

CUMBERLAND/SALEM
Workforce Investment
Board

Five Year Strategic Plan

April 30, 2000

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CUMBERLAND/SALEM WORKFORCE INVESTMENT BOARD FIVE-YEAR STRATEGIC PLAN

1. THE WORKFORCE INVESTMENT BOARD

◆ *Current Composition/Expected Changes*

On May 12, 1995, Governor Whitman signed Executive Order #36 establishing local Workforce Investment Boards (WIB's) throughout the State of New Jersey. WIB's were designed as public sector/private partnerships that were to function as local analogs to the State Employment and Training Commission (SETC). They were charged with a broad and varied series of responsibilities related to coordinated planning, policy guidance and oversight of workforce readiness programs operated in their designated geographical areas.

Pursuant to that Executive Order, the Cumberland/Salem Workforce Investment Board (WIB) was established in July of 1996. The WIB represents a broad-based coalition of community members committed to building a stronger and more prosperous region. By directing its resources and support toward that commitment, the Board has made substantial progress toward achieving its primary mission -- *to guide, plan for, and design a workforce readiness system that is capable of preparing the emerging, transitioning, and current workforce to accept the responsibilities and competently perform the skills necessary to meet the labor needs of employers in the region's labor market.*

Through its efforts, the WIB has been able to foster the development of tangible linkages between public sector employment, education, and training entities and the private sector needed to maintain and improve the overall economic health of the bi-county area. Those linkages and the open lines of communication that have developed as a result of their establishment have been vital to the successful and collaborative work of the Board.

In December of 1996, the Board finalized and published its Strategic Plan - *How the WIB Will Obtain and Use Information About the Local Workforce Readiness System and the Local Labor Market.* That document set forth the WIB's long range goals for achieving its vision of a functional unified local workforce readiness service delivery system. The plan also addressed issues surrounding systemic actions that were then, and still remain, the Board's primary work agenda. Among those actions were:

- Identifying and analyzing the workforce readiness resources available to the local area,
- Assessing the workforce readiness needs of communities and their residents,

- Assessing the needs of local businesses and the local labor market,
- Establishing systemic evaluation processes,
- Planning for the implementation of the local One-Stop Career Center System, and
- Supporting efforts to establish and build upon local youth initiatives.

The passage of the federal Workforce Investment Act of 1998 (WIA) brought New Jersey's WIB initiative into nationwide prominence. In fact, WIA requirements for establishing Workforce Investment Boards appear modeled after New Jersey's original WIB formation process. Therefore, only slight changes will be needed to bring Cumberland/Salem's WIB current composition and operational structure into compliance with that Act and the revised WIB guidelines issued by the SETC.

Because the Board's original vision closely aligns to that established for WIB's under the Workforce Investment Act of 1998, no changes to its mission statement and long-range vision are seen as necessary at this time. Membership representation category changes will include the addition of an Abbott School District representative and the movement of a proprietary school representative from a separate category to the private sector/business representative category.

As required, 51% of the WIB's membership are private sector (business) representatives, with the WIB Chairperson being selected from among these business community representatives. Fifteen percent (15%) of the WIB's members represent community-based organizations and/or organized labor groups. The remainder of the Board consists of representatives of various public education, employment, social service, training, and/or related entities. Currently, there are forty-nine (49) members of the Cumberland/Salem Workforce Investment Board. Appendix A presents a list of the local WIB by specific membership representation categories.

◆ ***Ensuring WIB Membership Diversity***

The public/private partnership upon which the WIB was founded ensures that a diverse coalition of businesses, community groups and public entities have the opportunity to participate in the planning and design of the local area's workforce readiness system. However, diversity extends beyond this basic consideration to include efforts to establish and maintain a Board membership that reflects the gender, racial and ethnic composition of the local customer community. To that end, when openings for new members and/or vacancies through the resignation of current members occur, the Board has and will continue to seek out nominations from sources such as local minority business owners organizations, female business owners organizations and other non-traditional member recruitment avenues.

In addition to these direct business member recruitment strategies, the WIB will encourage public sector, community-based and organized labor entities from which it routinely seeks nominees, to recommend appointees from within their organizations that will assist the Board in meeting its membership diversity needs.

◆ **Workforce Investment Board/Chief Elected Official Agreement**

The Workforce Investment Act of 1998 establishes a partnership between the WIB and the Chief Elected Official(s) of the local area. Section 117(c)(1)(B) of the Act requires that the basic elements of that partnership be set forth in an agreement. The primary purpose of that agreement is to assure that all parties are aware of, agree to, and have the resources necessary to perform their respective roles and responsibilities within the local workforce investment system.

Having an agreement of this nature is not new to the Cumberland/Salem area. Having functioned as a bi-county employment and training service delivery area since 1983, Cumberland County and Salem County have previously entered into similar agreements. These cooperative agreements have allowed Cumberland/Salem to develop an excellent working relationship that, while recognizing and preserving the inherent autonomy of each local governmental unit, work to address and establish the necessary mutual aspects of a consortium arrangement. In this context, the new WIB/CEO Agreement required by the Act is simply a reaffirmation and extension of the August 11, 1995 Agreement that currently exists between WIB and the two counties.

A single agreement that presents the respective roles of the counties in relationship to each other and the partnership arrangement between the counties and the WIB has been developed. A copy of that agreement appears in Appendix B. The following chart summarizes key elements of that agreement.

**WIB/CEO AGREEMENTSUMMARY
ROLES AND RESPONSIBILITIES UNDER THE WORKFORCE INVESTMENT
ACT**

Role/Responsibility	WIB	Cumberland County	Salem County
Grant Recipient and Fiscal Agent		X	
Sub-Grantee for Salem County			X
Audit Coordination & Resolution		X	X
Appointment of WIB Members		X	X
Recommend Youth Council Members	X		

Confirm Appointments to Youth Council		X	X
Prepare Workforce Investment System Plans	X		
Approve Workforce Investment System Plans		X	X
Select One-Stop Operator	X	X	X
Negotiate One-Stop MOU's	X		
Concurrence With One-Stop MOU's		X	X
Negotiate System Performance Standards	X	X	X
Provide Program Oversight	X	X	X
Prepare WIB Budget	X		
Approve WIB Budget		X	X
Designate of Freeholder Liaison to the WIB		X	X

In addition to its required elements, the agreement establishes the framework for the development of two parallel service delivery systems that collectively will function to assure that the residents of both counties have equal access to all workforce investment system services and opportunities. While each county system will be independently administered, the services they make available will be essentially the same. The designated One-Stop Operators in each county will be charged with the responsibility of developing the ways and means for assuring that this service and reporting integration occurs.

◆ **WIB Staff**

Staff function to support the operations of the Workforce Investment Board as they relate to its previously listed roles and responsibilities and in the performance of WIB functions required under Section 117(d) of the Act. The County of Cumberland (the Grant Recipient) employs WIB staff.

The current WIB staff is comprised of three (3) individuals that function in the following capacities:

- An **Executive Director** who is primarily responsible for the overall administration of the Board's affairs including the development of WIB plans, policy statements and guidelines, maintaining an active and interested Board membership, attending Board and committee meetings, and acting a liaison between the Board, local governmental entities and the workforce investment system's state and federal funding sources.
- A **Project Coordinator** whose primary duties relate to managing special projects and events conducted by the WIB in areas related to marketing, labor market information research, business and client needs assessments, and other projects as identified by WIB committees. The Project Coordinator also attends and participates in most WIB committee meetings.
- A **Clerk/Typist** who acts as an office manager and provides administrative and clerical support to the WIB's professional staff.

With duties related to managing the new Youth Investment Council and additional responsibilities in areas of One-Stop system oversight, eligible training provider identification, and performance management, an additional professional level WIB staff person is needed. That individual will be assigned duties primarily in relation to youth program management functions with the existing staff absorbing the other new roles and responsibilities.

As per Section 117(d)((3) of the Act, the WIB will prepare a budget that, subject to the approval of the chief elected official of the Grant recipient, will adequately support its staffing and operational needs. Partial funding to support the WIB will be come from a State grant that is made available to the local area for WIB administrative purposes. The balance of necessary resources to support the WIB will be drawn from administrative funds available to the local area through the Workforce Investment Act - Adult, Youth and Dislocated Worker Programs, Welfare-to Work, Workforce Development Partnership, and/or other related workforce investment system grants or programs.

◆ **WIB Committees**

The basic committee structure of the Cumberland/Salem's WIB will remain essentially the same as it has been since the Board's inception. Committees that were formed around the WIB's key areas of functional responsibility can be readily adapted to the meet the Board's needs under the Workforce Investment Act. WIB committees and functions are as follows:

The **Executive Committee** is the leadership group of the WIB. It consists of the co-chairs of each of the WIB's other standing committees and functions to assure that continuity exists among the various WIB committee activities. It also holds direct responsibilities for the WIB's marketing efforts.

The **Business and Economic Development Assistance Committee** is primarily charged with exploring issues related to identifying employer labor needs, researching long-range job growth patterns, determining skills needed by workers to meet employer job requirements, and enhancing linkages between the WIB and the local employer community. The committee also attempts to develop cooperative and complimentary arrangements between the WIB's workforce development efforts and the business attraction and retention efforts of local economic development agencies.

The **Resource Analysis and Planning Committee's** purpose is to assure that workforce investment system resources are being directed toward creating and sustaining a collaborative system that is capable of meeting the needs of both the system's client customers and employer customers. Projects related to creating and maintaining resource inventories, performing community needs assessments, and establishing system evaluation standards are examples of the type of work the committee performs.

The **One-Stop Planning Committee** is charged with developing linkages between the various workforce investment system partner agencies necessary to achieve a functional local One-Stop Career Center System. The committee sets standards and policies that guide the One-Stop System's operations, identifies technology needs of One-Stop partners, develops capacity building plans for One-Stop partner staff/agencies, and performs required oversight functions of One-Stop implementation. A sub-group of this committee also serves as the WIB's Welfare-to-Work Planning Committee.

The **Youth Investment Council** will provide policy guidance and planning activities in relation to workforce development programs that serve youth. The current WIB Youth Transitions Committee will be restructured to meet the Workforce Investment Act's requirements for Youth Investment Councils.

Each WIB committee is co-chaired by a representative of the public sector and a representative of the private sector, as appointed by the WIB Chairperson. Committees can, and regularly do, include both WIB members and non-WIB members. Non-WIB members that serve on committees include individuals who hold an interest in the committee's work and/or have been identified by the WIB staff as holding a level of expertise in a particular field related to the committees work. In this capacity, non-WIB members who serve on committees are considered as WIB resource staff. The structure of the WIB also allows for the creation of task forces that can be convened to address specific issues or problems that are outside of the scope of work of its standing committees.

◆ ***The Role of One-Stop Partners in the Plan Development Process***

The plan development process is not viewed as a single event but rather as an ongoing effort that truly began in 1996 with the formation of the WIB and the concurrent initial start-up of the local One-Stop Career Center systems. While writing this plan is a WIB staff function, its content reflects significant contributions from the local area's One-Stop partner agencies that have been actively involved in the shaping of the system to date.

