop Operator shall be responsible for coordinating workforce system activities resulting in effective community partnerships which expand and enhance the workforce system while achieving high levels of customer satisfaction and performance goal.

4. Services

A matrix of services per partner in the following areas a. Core, b. Intensive, c. Training/work activities, and d. Employer Services is attached and combined with the resources chart.

5. Role and Responsibilities of Parties

- a. **WIB Responsibilities:** The Board shall be responsible for policymaking, planning oversight and program systems evaluation.
- All partners agree to work as a team to create effective, and efficient one stop delivery system.
 - All partners shall endorse the mission of the one stop system.
 - All partners agree that the consortium will manage and will direct the operations of the center(s).
 - All consortium partners will participate in the development of the One-Stop Career Center procedures, policies and operational agreement.
 - The One-Stop Operator, and other employment and training providers/partners will co-locate on a full-time/part-time basis in at least one physical site as space leasing obligations allow.
 - One-Stop Partners will encourage co-location of staff in the One-Stop Career Centers as feasible and as negotiated at a local level. Any co-location costs (i.e., rental of space, equipment, etc.) will be determined through negotiation at a local level. Where co-location is not feasible, referral pathways will be developed at a local level to specifically address the process for that area.
 - Partners will agree to participate in an on going thorough and comprehensive systems review and mapping process in order to alleviate duplication, overlap, and assess gaps in services.

- All partners agree to participate in an integrated intake, referral, and client tracking system operating through the one-stop delivery system and subject to confidentiality constraints.
- A one-stop delivery system will be available to our customers for self-service or assisted service with access to the range of labor market and career development services. Both electronic access and personal service delivery choices also will be a part of our services.
- Technology and client information with other system partners will be jointly shared, subject to confidentiality constraints and other program limitations.
- The joint planning process will be developed and will require participation by all One-Stop Partners and One-Stop Operator. This process will assist the partners in identifying the needs of the local workforce and the business community, and help set priorities for services based on those needs.
- Functions or separateness mandated by state statute or public law will not be violated or abridged in the pursuit of co-location of center partners.
- All partners will be responsible for compliance with existing laws and regulations.
- One-Stop Partners will retain eligibility determination for their respective services whether co-located or connected through another method.
- To assure that services are responsive to the needs of the community, partners will develop a survey system for customers to obtain feedback on customer satisfaction.

- In order to offer the best possible services, all partners will participate in a process of program review and continuous improvement and seize opportunities for further integration.
- The consortium partners shall be responsible for marketing programs of the One Stop System within the community.

6. **General Provisions**

a. INTAKE: a common Intake process will be developed for the One-Stop Service delivery system.

b. EXCHANGE OF INFORMATION/CONFIDENTIALITY: Parties shall agree to honor the Information Release form. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the parties collecting, receiving or sharing information. Only required information for delivery of specific services by a partner shall be released. Guidelines and protocol for use shall be developed.

(An individual should be informed which agencies will receive private information and how it will use or share it. There must be customer consent which can be freely revoked at any time. It should be available in major languages and ought to be explained by staff as well. Note: will need to gather release forms currently used by partners to identify common elements and reach an agreement on form.)

c. REFERRAL: The parties shall create a cross-referral arrangement for all partners and/or services within the One-Stop system.

d. EMPLOYER OUTREACH/JOB DEVELOPMENT: A process will be established in order to ensure that the customer services and employment needs are met.

e. ACCOUNTABILITY/PROGRESS REPORTS: Partners agree to participate in meetings and regular reporting close of each month. A report format is attached for guidance in submitting the progress reports. This report will assist in the the continual development of the one stop center and its operations.

f. DISPUTES: It is expected that the partnership will function by consensus. In instances where consensus cannot be reached, the parties shall first attempt to resolve disputes informally through the One Stop Operator. If the operator is in a conflicting position, the matter shall be referred to the WIB Director who shall convene a meeting of all affected parties to discuss and resolve disputes. If the matter cannot be resolved then it shall be referred to the WIB Chairperson, who shall appoint an ad hoc committee to mediate and resolve the dispute in a timely manner.

7. Resource Sharing/Cost Allocation:

Each partner will operate in accordance with the laws, regulations, and or policies of its grantor agency(ies) including all financial directives. It is expressly understood that this MOU does not constitute a financial commitment, but rather an intent to commit specific resources/services that will enhance the provision of services to the customers of the One Stop Center. Appendix A reflects the resources thus far negotiated with the One-Stop partners.

8. System Standards

- a. Performance Measures
- b. Monitoring process
- c. Evaluation/Assessment

d. Remedial/Corrective Action

9. **Assurances and Certifications**

a. Conflict of interest: In addition to the requirements at 29 CFR 95.42 or 20 CFR 97.36 (b) (3) (AS APPROPRIATE), which address codes of conduct and conflict of interest issues related to employees:

(i) A State Board member or a Local Board member or Youth Council member must neither cast a vote on, nor participate in, any decision-making capacity on the provision of services by such member (or any organization which that member directly represents), nor on any matter which would provide any direct financial benefit to that member or a member of his immediate family.

(ii) Neither membership on the State Board, the local Board or the Youth Council nor the receipt of WIA funds to provide training and related services, by itself, violates these conflicts of interest provisions.

b. All partners shall ensure that they are compliant with the appropriate American with Disabilities Act rules and regulations pertaining to the provision of services under the workforce system.

c. Partners and their staff are not considered employees of the One-Stop or the Workforce Investment Board. As such, each partner is responsible for compliance with any and all federal, state and local laws, statutes, rules or regulations, including but not limited to, worker's compensation, disability, unemployment insurance, hourly wages, etc.

10. **Terms of Agreement**

- a. DURATION: This agreement shall be effective for one year, from July 1, 2000 to June 30, 2001 unless otherwise amended or terminated as provided for herein.
- b. MODIFICATION: The MOU may be modified at any time by mutual agreement of the parties or due to any State or Federal governmental/legislative modification(s).
- c. ASSIGNMENT: This agreement may only be assigned upon the mutual written agreement of the parties herein.
- d. RENEWAL: The parties may enter into negotiations for renewal of this agreement within 60 days prior to the expiration date.
- e. SEVERABILITY: If any part of this MOU is found to be null and void, or is otherwise stricken, the remainder of this MOU shall remain in full force.
- f. TERMINATION: Any partner that fails to meet its obligation under this agreement shall be referred to the Systems Performance Committee for review and possible termination.

11. Other Provisions

- a. The parties to this agreement and respective staff assure that applicants, claimants, participants or business customers of One-Stop programs shall not be discriminated against on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, or belief and, if receiving WIA program benefits, citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I – financially assisted program or activity.

- b. Parties to this agreement will agree on a single One-Stop Equal Opportunity Officer who will process local complaints of discrimination and attempt to address same as prescribed by 29 CFR Part 37, "Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIA".
- c. The parties to this agreement will provide "ongoing and continuing notification" that "Equal Opportunity is the Law."
- d. The parties to this agreement will abide by 29 CFR Part ____, Section 188 of WIA, and implementing Directive issued by the State.
- e. Procurement and Contracting
- f. This agreement shall be interpreted in accordance with the laws of New Jersey or Federal Law as applicable.
- g. Each partner to this agreement will assume liability for its action and the actions of its Board of Directors, officials, agents or volunteers under this Agreement. Each partner shall hold harmless, defend and indemnify all other partners to this agreement from any and all claims for damages, personal injury, and property damages, including costs and attorney fees resulting in whole or in part from the partner, its Board of Directors, officials, its agents or volunteers, acts, omissions or activities under this agreement.
- h. Logos and/or identification of partners and funding sources should appear on all printed material related to the One-Stop workforce system. Any material that is to be printed regarding or referencing the One-Stop Center, should first be cleared with the Consortium Team Leader before printing.

APPENDIX K
Customer Bill of Rights

One-Stop Customers are guaranteed that:

- Each visit to a One-Stop will add value to a customer's career development efforts.
- Appropriate, quality information will be delivered in a professional and courteous manner:
 - Ease of access to services and a pleasant atmosphere
 - Accuracy and timeliness of information
 - Personal contact with and advocacy for customers
 - Cooperation and equal enthusiasm from all partners
- Staff is knowledgeable, caring, sensitive, and possesses good communications skills and professional demeanor.
- All staff is equally able to explain all available services, including Internet and computer-based programs.
- Facilities are well maintained, handicap-accessible, and equipment is operational.
- Access to services is simple:
 - Access comes without "eligibility" requirements
 - Customer application processes are uncomplicated and unduplicated.
 - Customer information is fully accessible to all partnering agencies so that customers are not unduly inconvenienced.
 - Information on all services and agencies is available and user-friendly.
- Staff is available, accessible, and multi-lingual to assist customers in resolving problems and accessing services.
- Customers will be assisted in scheduling appointments for services.
- Customers will be empowered to make well-informed decisions.
- Customers will be asked for their feedback regularly, and that measures of satisfaction will be uncomplicated and user-friendly.