Information gathered through committee meetings, workgroups, local and state-sponsored training sessions and public forums that have occurred over those years has been instrumental in the crafting of the WIB's vision of the new local workforce investment system. All One-Stop partners have been afforded the opportunity to participate in these system- development related functions. Their level of input and role in the plan development process can be directly correlated to their level of participation in these activities.

Among the most recent plan development input opportunities offered were:

- All local One-Stop partner agencies were invited to participate in One-Stop Technical Assistance sessions that were held throughout 1999. These sessions provided a forum for participants to share their ideas on local system building with the WIB and to gather knowledge about how other areas in the state were addressing the workforce investment system needs. A significant amount of information that was used as a base for this planning effort was obtained by the WIB through these sessions.
- Locally sponsored Workforce Investment Act training that began in January of this year has functioned to provide One-Stop partners with quality information on the changes that are needed to fully implement the One-Stop collaborative service delivery model. Information provided by the trainers, and more importantly the questions, comments and concerns expressed by audience members have assisted the WIB in defining what are short-range system achievables and what are better viewed as more long-range (future) system goals.
- Individual and small group meetings have been held by the WIB with several One-Stop partner agencies to discuss and assist them defining their roles in the One-Stop system.
- Several One-Stop partners have become involved with the WIB's Employer Outreach/WNJPIN Marketing Project. Project meetings have given participants the opportunity to share their ideas on how the One-Stop system can best provide services to employers. The group is also working on identifying ways to further coordinate employer/business outreach efforts that can be incorporated into the delivery of One-Stop employer services.

The WIB has also sought and will continue to seek direct input on the development of the actual plan document. As drafts of each section of the plan were completed, they were posted on a local Internet website. WIB members and One-Stop partner agencies were mailed a notice

informing them of the plan's Internet based availability and requesting their comments on it. Upon submission of this plan to the State Employment and Training Commission, those same individuals/entities will be provided with a full copy of the plan. Ongoing opportunities to participate in the planning process will be provided throughout the five-year period covered by this plan.

◆ **Youth Investment Council**

Cumberland/Salem will establish a Youth Investment Council as a sub-committee of the WIB. The Council will be charged with performing duties as specified in Section 117(h)(4) of the Act to include, but not necessarily limited to,

- assisting in the development of the portions of the local plan relating to eligible youth
- recommending eligible providers of youth activities to be awarded grants or contacts
- conducting oversight of providers of youth activities
- promoting the coordination of youth activities operated in the local area.

The Council will have two sub-committees. One sub-committee will perform the above-specified duties in relation to Salem County's youth programs and the second will perform the same duties in relation to Cumberland County's youth programs. As needed, the subcommittees will form workgroups to address specific issues and/or perform specific activities required of the Council.

Youth Investment Council membership will include representatives from all required entities, as well as a number of other individuals that represent groups that have been identified as having a special interest or expertise in youth issues. Members of the Council will be recommended by the WIB and confirmed by the respective Chief Elected Official of each County as per the terms of the WIB/CEO Agreement. WIB recommended Youth Investment Council membership categories are as follows:

MEMBERSHIP CATEGORY	CUMBERLAND		SALEM	
Private Sector	2*		2*	
County Vocational Technical School		1		1
County/Community College		1		1
One-Stop Operator		1		1
New Jersey Youth Corp		1		N/A
School Based Youth Services Program			1	1
Adjudicated Youth		1		1
Youth Services Commission		1		1
NJDHS - Division of Youth and family Services			1	1
Community Based Organization		1		1
Public Housing Authority		1		1
NJDOL - Division of Vocational Rehabilitation			1	1
Substance Abuse Services Agency		1		1

Organized Labor or Apprenticeship Coordinator	1	1
Comprehensive and/or Special Services School District	1	2
Abbott School Districts	3	N/A
Advocate for Youth with Disabilities	1	1
School to Careers Program	1	2
Parent of Eligible Youth	1	1
Current or Former Youth Program Participant	2	2

5. *At least one private sector representative shall also be a WIB member*

As required, all three Abbott School Districts in the local area (Vineland, Bridgeton and Millville) will be represented on the Youth Council. Having these districts represented on the Council should work to the mutual benefit to both the districts and the Council. District representatives will be able to keep the Council informed of goals, objectives and activities being implemented through local Abbott resources. In turn, the Council will be able to perform its planning and coordination functions with full knowledge and awareness of the needs of youth residing in districts that have the highest concentration and largest number of Workforce Investment Act eligible youth.

◆ ***Opportunity for the General Public to Contribute to Plan Development***

As required by Section 117(e) of the Workforce Investment Act, the Cumberland/Salem WIB conducts business in an open manner making opportunities available to the public to participate in WIB meetings, forums and other related activities. WIB staff prepares and distributes a monthly calendar that includes all scheduled meetings and other WIB related events. Additional information about the WIB and workforce investment system operational activities is routinely communicated through a quarterly newsletter.

The WIB also provided opportunities for the general public to comment on and participate in the development of this plan. A public notice, providing for a 30-day comment period on the draft of the plan, was published in local print media. A copy of the public notice appears in Appendix H together with comments received to date. Drafts of the plan were also posted on the Internet at <http://www.ccoel.org>.

Any substantial comments received during this initial comment period have been incorporated into the March 31, 2000 plan submission. Upon submission of the plan to the SETC, a public forum will be held and an additional 30-day public comment period, commencing on April 1, 2000, will be provided. All substantial comments received through this public input process will be forwarded to the SETC and will be appended to the plan.

2. REGIONAL PLANNING AND LABOR MARKET INFORMATION

◆ *Growth and Emerging Industries in the Local Area*

Located in southwestern New Jersey, **Cumberland County's** population and modern industrial/commercial development are concentrated within its major cities of Vineland, Millville, and Bridgeton. Combined these three cities account for 71.3% of the county's population and nearly 24% of its land area.

The county's nonfarm employment in the first nine months of 1999 averaged 59,000, measuring 3% higher than was its average for the nine-year 1991-1999 period. The State level for that period was up 6.6%. While Cumberland County's nonfarm payroll employment is projected to grow by 3,090, or 5.4%, from 1994 to 2005, this rate is only about one-half the rate of growth projected for the state (10.9%) during that period. The county's projected advance is the net result of a 4,970 gain in jobs in the service producing sector and a loss of 1880 jobs among goods producers.

The majority of the county's job growth since 1993 has occurred in the services and government sectors. That trend is anticipated to continue through 2005. The public sector (government and education) is projected to create the greatest number of new jobs (2070) with the county's broad-based service sector, lead by strong growth in the health and business service industries, projected to account for nearly as many new jobs (1890). Cumberland County's manufacturing sector is expected to suffer the largest employment declines (-2,260), largely due to declines in the stone/glass/clay and apparel industries.

One of the most significant developments in Cumberland County is that it has been declared an empowerment zone by the federal government. Empowerment Zone funding means that over the next ten years specific portions of Cumberland County are scheduled to receive more than \$230 million (\$100 million in grants and an additional \$130 million in tax incentives and bonding power) from the US Department of Housing and Urban Development. The funds will help implement economic improvements throughout designated areas in Bridgeton, Vineland, Millville, and Port Norris.

With steady, moderate projected job growth and the additional growth that should occur as businesses begin to take advantage of empowerment zone benefits, Cumberland County's outlook for 2000 and beyond is bright. Most of the county's growth is projected to occur in two occupational categories: professional/ paraprofessional/technical and services. Within the professional, paraprofessional and technical category, most of the new jobs will involve

computers, social work, teaching and health care. The growth of teaching occupations reflects a projected 2.9% increase in the county's school-aged population from 1994-2005.

Other notable projected growth occupations within the service sector include police/correctional officers, food and beverage workers, dental and medical assistants, home health aides, and child care workers. Growth in the retail and wholesale trade sector, including occupations such as salesperson, marketing manager, and cashier, match to the county's overall projected growth rates.

Two occupational categories are expected to decline in absolute numbers: operators/fabricators/laborers (-1050) and administrative support and clerical (-250). The former is largely a reflection of the projected decline in manufacturing employment; the later, attributable to increased automation in the workplace.

These projected declines do not necessarily mean that there will not be a need for workers in these occupational categories. Two out of every three jobs in New Jersey, and over 70% in Cumberland County, are expected to result from occupational replacement needs making future job openings possible in industries and occupations that are expected to decline in absolute numbers. Therefore, the expected decline manufacturing will not preclude the projection of future job openings in many of the occupational clusters commonly found in that sector. In fact, over 400 annual replacement openings are projected for operators, fabricators, laborers, and production craft and repair workers.

Salem County is located in the southwest corner of New Jersey, bordered by Gloucester County to its north, Cumberland County on its east, and the Delaware River to its south and west. Salem County is largely rural in nature with approximately 43% of its land in use for farming. With an estimated population of just over 66,000, it ranks last in the state in population. As would be expected, Salem County's current labor force is the smallest among New Jersey's twenty-one counties.

Salem County is expected to add more than 2000 nonfarm jobs between 1994 and 2005. During that period, total nonfarm employment is projected to increase from 26,000 to 28,700, or by 7.8%. In comparison, total nonfarm employment in New Jersey is projected to grow by 10.9%.

The county's service producing sector is expected to produce more than 2,500 jobs over that projection period. The greatest number of new job openings (1,950) are expected from the services industry sector, particularly among establishments engaged in health, business and social services. Retail trade, with more than 300 projected openings, will also contribute

significantly to job growth. Construction employment should increase modestly (200) over the projection period.

Manufacturing employment in Salem County is projected to decline by 600 with the share of factory jobs falling from 18.4% to 14.9% by 2005. The steepest declines are expected in businesses that manufacture stone/glass/clay products.

Salem County's occupational projection trends are very similar to those of Cumberland County. Salem is expected to experience the greatest job growth in the same two major occupational groups - professional/paraprofessional/technical and service - with about four out of every five new jobs in the county coming in these areas. As is the case with Cumberland County, modest gains in the wholesale/retail trade sector are expected while a decline in administrative support/clerical occupations (-50) occurs.

As stores open or expand in the county, retail trade related occupations are expected to increase. Health and business services related jobs lead the projected growth occupational increase in the service sector.

Of the county's 850 projected annual average job openings, 270 (32%) are expected to be new jobs and 580 (68%) are projected as opening that will occur due to worker replacement needs. The majority of these replacement openings will be in the county's dominant chemical and electric power industries.

The following charts present a summary of the projected employment growth areas by industry and by occupation for both Cumberland County and Salem County.

TEN INDUSTRIES WITH THE GREATEST PROJECTED EMPLOYMENT

CUMBERLAND COUNTY		SALEM COUNTY	
SIC	Industry Title	SI	Industry Title
80	Health Services	80	Health Services
83	Social Services	73	Business Services
54	Food Stores	83	Social Services
73	Business Services	58	Eating and Drinking
42	Trucking and Warehousing	87	Engineering and Management
58	Eating and Drinking	17	Special Trade Contractors
55	Automotive Dealers & Service	59	Miscellaneous Retail Trade
37	Transportation Equipment	54	Food Stores
50	Wholesale Trade - Durable	51	Wholesale Trade - Nondurable
51	Wholesale Trade - Nondurable	86	Membership Organizations

TEN OCCUPATIONS WITH THE GREATEST PROJECTED EMPLOYMENT GROWTH (1996-2006)

CUMBERLAND COUNTY	SALEM COUNTY
Cashiers	Nursing Aides and Orderlies

Salespersons, Retail
Home Health Aides
Teachers, Elementary
Nursing aides and Orderlies
Correction Officers
Marketing/Sales Supervisors
Registered Nurses
Child Care Workers
Food Preparation Workers

Home Health Aides
Registered Nurses
Cashiers
Systems Analysts
Child Care Workers
Food Preparation Workers
Janitors and Cleaners
Teachers, Elementary
Electrical/Electronic Engineers

Projected job growth and employment opportunities that exist in neighboring counties in the southern New Jersey region offer additional employment avenues for residents of the Cumberland/Salem area. Statistics indicate that local residents have, and are becoming increasingly willing to, take advantage of these expanded job possibilities.

Of the Salem County workers who reported a place of work in the 1990 census, 41.7% traveled to jobs located outside the county. Camden County and the Wilmington, DE metropolitan area were their primary destinations. The number of Cumberland County residents commuting to jobs outside of the county more than doubled from 1980 to 1990 (5,967 vs. 12,289). The destinations of over 80% of all Cumberland County out-commuters were to the neighboring counties of Atlantic (44%), Gloucester (14%), Salem (13%) and Cape May (9%).

Conversely, 32% of the jobs in Salem County were held by individuals who resided outside of the county and over 12,300 non-residents commuted to jobs within Cumberland County. Cumberland's in-commuters most often originated from Gloucester (27%), Atlantic (21%) and Salem (20%).

Because these commuting patterns exist, a need for regional workforce investment system labor market planning also exists. To that end, the following brief synopsis of the labor market and job growth patterns that are projected to occur in neighboring counties is being provided. More detailed information about industry and occupational projections for these areas is contained in the workforce investment system plans of each of those county or multi-county areas.

Gloucester County's employment trends show a shift toward service, marketing/sales and professional/paraprofessional/technical occupations through the year 2006. These occupational categories will make-up approximately 64% of the county's expected job growth. Service occupations will add the most jobs (3300) with more than half of them in the food/beverage preparation and health sectors. The largest growth among professional occupations will be in the education and health occupational clusters. Gloucester County is expected to have the highest proportion of marketing and sales occupations of any county in New Jersey.

Executive and managerial jobs and production, craft and repair occupations are projected to have slower than average growth but both will still exceed the State's overall projected growth rate for their respective grouping. Operator, fabricator and laborer needs will be increasing in all sectors with the largest gains expected in the business service, food product manufacturing, and wholesale trade sectors. Administrative support/clerical occupations are expected to have the slowest growth rate.

Camden County's projected growth rate closely parallels state trends. The professional/paraprofessional/technical and service categories are expected to increase their share of total employment to 42% by 2006. The Professional/paraprofessional/technical group is expected to add the largest number of new jobs (8850). Service occupations will add 6,500 jobs. Health care, education, computer, and food service occupations will dominate this category.

Executive occupations are also expected to grow faster than average with the majority of growth related to the service sector areas of finance, engineering, mathematics, natural science, education and health management.

Marketing and sales occupations will grow slower than average while administrative/clerical support, production, craft and repair, and operators, fabricators and laborers occupations will continue to show a decreases in respect to their share of total employment.

Approximately two-thirds of total annual job openings in Camden County will be replacement jobs.

Burlington County's employment is projected to grow faster than the state as a whole in every occupational category. Professional occupations are projected to have the most growth, adding 34% of all new jobs. Computer related occupations, teachers, counselors, and health related occupations are expected to make-up for more than half of the new jobs. Service occupations are expected to add the second largest number of new jobs with the most opening coming in health care and food preparation occupations. Growth in executive and managerial and marketing/sales occupations is also projected with engineering, financial, mathematics, and natural sciences related job openings leading this occupational group.

Burlington is one of the few areas in the state that shows any significant growth in the administrative/clerical support cluster. Many of these jobs are in the wholesale trade, financial, and insurance sectors.

Declining occupational areas primarily fall within the production, craft and repair and the operators, fabricators and laborers groups. Growth within the trucking and warehousing industries are the only two areas that show any significant job gains in these clusters.

Approximately 42% of Burlington's projected annual job openings will be from new jobs, giving it one of the highest growth rates in the state.

More than half of all the job growth in the **Atlantic/Cape May** area is projected to be in service occupations. By 2006 they are expected to comprise 39% of the local employment opportunities. This unusually strong growth in service occupations is primarily due to the growth of the hotel/casino/resort industry that is expected to encompass over 60% of the areas service jobs by that year. Most new jobs are projected to be within the food preparation and personal services occupational clusters. The personal services clusters includes the vast majority of hotel/casino occupations such as dealers, cashiers, housekeepers, public area attendants, etc.

Executive and managerial occupations are projected to increase their share of employment with engineering and resort management leading the occupational openings. Professional/paraprofessional/technical (18%) and marketing and sales (20%) will also exhibit high growth rates. Over half of the projected professional/paraprofessional/technical growth will be occupations related to health care, education, and computers. The majority of marketing and sales jobs will be in the retail sector.

While service industries will dominate Atlantic/Cape's growth, the area also has the highest rate of growth in the state in production, craft and repair occupations. More than 80% of this clusters growth is projected to be in mechanic, installer, repairer and construction industries.

Atlantic City's hotel/casino industry holds a special significance for Cumberland County. Currently between 2,000 and 2,500 Cumberland County residents travel to jobs in that industry. Another 3,500 to 4,000 individuals commute to jobs in the Atlantic/Cape May area that, for the most part, have been created through complimentary casino/hotel or other resort growth.

The anticipated opening of two (possibly three) new hotel/casinos in near future should result in over 18,000 new jobs, many of which can be filled by Cumberland County residents. Both entry level and skilled workers to fill jobs such as casino dealers, waiters/waitresses, guards, food preparation workers, janitors, cashiers, service supervisors, guest room attendants and dining room helpers will be in high demand.

Data Sources: Information contained in the preceding narrative and charts was primarily drawn from the following sources published by the New Jersey Department of Labor - Division of Labor Market & demographic Research.

- *Southern Region Labor Market Review* - July 1998
- *Employment & the Economy - Southern New Jersey Region - Annual Review and Outlook Series* - January 2000
- *New Jersey Employment and Population in the 21st Century - Industry and Occupational Employment Projections for New Jersey 1996-2000 - Part B (County Projections)* - October 1999

◆ ***Use of Labor Market Information for Program Development***

General labor information and occupational growth trends, while not absolute, provide a sound base from which program development and long-range planning can occur. Awareness of these trends and projections allows for the development of workforce readiness programs and activities that are geared toward meeting the general labor market needs of the local area. They can also be used to assist in the coordination of workforce development programs with activities being prioritized by local and regional economic development agencies.

Specifically, this information will be used for purposes including, but not limited to, the following:

- The information will be posted on local One-Stop websites and will be available for use by all One-Stop staff to assist them in fulfilling the requirement to provide labor market information as part of core services offerings. Individual (self-assisted) users will also have access to the information to assist them in their career decision-making processes.
- The mix between and the number of projected entry level occupational opportunities and advanced skill level job openings will be used to guide the development of the levels and types of core, intensive, and training services to be provided through One-Stop operations.
- The information will be used to assist program planners with determining the demand for workers in particular occupational areas and the need for and level of occupational training required to address those needs. Gaps that exist between current workforce investment program offerings and projected labor market needs can be readily identified and efforts to develop programs that function to close those gaps will be undertaken.
- The information can be used by business service representatives, job development, and job placement assistance staff of the One-Stop system to target their efforts toward the identification of jobs in growing/emerging sectors of the local economy.
- Commonalities in regional information will be used to assist in prioritizing regional planning activities needed to assure the economic growth and vitality of the region. One example of this regional planning process is the current multi-county effort to address the anticipated labor force needs that will result from expansion within the Atlantic City hotel/casino industry.
- The information will be provided to local agencies that routinely request the WIB to provide labor market information for inclusion in grants, plans, and other related documents.
- Transportation, child care, and other support service planning entities can utilize the information to assist in identifying the need for and areas where the services they provide will be most productive.

◆ ***Identifying Skill Needs***

Since its inception, the WIB has conducted or has been involved in the conduct of projects and activities geared to identifying the workforce readiness skill needs of employers in the local area. One of the WIB's first efforts in this area was its 1996-97 Industry Focus Group Project. The information contained in the report that was developed at the conclusion of that effort is still relevant today and is routinely used by the WIB and its member agencies in assessing workplace skill needs of the local labor market.

Several other skill needs assessment activities have also occurred since that initial project was completed. In 1997-98 the WIB held a series of similar business forums as part of its Welfare-to-Work planning activities. More recently, WIB business forums were held as part of its Youth Opportunities Grant preparation process (August 1999) and the WIB has been an active participant in two local education led projects that had/have similar skill level need identification objectives - a Regional Business/Education Conference sponsored by Salem County's School to Careers Programs (December 1999) and an ongoing Business/Education Alliance formed in 1999 by the Cumberland County College. The Cumberland/Salem WIB was also an active partner in business needs assessments conducted as part of Cumberland County's Empowerment Zone application process and is currently involved with state and regional initiatives geared to addressing the specific labor force and skill needs of the Atlantic City casino/hotel industry.

All of these workforce readiness skill needs assessment activities have produced similar data and results. While occupational skills needed by individuals to become and remain productive members of the local workforce vary considerably by industry and occupation, local employers have consistently identified a set of common skills needed by all employees to be successful workforce participants. These skills are:

- **Basic Work Ethic Skills** *including positive attitudes toward work, respect for others, showing up for work, being on time for work, self-motivation, and self-initiative.*
- **Basic Academic Skills** *including reading, speaking, listening, writing, and computation (mathematics) skills. Basic computer literacy skills also are included in this category.*
- **Thinking Skills** *including the ability to learn new skills, decision making, problem solving, analyzing, interpreting, and creative thinking abilities.*
- **Workplace Competency Skills** *including productivity, time management, team building, and customer service skills.*

Employers seeking to add, replace, or upgrade their workforce must view the workforce investment system as their first and best avenue for workers who hold these essential

qualifications. To create that environment, the local area's One-Stop and youth service delivery systems will be structured so that they are fully capable of producing a workforce that possesses competencies in all of the identified basic workplace readiness skill areas.