**APPENDIX M
WIA PARTNER
INTENSIVE SERVICES**

FUNCTION	PROCESS	CUSTOMER KNOWS
Comprehensive Specialized Assessment	Testing: Aptitude, interest, basic skills, ESL. Evaluate background information regarding work history, education, legal, health problems, interests, hobbies. Possible evaluation for referral to DVR. Suitability for next step – face to face meeting with client.	Results from testing. Which intensive services can benefit client and discuss goals. What documentation needed to bring
Development of IEP	Determine eligibility and priority and collect documentation. Specific employment goals identified and identify process needed to attain goal and identify desired outcomes. Action plan to overcome barriers to employment suitability for next step.	Employment goals and plan of action. Next step identified . Possible referral to DVR.
<p>Group Counseling/Short Term Pre-Vocational Skills</p> <p style="text-align: center;">- or -</p> <p>Skills Training</p> <p style="text-align: center;">- or -</p> <p>Return to Core Services</p> <p style="text-align: center;">- or -</p> <p>OJT</p>	<p>Basic Skills Remediation, ESL, workplace literacy, short-term computer literacy and job search.</p> <p>Providing necessary information for customer choice. Identify funding sources and financial plan for training. Suitability for desired training.</p> <p>Referral with objective assessment that client would best benefit from core services.</p> <p>Refer to job leads. Referral to employer Employment readiness coaching.</p>	<p>Competency level looking to attain employability skills. Identified which client needs to obtain employment.</p> <p>Schools, performance of schools and tools to negotiate for training services. Need to apply for financial aid, scholarships, grants.</p> <p>Has marketable skills. Need to do job search. Is in a labor demand occupation. Not suitable for training.</p> <p>Interview scheduled for employment/OJT. Description of job, hours, wage, length of OJT outcome.</p>

FUNCTION	PROCESS	CUSTOMER KNOWS
Case Management	Client progress will be followed. Mentoring and coaching, as needed, to provide positive outcome. Follow-up procedures explained.	Support is available. Contact case manager if problems arise. Follow-up procedure.
Follow-Up and Retention Services	Keep in touch with customer monthly or as needed for purposes of identifying progress and get feedback and provide additional service, if needed.	Who to contact, what services are available and when they can call.

**APPENDIX M
WIA PARTNER
TRAINING SERVICE**

FUNCTION	PROCESS	CUSTOMER KNOWS
Occupational Skills	Enrollment into program of choice. Appropriate records put into system.	Curriculum and what is required for satisfactory completion of program. Know how to access placement assistance and knows case manager for support and follow-up procedures.
OJT	Contract written with employer.	Information in contract and expected outcome.
Case Management	Client progress will be followed. Mentoring and coaching, as needed, to provide positive outcome. Follow-up procedures explained.	Support is available. Contact case manager if problems arise. Follow-up procedure.
Retention	Keep in touch with customer monthly or as needed	Customer knows who to contact for additional services.

APPENDIX M

ONE-STOP PARTNERS SERVICES

DVR PARTNER

FUNCTION

PROCESS

CUSTOMER KNOWS

REFERRAL (walk-in, telephone, or by appt.)

Complete referral form and assigned a counselor or "counselor of the day"; referral form assesses for disability and geographic areas; language barriers

Assigned a counselor within 14 days for survey interview; info on other DVR locations if closer proximity; bi-lingual counselor avail. If needed

SURVEY INTERVIEW

Application form reviewed; diagnostic testing; prima facie assessment; eligibility determination; discuss work history, demographic info, job limitations, and disability; rights & responsibilities given; WNJPIN booklet given

Eligibility criteria is discussed as well as rights and responsibilities; WNJPIN booklet given and discussed.

THOROUGH DIAGNOSTIC EVALUATION

Medical evaluation/diagnostic; career exploration; career assessment; aptitudinal exploration; site battery (R/M tests)

Vocational goal is discussed;

INDIVIDUAL EMPLOYMENT PLAN (IEP)

Employment goal developed; discuss/determine what services are needed and where they will be provided; and timeframe/outcome determined; plan developed for DVR services may include job referrals, training, extensive testing, supportive services, etc.

Customer receives a copy of the plan; given information on appeals process; plan developed and discussed with customer (I.e. test results, supportive services, job referrals, training, etc.)

PLAN IMPLEMENTATION

Counselor responsible for oversight of the plan implementation and fiscal responsibilities; outreach to employers begins; referral to ES or PSG; info on ATB/AJB

Customer is advised to report any problems; advised to report any job leads/placement

PLACEMENT

Resumes, identify job openings, referrals, one-on-one job development

Customer is actively involved in job leads, counseling appt., etc.

90 DAY FOLLOW-UP

Touch base with customer via phone/letters; look up wage reports; case closure after 90 days of successful employment

Customer indicates a need for add'l services; Customer is appraised of right to reopen case and ability to access post-employment services; advised to call if any problems exist

POST-EMPLOYMENT SERVICES

Customer can receive services if necessary to retain employment

Customer will initiate. request