Locally, a mix of core, intensive and training services will be delivered through a One-Stop system. At the heart of the system are local One-Stop Centers. These multi-purpose facilities will be structured so as to be able to directly offer, or make access available to, all levels of workforce development programs and support services. Additional access to core and to some intensive services will be available through a series of affiliate sites such as local colleges, technical schools and community based organizations. Public access computer workstations, located in libraries, comprehensive high schools and other sites that are frequented by the general public, will be available for individuals seeking limited and self-directed employment readiness assistance such as general labor market information, career planning data, and referral services. Much of this type of information is directly housed or can be readily accessed through the Internet at <http://www.wnjpin.net>. Cumberland County's development of a "virtual one-stop" makes possible additional public access to workforce investment system information and services through the Internet at <http://www.ccoel.org>.

◆ ***WIB and One-Stop System Planning and Operational Supports***

Representatives of several entities provided information that was used by the WIB in its workforce investment and other plan development processes. Others, while not directly involved in the planning process, provide services that are seen as being integral parts of the operational aspects of a comprehensive local workforce investment system.

Business Service Representatives are employed by the New Jersey Department of Labor (NJDOLE) and assigned to local areas to assist in providing employer relations services. These local representatives also function as the WIB's and the One-Stop system's primary link with NJDOLE's Office of **Customized Training**. The Cumberland/Salem WIB has developed an excellent working relationship with its local representative and significant contributions were made to the development of this plan as a result of that relationship.

The Business Service Representative provides the WIB with activity reports that summarize employer contacts that have been made. From these reports the WIB has been able to supplement its labor market information base, gain a better understanding of incumbent worker skill needs, and identify ways to promote and encourage the use of WNJPIN by local employers. Employer customized training needs, their current hiring patterns and trends, and their general labor force skill needs, as presented in this plan, were developed, in part, through information

provided by the local representative. Input related to the WIB's ongoing effort to better coordinate and integrate the One-Stop's business contact system have also been provided by the Business Services Representative.

NJDOL's **Response Team** provides on-site employee transition services when a layoff or plant closing affecting fifty (50) or more workers occurs in the local area. Services offered include assistance in preparing or direct filing of unemployment insurance claims, access to general labor market information, identification potential re-employment opportunities, training/job seeking registration services, and job search assistance (resume preparation, job application completion, and effective job search practices). These core services are coordinated with the local area and local staff are usually involved in and assist in their delivery.

While the Response Team has had no direct involvement in the local plan development process to date, information gathered through Response Team activities is used by the WIB to assist in its planning functions related to assessing the size of the local labor pool, determining skill levels and skill level development needs of individuals, preparing demand occupation lists, and projecting levels of service. Response Team services have been and will continue to be integrated in the local One-Stop system.

As the authors of the primary source documents used by the WIB in preparing the ***Growth and Emerging Industries in the Local Area*** section of this plan, the NJDOL's Division of Labor Market and Demographic Research, provided considerable input in this plan's development. Represented locally by **Labor Market Field Analysts**, the division supplies the WIB with several monthly, quarterly and annual reports that are routinely utilized in work performed by the WIB's Economic Development and Business Assistance Committee. The Labor Market Field Analyst is considered an ex-officio member of that committee.

The New Jersey Department of **Human Services Field Representatives** have been involved in the WIB's planning process since 1997, most notably in the development of the WIB's Welfare to Work strategic plan. Information related to special client population service needs and employer entry level worker needs as presented in this plan has been gleaned from information gathered as part of that that Welfare to Work planning process. In addition to being ex-officio members of WIB committees, the Field Representatives are very active on the local Human Services Advisory Councils (HSAC). Human service planning priorities, social service needs assessments and related information used for workforce investment system planning was obtained by the WIB's through its staff membership on and interactive relationship with the local HSAC's.

At the time of the writing of this plan, the Cumberland County's Transportation Steering Committee was in the process of hiring a **Transportation Coordinator**. The WIB Director serves on that Steering Committee and has a direct means of providing input on and obtaining information about the County's transportation planning priorities, goals and objectives. Such information has been directly utilized in this plan's development.

The WIB Director was also a member of Salem County's Transportation Planning Committee that was established as part of the local Welfare to Work planning process. Information gathered through that process has also been used to assist in the WIB's system design and planning activities.

The WIB recognizes its relationship with local **Economic Development** agencies as paramount to achieving workforce investment system success. Similarly, the local area's economic health is viewed as having a direct link to its ability to develop and sustain a viable and capable workforce. Simply stated, workforce development is economic development, and vice versa.

This complementary relationship has given rise to several joint workforce investment/economic development initiatives. One example of this interdependency can be seen in the development and use of the WIB's recently completed, *Guide to Labor Force Resources*. The guide provides details about area schools, training providers, job placement agencies, tax incentives, and grant and loan funding sources that businesses can use to address their labor and other related needs. Local economic development partners are routinely using the guide in their business attraction and business retention efforts.

Functional WIB/Economic Development agency relationship also exist. The Director's of both the Cumberland County and the Salem County Office of Economic Development are members of the WIB and act as the public sector co-chairs of their respective county's WIB Economic Development and Business Assistance Committee. Through this relationship, the Director's routinely share information with the WIB on their local economic development and planning initiatives including their business attraction efforts, planned infrastructure expansions, and programs and services available to assist business development. In turn, the WIB shares its workforce investment system plans with those representatives.

The WIB Director is also a member of the Cumberland County **Empowerment Zone** Board and a regular attendee and contributor at County Economic Development Board meetings.

3. NEEDS OF THE BUSINESS CUSTOMER

◆ Addressing Employer Needs Through the One-Stop System

The WIB views employers as the end-users of the product (*a capable, willing and appropriately skilled workforce*) that the One-Stop system produces. Therefore, to be truly effective in achieving its intended mission, all elements of the local One-Stop system must be designed, marketed, and delivered in a manner that addresses the needs of the employer community.

The WIB and/or its partner agencies have conducted numerous business directed meetings, projects, task forces, and workgroups aimed at identifying employer workforce needs (See *Identifying Skill Needs - pages 13-14 of this plan*). From information gathered through these forums, the WIB has identified the following as being the primary workforce investment system needs of employers.

- **Access to Entry Level Workers** - A survey of 350 businesses in the local area that was conducted in the summer of 1999 as part of the WIB's Employer Outreach Project indicated that 28% of the previous year's hiring activity by those businesses was in entry level occupational areas. While nearly half of those jobs were of a part-time, seasonal, or temporary nature, they still represent a significant local workforce need. The One-Stop system will provide employers seeking entry level workers with a readily available pool of first time workforce entrants and other individuals seeking entry level employment opportunities.
- **Assistance with Eliminating Entry Level Worker Skill Gaps** - One overriding and consistent message conveyed by employers is the need for employees that exhibit competencies in four general workplace readiness skill areas - *work ethics, academics, thinking and productivity skills*. While these essential skills are needed all employees, entry level job applicants are the most common group showing considerable skill deficiencies in these areas. The local One-Stop system will make available services and activities to assure that all client customers served through the system hold and have the ability to further develop these universally needed qualifications.
- **Access to Higher Skilled Workers** - Employers participating in the WIB's Employer Outreach Project survey indicated that 72% of all of their new hires in 1998-99 required some level of skill training. Over 35% of all their skilled worker hiring activity occurred in technical, mechanical, or trade occupations that generally require secondary technical school or post-secondary school education. Nearly 15% of the skilled jobs were in professional, managerial and supervisory occupations requiring formal post secondary education. The balance of skilled workers hired (50%) filled positions that required various combinations of short-term formal education, work experience, and on-the-job training. About two-thirds of those hires were in marketing, sales and other customer service related positions and about one-third were in clerical and administrative support occupations. The One-Stop system will address this need by facilitating employer access to skilled workers who are: currently unemployed and seeking re-employment, currently employed and seeking to change jobs, and/or are non-residents seeking to relocate into the local area.

- **Assistance with Eliminating Occupational Skill Gaps** - The One-Stop system will make available intensive and occupational training services that are consistent with the previously identified skilled labor needs of employers.
- **Information on Education/Training and Other Available Services** - For employers to be able to take full advantage and make full use of the One-Stop and other connected system resources, information on the array of services available needs to be communicated to them on a regular and consistent basis. The One-Stop system will develop a business service/account representative unit that will hold the primary responsibility for assuring that this informational need is met. The unit will coordinate and integrate employer contacts made by all system partners.
- **Access to Education/Training and Other Service Providers** - Employers seeking to upgrade or re-train individuals or groups of individuals that are part of their current workforce may require financial or technical assistance to be able to do so. The One-Stop system's business service/account representative unit will facilitate the linkages necessary for employers to access potential assistance sources such as customized training, apprenticeship programs, and economic development grant and loan programs.
- **Worker Retention Strategies** - While employers have identified finding qualified workers as their primary need, retaining workers once they are hired has been identified as holding nearly an equal level of importance. Several factors influence the ability of workers to retain jobs. Employers commonly attributed poor job retention to a lack of work preparedness, i.e., a lack of the previously defined work ethics, academic, thinking and productivity skills. Employees often cite a lack of post-employment supports such as family care and transportation assistance as long-term job retention barriers.

Regardless of the reasons for it, efforts to address job retention needs must be a priority of the One-Stop system. Activities that better prepare potential workers for jobs will be addressed as part of the One-Stop's efforts to eliminate entry level worker skill gaps. As the One-Stop system matures, it will institute a "skills guarantee" or "skills certification" policy to provide employers with further documentation of the potential workers qualifications.

Building upon its current Welfare to Work program model, the One-Stop system will develop a job coaching unit that provides necessary post-placement supports, including information on and access to skill upgrading opportunities, for all system clients.

◆ **Adapting One-Stop Core Intensive and Training Services to Meet Identified Employer Needs**

The Act defines three levels of service - *core, intensive, and training* - that must be made available to client customers as part of local One-Stop system operations. Successful implementation of the Workforce Investment Act will largely depend on the local area's ability to

establish and operate a One-Stop system that delivers these services in a manner that is predicated on and consistent with New Jersey's demand side service strategy. Therefore, in developing these operational aspects of One-Stop service delivery, the needs of employers have been and must continue to be given full consideration.

Assessments of each individual client customer's job readiness (that occur as part of core services) will be geared to identifying the individual's strengths and weaknesses in relation to the four employer identified common and essential job readiness skill elements. Where workforce readiness skill gaps exist, it is the fundamental and inherent purpose of the local One-Stop and youth services systems to operate programs, activities and services that eliminate those deficiencies. Core services in areas related to work ethic skill development and workforce entry/re-entry will be prioritized for all clients. The local area has experienced a high level of success in providing similar core-type services of this nature under its *WorkFirst* (Welfare to Work) program model.

Short-term intensive services that further prepare individuals for general work ethic, life management, academic, thinking, and workplace competency skills, as well as activities that prepare individuals for particular aspects of jobs within an industry cluster (e.g., customer service skills required for retail trade jobs, modern office skills, etc.) will also be available. Intensive service intervention strategies are viewed as the building blocks needed for advancement beyond entry level employment.

Cumberland County has been testing new methods to provide short-term job skill related intensive services through distance learning. If successful, these distance learning opportunities should make One-Stop services more readily accessible to incumbent workers needing particular skill enhancements to keep their current jobs and/or advance in their careers.

Opportunities to access occupational skills training needed for successful placement in growing/emerging technical jobs, advanced employment placement opportunities, and/or career ladder development will also be a part of the local service delivery system's structure. Occupational training will be geared to jobs that have a formal education pre-requisite. All training will be related to demand occupations that exist in the region. Traditional classroom based learning experiences and distance learning opportunities will be offered through the One-Stop system.

Post job placement supports and assistance will be standard elements on the local One-Stop's menu of services. These supports will be geared toward meeting employer identified job retention needs. They will act to maintain an active relationship between both client customers placed through the One-Stop system and employers that have hired those individuals. Job

coaching, follow-up, and business services/account representative staff will perform this vital employer/client/system interaction function.

◆ ***Work Based Learning, Customized Training and On-the Job Training***

Work based learning will take on an added significance under the Workforce Investment Act. Employers have expressed, and in many instances demonstrated, a willingness and desire to become more involved with the provision of skills training needed by current, transitioning, and new workforce entrants. Doing so will allow the One-Stop system to concentrate its services in areas related to its prioritized essential workplace readiness skill development responsibilities.

The One-Stop and youth services systems offer employers that participate in work based learning activities access to several avenues of assistance. Local School to Careers initiatives have developed work based learning components for students that, through a combination of work experience, applied learning, career pathing and educational support, allow employers to be directly involved in the skills development of these soon-to-be members of the local workforce. Apprenticeship programs offer a similar but more formal form of combined employer/education learning experiences. Employers wanting to become involved with either of these programs can obtain information about and a means of access to them through the WIB and the local One-Stop system.

Customized training opportunities are directly provided through the New Jersey Department of Labor. Customized training offers direct financial assistance and technical support to employers for the training of incumbent workers, primarily for new technology-based skill purposes. Individual employers or a consortium of employers in an industry cluster can apply for grants. Grants can support work based learning, formal education or a combination thereof.

Grant information and grant access assistance is available through the One-Stop system. The One-Stop's business services/account representative unit will provide information about and promote the use of customized training as part of their routine employer contacts. A limited amount of customized training may also be available through local WIA funds.

On-the-Job Training (OJT) offers financial assistance to employers to train new workers or to upgrade the skills of their current workforce through practical skill application experiences. Generally, OJT is used for training in occupations that are above entry level classifications. To be eligible for OJT assistance, new hires must be referred to the employer through the One-Stop system. Employers agree to retain individuals who successfully complete an OJT activity.

Local WIA funds and other complementary local resources are used to fund OJT. A standard wage reimbursement (50% of wages earned during the training period) funds the training and helps to offset the loss of productivity costs that the employer may experience.

Other work experience activities are also offered through the One-Stop and youth services system. They include paid and unpaid work experience to enable individuals to adjust to and learn how to function in an employment setting. These work based experiences are often linked with other pre-employment skills development activities, in support of the One-Stop's primary work readiness preparedness mission. Work Experience is offered as part of the One-Stop's youth activities and in the delivery of welfare to work services. Jobs are community service oriented and occur in public and non-profit agencies. These types of work experience opportunities are not available in the private sector.

◆ *Incumbent Worker Training, Post Employment Training and Job Retention Services*

Incumbent worker training will be used to improve the skill levels and job advancement potential of the local area's current workforce. Opportunities to access customized training and on-the-job training programs will be made available to employers through the One-Stop system. These programs will be marketed to employers by the WIB and the One-Stop's business services/account representative unit. The One-Stop system will prioritize employer assistance requests that are focused on the upgrading of technological skills. English language and workplace literacy skills may also be provided.

Job retention services and opportunities to access post-employment training will be made available to all individuals who are placed through the One-Stop system. While generally client oriented, the primary purpose of these services is business focused - to reduce employee turnover rates and to provide for the continued skill development of workers.

Job retention services will include regularly scheduled job placement follow-up contacts. These services will be primarily delivered through the One-Stop's job coaching staff. Contacts with both the individual that was placed and the employer that hired that individual will be made. Employer contacts will be coordinated with activities performed by the business services/account representative unit to assure that counterproductive and duplicative contacts do not occur.

Customer satisfaction surveys (individual and employer based) will provide qualitative and quantitative information that will be used to restructure/refine elements of the One-Stop system that are not working and to reinforce/increase service aspects that are viewed as being most

effective. These customer feedback tools will give employers a means of providing regular and ongoing input in the design of the One-Stop system's service delivery structure.

The One-Stop staff, the employee, and the employer will jointly identify the need for post-employment training. Priority will be given in instances where an employer identifies a specific job advancement opportunity that is predicated on attainment of additional skills by the individual. Post-employment training will also be offered in generic/common skill areas such as financial management and budgeting, career development, accessing support services, peer counseling, etc.

Post-employment training will take-on added importance as the One-Stop system matures toward its objective of providing employers with "skill guarantees" or "skill certifications" of individuals that are hired through the system. Where guaranteed skills are shown to be deficient, post-employment training will be utilized to correct those skill deficiencies.

4. NEEDS OF THE INDIVIDUAL CUSTOMER

◆ *Anticipated Need for One-Stop Services*

Pre-employment, Job Readiness, Education and Occupational Training Needs

The Workforce Investment Act provides for the establishment of a One-Stop Career Center System in the Cumberland/Salem area that, through the delivery of various core, intensive and training services, functions to address and meet the workforce development needs of the residents of the local community. Those needs can be seen as being in two general areas:

- *Information that enables them to identify jobs and to make sound career decisions*
- *Access to quality training/education programs that provide them with the skills needed to function in those jobs/careers.*

While presented from a different perspective, these individual needs can be seen as mirroring the workforce investment needs of the local employer community. The One-Stop system, its services and their component parts must therefore act as the conduit for creating points of intersection between jobs and job seekers.

Core Services: One-stop core services primarily act to address the informational needs of client customers. They include: eligibility determination, outreach, intake, orientation to available services, and the provision of information related to the local labor market, occupational demand, program performance, and training and related service access opportunities.

Additional core services available are initial assessment of skills, aptitudes, abilities and support service needs, job search and placement assistance, career counseling, and post-employment follow-up. These components are viewed as addressing both the client customer's identified information needs and their program access needs. They assist the individual and the

One-Stop system in the identification of additional skill development activities (intensive and/or training services) that may be needed to obtain and retain employment.

All individuals are eligible to receive either self-assisted (computer access) and, where necessary, staff assisted core services. All individuals must participate in core services prior to receiving other One-Stop services. Given this universal eligibility, universal participation requirement, and the identified universal need, the WIB anticipates a high demand will exist for these services.

Intensive Services: Intensive services include: comprehensive assessment, evaluation of employment barriers and employment goals, employability plan development, group and individual counseling, case management, and short-term pre-vocational skills. Intensive services, especially those defined as pre-vocational skills, initiate the formal process for directly closing the gaps between the entry level workforce needs of employers and the individual skills of client customers. The provision of essential workplace readiness skills will be emphasized.

An individual's need for intensive services is established through the initial assessment process that occurs during core service provision or through the individual's inability to obtain employment through core service participation. Given the employment readiness skill gap identified by local employers, a high level of need and demand for intensive services is expected. Pre-employment/job readiness related activities and short-term academic and occupational skills enrichment programs are anticipated to be among the highest in-demand and needed intensive services.

Training Services: Training services include: occupational skills training, on-the-job training, skill upgrading, entrepreneurial training, job readiness, adult education, literacy, and customized training. Training is geared toward meeting area employer's needs for skilled workers. It is targeted to meet the "access to quality training/education program" need of individual client customers.

Training is available to employed and unemployed individuals in the local area with priority given to low-income residents (*defined as those individuals whose income is below poverty level or 70% of the lower income level standard for their family size, and public assistance recipients*). An individual must participate in intensive services and must have been unable to secure and retain appropriate employment, as identified on their employability plan, prior to being considered for enrollment in training.

Training is delivered through an Individual Training Account (ITA) process. In general, the maximum funding available per individual ITA is \$4000 for skill training and \$1300 for academic, remedial or English language proficiency training. Other resources, such as Pell Grants and

Tuition Waiver Programs, must be coordinated with and utilized prior to the expenditure of WIA training funds.

The demand for academic skills training and remedial education is expected to be very high. According to the 1990 Census, 36% of the adult population in Cumberland County did not complete high school and 27% of Salem's adult population never earned a secondary school degree. Nearly 50,000 adult residents of the bi-county area lack a high school diploma with 30,182 of those individuals never advancing beyond the eighth grade in school.

Current high school dropout rates in the two counties show a continuation of these low educational achievement trends. 1990 Census data indicates that 46.3% of Cumberland County's 16 to 19 year old out-of-school youth that considered themselves as part of the labor force (*employed or available for work*) lacked a high school diploma. Nearly 23% of the youth that comprise that demographic group in Salem County were high school dropouts. The unemployment rate among these 16 to 19 year old non-high completers (40.2%) was nearly three times that of their high school graduate counterparts (14.8%).

This correlation between competency in academic skills and the ability to secure and retain even entry level employment, closely align them with the essential workplace readiness skills identified by employers. Job advancement potential is also clearly linked to an individual's basic academic competency level.

Over 4,500 individuals (4,081 in Cumberland and 476 in Salem) were recorded as having limited English language proficiency on the 1990 Census. Four percent (4%) of Cumberland's population was listed as foreign born and 2% of Salem's population exhibited that same characteristic. New Jersey Department of Labor population projections for the year 2000 for Cumberland County estimate that 18.4% or over 26,000 residents will be of Hispanic origin. With these population characteristics, the need for English language proficiency and English-as-a-Second Language (ESL) programs, especially in Cumberland County, is expected to be high.

Given the bi-county area's well-evidenced history of structural unemployment, the demand for occupational skills training is anticipated to be high. However, the number of individuals actually receiving training through WIA funds is expected to be significantly lowered by its pre-participation requirements and funding coordination priorities. The amount of funds available to support training will also limit its availability.

Occupational training priorities will be centered on skill development that match to the growing and emerging jobs in the local area in an effort to address the structural unemployment problems that exist.

◆ **Special Participant Populations**

The Workforce Investment Act defines special participant populations as low-income individuals who have substantial language, age, disability, or cultural barriers. Special populations also include offenders and homeless individuals.

New Jersey Department of Labor Income and Poverty Data indicates that 14.5% of Cumberland County's population and 10.3% of Salem's were living at or below the poverty level in 1995. Over 26,000 individuals in the bi-county area fall into this low-income category. Estimates based on 1990 Census data indicates that individuals with disabilities of a physical, mental or emotional nature comprise slightly less than 2% of this low-income population and nearly 6% have characteristics that indicate potential language and/or cultural barriers to employment could exist. Approximately 10% of the individuals living at or below poverty are aged 60 to 74 and almost 11% are young people between the ages of 16 and 24.

Special programs that target services to these population groups currently exist. Many are operated by One-Stop partner agencies and include local Welfare to Work program components such as the Hispanic Employment Initiative and Absentee Fathers Employment Program. Services for individuals with disabilities are routinely provided by the NJ Department of Labor's - Division of Vocational Rehabilitation (DVR) and the local Office on Aging and Senior Employment Program offer target services and programs for the aged. Access to these and other similar programs that target special populations will be made available through the One-Stop system.

With the exception of Workforce Investment Act (WIA) Youth program service offerings, the WIB does not anticipate further targeting of WIA resources in the first year of this five-year plan toward establishing programs that exclusively serve special participant populations. As data on the One-Stop's first year and subsequent year's service levels and customer needs becomes available, the WIB will further assess the need for specialized programs. Should the need to fund such programs arise, the WIB will direct the One-Stop Operators to seek out additional service providers that may already exist in the area and/or to develop a Request for Proposals (RFP) for the direct provision of the services through WIA funds. Services procured in this manner will generally be of a group-size classroom training nature.

◆ **Youth**

The Workforce Investment Act (WIA) provides separate funding for youth program development and operation. While programs operated with WIA Adult funds have "universal" eligibility (*i.e., no income level eligibility*), WIA Youth funds are targeted to low income

individuals, aged 14-21, who have one or more employment barriers. The Act recognizes youth that have basic academic skill deficiencies, are high school dropout, offenders, pregnant or parenting teens, homeless, or require additional assistance to complete an educational program or to secure and hold employment having an employment barrier.

Up to 5% of the youth served can be individuals who do not meet the low-income criteria but who are disabled, including learning disabled, or have one of the previously identified employment barriers. The local area also recognizes non-income eligible youth enrolled in Abbott School Districts or other Special Needs School Districts as defined by the New Jersey Department of Education as being eligible for services under this 5% window.

A significant portion of the youth population (individuals aged 18-21) can also be served through WIA Adult program funds. Given this overlapping eligibility between WIA Adult and WIA Youth program and to assure that youth have access to the full array of potential services, the WIB recommends that the administration of WIA Youth programs be coordinated with and made part of the local One-Stop Operator functions. Through its Youth Investment Council, the WIB will provide guidance to the One-Stop Operator on the need for and types of services required by local youth.

WIB recommendations used to guide youth service provision during the first year of this five-year plan, have been developed from information gathered through various WIB and/or other local partner agencies projects and initiatives. Both the Cumberland County and Salem County Youth Services Commission's (YSC) recently completed a Comprehensive Youth Services Plan for 2000-2001. Both plans include a general youth need assessment that identify several workforce readiness related needs including access to training and education opportunities, mentoring, life skills and transportation related needs. Support service needs identified included substance abuse prevention/treatment, juvenile justice system support, and increased knowledge of community resources.

The WIB completed a workforce readiness system specific needs assessment as part of its 1999 Youth Opportunities Grant preparation process. Twenty-one (21) local youth service provider agencies lent their expertise and resources toward preparing that grant. Several youth focus groups were also held to obtain direct input from potential service consumers.

Workforce investment system needs identified through that process, in priority order are:

- Access to part-time, full-time, and seasonal (including summer) work experience activities
- Employability skills development
- Access to and knowledge about careers
- Self-management and life coping skills

- Tutoring and long-term mentoring
- Financial support for education
- Activities that support high school completion
- Alternate opportunities for education completion for those that have dropped out of school

Support service and other needs identified by youth that participated in the focus groups included:

- Access to recreational activities (sports, hobbies, etc.)
- Transportation to jobs, recreation and other events of interest (County fair, dances, etc.)
- Child care and parenting skills
- A "safe place" to go to avoid crime, drugs and other inner city problems
- Exposure to cultural and "outside world" activities

WIA Youth program resources and activities should therefore be targeted to addressing one or more of these identified needs with priority given to the workforce investment system needs. The WIB will charge the Youth Investment Council with completing a more comprehensive workforce investment system needs assessment during 2000-2001. Information gathered as part of that process will be use to guide the system toward further youth service progressions.

◆ **Support Services Needs**

Individuals seeking work often encounter barriers to finding and keeping a job beyond those that have been identified as direct workplace skill needs. These barriers often relate to a lack of support service and include the need for child care, housing, health, legal, substance abuse, financial management, and transportation assistance.

Access to these and other support services has been enhanced by the development of New Jersey's One Ease E-Link system in both Cumberland County and Salem County. One Ease E-Link (OEL) is a collaborative effort among interdisciplinary agencies that makes use of electronic networking technology and innovative software applications to enable participating agencies to share expertise, information, and service access opportunities. It gives front line workers within these agencies the ability to assist families and individuals in addressing their complex and often multiple for support services.

OEL is/will be fully integrated into all local One-Stop partner agency's operational systems. The local One-Stop Operator manages Cumberland's OEL program. In Salem County, the Local Inter-Agency Council administers the OEL system. Such coordination between the One-Stop system and OEL offer individuals readily available access to the services offered by all local providers that are a part of that system.

The following chart presents a partial list of local service providers that offer assistance in these needed support areas.

**EXAMPLES OF SUPPORT SERVICE ASSISTANCE PROVIDER AGENCIES IN
THE LOCAL AREA**

Agency	Examples of Types of Services Available
Tri-County Community Action Agency	Energy, Housing, Child care and Advocacy
Public Housing Authorities	Subsidized and Low-Income Housing Assistance
Division of Youth & Family Services	Family Counseling, Child Welfare
NJ Division of Veterans Programs	Multiple Support Services for Veterans
Regional Legal Services	Legal Aid, Legal Counseling
Guidance Center/Center for Human	Mental Health Counseling, Trauma Assistance,
SJHS - Area Health Services	Health Care, AIDS Prevention and Counseling
Family Planning Services	Parenting Skills, Family Planning, Family Health,
County Drug/Alcohol Services	Substance Abuse Counseling, Treatment and
ARC	Clothing(Thrift Store), Multiple Support Services for
County Women's Center	Protective Services, Family Abuse/Domestic
County Office on Aging and Disabled	Aging Services, Health Services, Transportation
County Board of Social Services	Emergency Services, Food and Shelter Assistance, Income Maintenance, Transportation Assistance

As is the case throughout New Jersey, child care and transportation assistance are viewed as the primary workplace readiness support service needs of Cumberland/Salem's One-Stop client customers. Efforts to address these primary needs have occurred/are occurring in both counties.

Child Care: The human services offices in both counties (Humans Services Advisory Council (HSAC) in Cumberland and the Interagency Council (IAC) in Salem) recently completed a comprehensive child care plan for the respective counties. The WIB and several One-Stop partners participated in that plan development process. WIB participation assured that there would be continuity between that social service planning effort and the WIB's workforce investment planning process. A copy of each county's comprehensive child care plan is on file and available for review at the WIB office. The WIB accepts and views these plans as the local areas strategic plans for addressing child care needs. As such, they are herein adopted and considered to be a part of this workforce investment plan.

Transportation: In 1997-98 the New Jersey Department of Human Services provided funds to support a Community Transportation Planning Project to both Cumberland and Salem counties. In Cumberland County, these state resources were combined with local resources that had been made available for a similar, yet more comprehensive transportation study.

Committees consisting of various local agencies that had an interest in transportation needs in the respective counties were formed. The WIB Director served on both of those committees. The transportation plans that resulted from the work of these committees contain a resources inventory of local and state transportation providers and a series of short range and long range objectives to improve, expand, and develop local transportation networks.

In 1999, the Cumberland County Board of Chosen Freeholders reemphasized its commitment to its local transportation plan and designated the Cumberland County Improvement Authority (CCIA) as the lead agency responsible for its implementation. A Transportation Steering Committee was formed to guide and assist the CCIA in its work. In recognition of the inherent connection between transportation planning and workforce development planning, the Board appointed both the WIB Director and the Director of the County Office of Employment and Training to that ten-person committee. The CCIA and the committee are currently in the process of hiring a Transportation Manager to further support, direct and develop local transportation initiatives.

As with the local child care plans, the WIB accepts and adopts these county transportation plans as the strategic plans for addressing local workforce investment system transportation needs. Copies of the plans are on file and available for review at the WIB office.

Additional efforts to identify and address transportation, child care and other support service needs will be ongoing throughout the five-year implementation stages of this plan.

5. IDENTIFICATION AND ASSESSMENT OF AVAILABLE RESOURCES

◆ *One Stop Partner Resources*

Appendix C provides a list of resources that are available to One-Stop partner agencies and other entities that, while not specifically identified as One-Stop partners, hold complementary and key roles in the local workforce investment system. Over \$12 million in workforce investment system funds have been identified as being available to the local area to support One-Stop accessible services. Specific funding sources and potential resource use in relation to One-Stop core, intensive, and training services are identified. Employer and youth services are also listed.

These service providers have worked cooperatively to define their potential system contributions. Efforts to further refine One-Stop related roles and responsibilities and to access other resources that can be put to use in support of the local workforce system will occur throughout the five-year timeframe of this plan. Therefore, the resources identified should be viewed as a base from which other positive developments can be built.

◆ ***Strategic Planning Efforts to Address System Needs***

The Resource Matrix lists twenty-three (23) federal, state, or local funding sources that provide workforce investment related programs. Even with the substantial services these programs offer, service gaps will still exist.

NJDOL's Annual Average Labor Force Estimates for 1999 indicates that there were over 7,000 individuals in the bi-county area seeking work but unable to obtain a job. Cumberland/Salem's combined unemployment rate of 7.3% is consistently among one of the highest in the state. All of these individuals are potential One-Stop service seekers. Public assistance recipients entering or reentering the workforce as a result of welfare reform initiatives and high school students entering the labor force upon graduation further swelled this potential WIA and One-Stop service seeker pool. Individuals that can benefit from One-Stop services also include incumbent workers seeking to change jobs or careers and those that are in need of re-training or skills upgrading to retain their current jobs.

Adequate funds to provide services to all job seekers are not present and funding estimates for the 2000-2005 period of this plan indicate that that deficiency will continue to exist. The major challenge facing the One-Stop system will center on its ability to put the limited available resources to their best and most productive uses in an effort to minimize the service gaps that result from this lack of necessary funds. This plan, and future addenda to it, will function as the primary strategic plan for meeting that workforce investment challenge. Coordination of this effort with other local and regional strategic planning initiatives including, but not limited to, those related to transportation, child care, community development, and economic development will produce a comprehensive effort to address identified service gaps.

6. ONE-STOP SYSTEM DESCRIPTION

◆ ***An Overview of the Local One-Stop System***

Cumberland County and Salem County began the process of developing and implementing their One-Stop Career Center systems four years ago. These systems were built upon state mandated and locally established priorities to provide customer-oriented and universally accessible workforce investment services. Through a combination of physical site co-location efforts, electronic connectivity, and the cross-training of staff in aspects of customer service, team building and information sharing necessary to achieve systemic change, Cumberland/Salem has taken the initial actions necessary to produce a viable and working One-Stop system.

In **Cumberland County**, the development of a single physical site that houses several of the workforce investment system partners has given rise to a state recognized model for One-Stop service delivery. Known as the *Cumberland County Workforce Resource Center*, this 23,000 square foot building located at 415 Landis Avenue in Vineland offers full and direct access to fifteen (15) of the twenty-three (23) workforce investment system programs recognized as part of the local One-Stop system. Full program service access points include the following:

- WIA Adult Programs
- WIA Youth Programs
- WIA Dislocated Worker Programs
- WIA Veterans Programs
- Veterans Employment Representative and Disabled Veterans Outreach Programs
- Wagner-Peyser Services
- Vocational Rehabilitation Programs (DVR)
- Welfare to Work Programs
- Senior Community Service Employment Programs
- Trade Adjustment Assistance Act Programs
- Unemployment Insurance Services
- Temporary Assistance for Needy Families (TANF) Employment and Training Programs
- Food Stamps Employment and Training Programs
- Workforce Development Partnership Act Program
- Customized Training (*through Business Service Account Representative*)

The facility is the primary operational home of the Cumberland County Office of Employment and Training, the local New Jersey Employment Service (ES) office, and the local New Jersey Unemployment Insurance Claims Office (UI); the later two having consolidated their offices and moved into the Workforce Resource Center in 1998. Tri-County Community Action Agency operates a full-time child care resource and referral unit at the site and several other program operators, including the New Jersey Division of Vocational Rehabilitation (DVR), have a part-time presence at the facility.

A second site located at 40 East Broad Street in Bridgeton houses additional local New Jersey Employment Service (Wagner-Peyser Program) and NJDOL-DVR (Vocational Rehabilitation Program) staff and has the ability to provide access to all One-Stop "core services".

Additional access to the other One-Stop system resources is made available through electronic (WNJPIN- <http://www.wnjp.net>) and customer referral connections. To further increase this form of service access, Cumberland County has invested in the development of a "Virtual One-Stop". Using state-of-the-art software applications, this electronic-based system allows for customer-friendly access to elementary workforce system services by anyone who

has a computer that is connected to the Internet (<http://www.ccoel.org>). In support of the "Virtual One-Stop" effort, the WIB has funded and placed public access computer workstations at various locations throughout the county including libraries, social service agencies, chambers of commerce, municipal buildings, and public education institutions. All One-Ease E-Link (OEL) partners also have access to the "Virtual One-Stop" website. Individuals lacking a readily available point of access to the Internet can visit any one of these sites for One-Stop "self-help" services. Several of the sites, including all required One-Stop program operators not co-located at the *Workforce Resource Center*, also provide staff assisted services. A list of all Cumberland County One-Stop sites, their addresses, and their level of affiliation with the system, appears in Appendix D-1.

Salem County has relied on electronic communication linkages as the primary means of implementing its local One-Stop Career Center System. During its early developmental stages, Salem County was not able to identify a single-site facility that was capable of adequately housing a sufficient number of One-Stop system partner agencies necessary to create a full-service One-Stop Center. Therefore, the system turned to an alternate means of system linkage making use of technology-based interactions to promote partnership arrangements. The system utilizes WNJPIN (<http://www.wnjpin.net>) and other local partner websites, including Salem County's One-Ease E-Link site, to foster program coordination and information exchange.

All state and federally required One-Stop partners are linked through this system. Additional informational linkages with comprehensive high schools, libraries and social service agencies also exist. Appendix D-2 provides a list of all current Salem County One-Stop access sites, their addresses, and their level of affiliation with the system.

While this technology-based system has provided Salem County with a foundation for One-Stop service delivery development, further evolution of the system is needed. The WIB, local government leaders, and the key workforce investment system partners in the county have agreed that the needs of Salem County's residents and its business community would be best served through the establishment of a full-service site. The site would produce a more recognizable One-Stop presence in the county than that which the current technology reliant system allows.

Several options to establish such a site have been proposed and are currently under consideration. While these options would function to eliminate or reduce many of the previously identified facility co-location limitations, concerns related to adequate funding to support a site

have recently arisen. Ongoing efforts to address this need are being made by all concerned entities.

◆ **One-Stop Operator Selection Process**

The One-Stop Operator is responsible for the day-to-day functions and overall management of the local One-Stop Career Center System. Through a collaborative effort, the One-Stop Operator works to assure that an array of employment, training, education, and support services are available to help job seekers obtain and retain employment and to assist employers in finding and retaining qualified workers.

The WIB, in concert with the Chief Elected Official of the local area, has the responsibility for designating the local One-Stop Operator. A list of the primary responsibilities of the One-Stop Operator as defined by the WIB appears in Appendix E.

Cumberland County's highly evolved One-Stop Career Center System, simplified its One-Stop Operator selection process. From its earliest roots (*as a Family Development Center established under welfare-to work legislation that existed in 1993*) to its current status as the Cumberland County Workforce Resource Center, the county's One-Stop system has thrived under the operational leadership of the Cumberland County Office of Employment and Training. As its heretofore formally undesignated One-Stop Operator, that office has been driving force behind Cumberland's establishment of a full service One-Stop site, its expansion of the partnerships needed to increase service access, the development/maintenance of technology resources, and the initiation of new/model service strategies.

Throughout this development process, the WIB and the local Chief Elected Official have provided financial support, planning assistance, and policy guidance toward the shared vision of establishing a coordinated and integrated workforce investment service delivery system. One-Stop partners that have participated in WIB committee meetings and other related functions have regularly contributed to its design and growth. Whenever possible, new programs, such as Welfare to Work, One-Ease E-Link, and the Workforce Development Partnership Program (WDP), have been added to and made a part of the One-Stop system.

Given this level of development, the successes it has registered, and the broad-based support it has received, Cumberland's current One-Stop system could be viewed as meeting the "Established One-Stop Delivery System" criteria presented in Section 121(e) of the Workforce Investment Act. However, State concurrence with the use of that "grandfathering" process is required and, to date, the State of New Jersey has appeared reluctant to allow local areas to select One-Stop Operators under that provision of the law. Therefore, Cumberland followed as

process that was consistent with Section 121(d) of the Act to identify and select the local One-Stop Operator.

In July 1999, the WIB introduced general criteria and qualifications for being a One-Stop Operator. Information gathered through participation in state sponsored One-Stop Technical Assistance sessions, local staff capacity building/training activities, and other related state and local workforce investment system planning functions acted to further define and communicate this criteria.

Consistent with that guidance and the requirements of the Act, a three-agency consortium has been formed. Partners in that consortium are the New Jersey Employment Service (ES), the New Jersey Division of Vocational Rehabilitation (DVR), and the Cumberland County Office of Employment and Training. In February 1999, the partners developed an initial draft of a Resource Sharing Agreement (*see Appendix F*) that presents a mission statement for the One-Stop system and outlines the structure, management and responsibilities of each agency in the partnership. The agreement also designates the Cumberland County Office of Employment and Training as the consortium's administrative and programmatic hub, i.e., its One-Stop Operator. The WIB and the CEO herein provide their concurrence with the designation set forth in that agreement and name the Cumberland County Office of Employment and Training as the One-Stop Operator for Cumberland County.

The WIB's actions to initiate and support **Salem County's** One-Stop Operator designation process were similar to those undertaken for Cumberland County. In July 1999, the WIB introduced One-Stop Operator general criteria/qualifications and encouraged the formation of partnership arrangements/agreements to fulfill the requirements of the Act. Throughout the balance of the year the WIB continued to provide support and communication information necessary build those partnerships. Technical assistance sessions, training/capacity building activities, and individual and group partner agency meetings were held. Potential funding and resource pooling information was also provided.

As an outgrowth of these efforts, several One-Stop administrative and management options were proposed and explored. The options included various partnering arrangements between/among agencies including, but not necessarily limited to, the Salem Community College, the Salem County Vocational Technical School, the local New Jersey Employment Service Office, the local New Jersey Unemployment Insurance Claims Office, the Salem Center, a private sector entity, and the Salem County Office of Employment and Training. The option to have Cumberland County's designated One-Stop Operator serve as the system operator for the Cumberland/Salem area was also proposed. Under that scenario, the network of resource sites

that currently exist in Salem County would remain the principle deliverers of service in the county but they would do so under the functional management of that Operator.

Since the submission of this plan to the SETC on March 31, 2000, substantial progress has been made in relation to the designation of a One-Stop Operator and the identification of a One-Stop Center site. Under the direction of the Salem County Board of Freeholders, a sufficiently developed and reasonably viable course of action that will result in having a functional One-Stop Operator/One-Stop site in Salem County by July 1, 2000 has occurred. As a result of these efforts a decision on a One-Stop Operator and One-Stop System management structure for Salem County was made as follows:

- The Salem County Board of Chosen Freeholders will function as the Grant Recipient for Salem County and as such will perform the financial and administrative management functions required by the system. As presented in the WIB/CEO agreement, Salem County will receive WIA and other identified workforce investment system related funds as designated by the State of New Jersey, through a subcontract arrangement with Cumberland County.
- Salem County will be the One-Stop Operator. Various agencies that provide employment, education and training services including, but not necessarily limited to, the Salem Community College, the Salem County Vocational Technical Schools, the Salem County Board of Social Services, and the local office of the New Jersey Employment Services, will function as partners in the system.
- Salem County will designate a department within the County to perform the operational management functions required by the system. On an interim basis, and throughout the transition period from the current operational structure to the One-Stop system, that office will be the Salem County Department of Economic Development.
- The primary One-Stop Career Center site will be located at the Salem Community College's community center (the Salem Center) located at 174-180 East Broadway in Salem City. The site will house staff from several partner agencies and will provide all core services and access to all other intensive and training services available through the One-Stop system. A satellite site will also be established at the Board of Social Services Office in

the Penns Grove/Carneys Point area. Other electronically connected sites will exist at various other partner agency locations throughout the county.

- Salem County requests that the New Jersey the Department of Labor fund a Manager I, Workforce New Jersey position within Salem County with such individual to be designated as the manager of the One-Stop system. The manager, if so named, will functionally report to the One-Stop Operator and receive direction from the One-Stop management team, as established to provide guidance and direction to the system.
- The opportunity to co-locate New Jersey Employment Service (NJES) staff at the One-Stop Center locations will be offered to the New Jersey Department of Labor. If so agreed, NJES staff will be utilized to provide and/or supplement the provision of core services required by the Act.

Continued discussions with the NJ Department of Labor are still needed to establish the viability of these later two elements of the proposed local system. Positive developments in relation to such discussions will enable the county to reach its goal of having a fully functioning One-Stop System in-place by July 1, 2000.

◆ **One-Stop Members: Roles and Resources**

The following thirteen (13) agencies are recognized as member agencies in Cumberland County's One-Stop system. Their roles in the One-Stop systems, as defined by the primary program resources that they bring to it, are also listed.

Cumberland County One-Stop Career Center System Member Agencies

Agency/Service Provider & Resources

Primary One-Stop Program Roles

Cumberland County Office of Employment and Training Worker Programs (One-Stop Operator) Programs	Adult, Youth and Dislocated Welfare to Work Employment and Training TANF Employment and Training Programs Workforce Development Partnership
Program	
NJDOL- Employment Services Office	Wagner Peyser Programs and Services Veterans Programs Customized Training Trade Act Assistance Programs
NJDOL- Unemployment Insurance Office Programs	Unemployment Insurance Compensation

NJDOL- Division of Vocational Rehabilitation	Vocational Rehabilitation Programs
Cumberland County Board of Social Services	TANF Assistance Programs Food Stamps Assistance Programs
Cumberland County College Aide Programs Programs and Services	Post Secondary Education Financial Post Secondary Perkins Act
<i>(Member Agency List is Continued on the Next Page)</i>	
Cumberland County Technical Education Center Programs and Services	Post Secondary Perkins Act
Cumberland County Office on Aging and Disabled Employment Programs	Senior Community Service
Vineland Adult Education Center Programs	Adult Education and Literacy New Jersey Youth Corp
Millville Housing Authority Programs	HUD Employment and Training
Tri-County Community Action Agency Assistance	CDBG Assistance Programs Child Care Resource and Referral
Rural Opportunities Programs	WIA Migrant and Seasonal Farmworker
Millville Public School District	School to Careers

The following ten (10) agencies are recognized as member agencies in Salem County's One-Stop system. Their roles in the One-Stop systems, as defined by the primary program resources that they bring to it, are also listed.

Salem County One-Stop Career Center System Member Agencies

**Agency/Service Provider
& Resources**

Primary One-Stop Program Roles

Salem County Office of Employment and Training Programs	Adult, Youth and Dislocated Worker Welfare to Work Employment and Training
Programs Program	Workforce Development Partnership
NJDOL- Employment Services Office Programs	Wagner Peyser Programs and Services Veterans Programs Customized Training Senior Community Service Employment Trade Act Assistance Programs

NJDOL- Unemployment Insurance Office Programs	Unemployment Insurance Compensation
NJDOL- Division of Vocational Rehabilitation	Vocational Rehabilitation Programs
Salem County Board of Social Services	TANF Employment and Training Programs TANF Assistance Programs Food Stamps Assistance Programs
Salem Community College Programs	Adult Education and Literacy
Programs	Post Secondary Education Financial Aide
Services	Post Secondary Perkins Act Programs and
Salem County Vocational Technical Schools	Adult Education and Literacy Programs Post Secondary Perkins Act Programs and
Services	School to Careers Programs
Pennsville Public School District	School to Careers Programs

(Member Agency List is Continued on the Next Page)

Tri-County Community Action Agency Assistance	CDBG Assistance Programs Child Care Resource and Referral
Rural Opportunities Programs	WIA Migrant and Seasonal Farmworker

The Resource Matrix that appears in Appendix C shows the specific types of workforce investment services that are available to individual and employer customers through the pooling of One-Stop system resources. Appendix F is a Resource Sharing Agreement developed by three of Cumberland County's One-Stop member agencies. That agreement further delineates systemic staff and resource pooling requirements through the designation of joint or individual agency service provision.

Throughout the first year of this plan, the One-Stop Operator and the WIB will undertake efforts to develop similar resource sharing agreements with all One-Stop member agencies. Particular emphasis will be placed on the identification of common services and the establishment of a means of pooling resources being utilized to provide services. Examples of resource pooling efforts to be undertaken include:

- The WIB and the One-Stop Operator will attempt to develop a Business Services/Account Representative Unit that includes staff of all member agencies that provide employer outreach and employer services functions. Through a systemic analysis of these types of services as currently being provided through One-Stop member agencies, a resource pooling plan will be developed, a non-duplicative interactive service delivery system will be designed, and customer service improvement/evaluation plan will be formulated.
- In an effort to maximize funds in support of individual customer training needs, the WIB and the One-Stop Operator will work to develop a common means of determining eligibility, accessing, and applying for training/education financial assistance available through Pell Grants, state scholarships, Workforce Development Partnership (WDP) training grants, Trade Act assistance, WIA training grants and other related training assistance resources.
- Building upon WIB capacity building and individual agency staff training that has occurred to date, the WIB and the One-Stop Operator will develop a formal One-Stop certification program for staff. In addition to providing a vehicle for improved staff relations this cross-training activity will allow front line staff to be able to more readily identify system resources and to recommend methods to consolidate/pool their service offerings.
- Through the WIB's planned Youth Services Resource Inventory development process, identify programs and resources that have similar purposes, target populations, and/or offer complementary activities. Develop a comprehensive plan for pooling youth resources and thereby increasing access to and opportunity to participate in youth activities.

◆ ***Policies and Procedures for Awarding Grants and Contracts***

Individual Training Accounts

The Workforce Investment Act significantly changes the way that Title I Adult and Title I Dislocated Workers training providers are identified, approved, and paid for the services that they provide to the system. In New Jersey, a state managed contracting system, centered around the use of Individual Training Accounts (ITA's), has been developed to replace the local procurement and contacting system previously used under the Job Training Partnership Act (JTPA). Awarding grants/contracts for training under this statewide vendor and ITA system relieves the local area of many of its previously held service provider selection responsibilities.

For the vast majority of clients deemed eligible for training, the ITA will function as their means of accessing those services. As their name implies, ITA's are accounts established by the local One-Stop Operator on behalf of an individual client. The individual uses the ITA to secure training from and arrange payment to any vendor on the list of eligible providers. In general, they are limited to \$4,000 per person for skill straining programs and \$1,300 per person for education (academic) training.

On February 29, 2000, the New Jersey Department of Labor finalized and issued its guide for this new system entitled, *Procedures for the Initial Eligibility of Training Providers under the Workforce Investment Act*. Those procedures establish the formal mechanism to be used for the awarding of contracts/grants to potential training providers under the ITA system.

Other Grants/Contracts

When resources are available and/or special circumstances are deemed to exist, the WIB may authorize the use of contracts/grants for Title I Adult and Title I Dislocated Worker training services other than those arranged through Individual Training Accounts (ITA's). These other training arrangements include On-the-Job Training and Customized Training. Special circumstances include the need for training programs for special populations that face multiple barriers to employment or the lack of a sufficient number of eligible providers in the local area to accomplish the purpose of the ITA system. WIA Title I Youth Program services also present the opportunity to offer non-ITA based training activities.

All contracts/grants of this nature will be competitively procured. The procurement system utilized will conform to all requirements of the New Jersey's State and Local Public Contracts Law (NJSA 40:A:11, et. seq.). Several competitive processes are identified in that law including, Invitation for Bid (IFB), Request for Quotations (RFQ), Extraordinary Unspecifiable Services (EUS), direct negotiation with instrumentalities of state or local government entities, and professional services.

Due to their individualized nature and diversity **On-the Job Training and Customized Training** fall under the Extra-ordinary Unspecifiable Services (EUS) category of the State and Local Public Contracts Law. To assure that all area employers have equal access to funds that may be available through these program components, the WIB will advertise their availability in the local media at least once per year. In addition to public advertising, informational material about On-the-Job Training and Customized Training that describe the range of available programs and procedures for participation will be mailed or otherwise provided to local employers on a regular basis.

A Request for Quotations (RFQ) and/or a direct negotiation process will be used to identify and select service providers. If the WIB determines that training programs for **special participant populations** are needed or that an **insufficient number of providers** are available to meet individual training needs through the ITA system. When the RFQ's or the direct negotiation process is used, the One-Stop Operator will hold the primary responsibility for developing and issuing proposal requests. Before an RFQ for specialized services can be issued, the One-Stop Operator must demonstrate to the WIB that the needed service can not

adequately be provided through the current operational structure of any of its partnering agencies. Likewise, the One-Stop Operator must prepare and present the WIB with document of insufficient ITA eligible provider availability before issuing an RFQ to address such needs.

The WIB will hold the primary responsibility for establishing the criteria for selecting training providers. Evaluation criteria to be used will include, but will not necessarily be limited to, financial stability of the proposing agency, its demonstrated performance in successfully serving the targeted population, the relationship of the program to the needs and overall structure of the workforce investment system, cost, and numeric/statistical performance measures.

The WIB, in concert with the appropriate Chief Elected Official, will be responsible for evaluating proposals received and selecting the service provider to receive the contract/grant award.

The local area considers the RFQ and the direct negotiation processes as the most appropriate, and therefore the preferred, workforce investment service provider procurement and contracting processes. They will be used whenever necessary, including for the purpose of meeting **youth service provider** procurement requirements.

◆ ***Continuous Improvement Process in Planning, Program Development and Staff Development***

The Cumberland/Salem WIB views continuous improvement as a system building process that functions to increase the quality of programs and services offered by the local workforce investment system. The high performance workplace standards that are inherent to any continuous improvement system must be:

- universally accepted and promoted at the management/executive level,
- routinely practiced by all staff of all partner agencies in the system,
- customer satisfaction driven,
- quality, not quantity, oriented, and
- regularly reviewed, evaluated and amended, as needed to achieve system goals.

Promoting the process requires all One-Stop partners and other related service providers to share a common vision for the system and to demonstrate a commitment to that vision through their conduct of their daily work activities. The Memorandum of Understanding (MOU) between the WIB and the One-Stop partners contains a commitment by those partners to the continuous improvement goals of the system.

The WIB's One-Stop Committee includes management/executive level representatives from each of the system's partner agencies. That committee will therefore function as the system's primary vehicle for the development and promotion of continuous improvement plans.

Committee members will be responsible for formulating continuous improvement goals and objectives, prioritizing the service delivery areas to be addressed, and establishing benchmarks that will measure system's progress and performance in achieving its goals and objectives. As system leaders, they will also act to promote the implementation of the continuous improvement plans established by the committee within their respective agencies.

To provide partner agency staff with the knowledge and ability to put elements of the continuous improvement plans into practice, the WIB and the One-Stop Operator will develop and deliver staff training sessions, training manuals, and/or other capacity building activities as appropriate to support system-wide implementation. Interagency staff meetings/functions will be held in an effort to build "team oriented" approaches and to allow for the exchange of "best practice" models. Staff will also be encouraged to use these forums as a means of identifying problems or suggesting alternate methods that could be employed to improve work flow activities. Through these functions, front-line workers will have the opportunity to contribute to and design the system's continuous improvement plans.

The opinions of the system's customers (both individuals and employers) will be a vital part of the continuous improvement process. Through the regular use of quality-oriented customer satisfaction surveys, the One-Stop system will be able obtain valuable information that will indicate consumer perceptions in respect to the effectiveness of services provided. The One-Stop Operator, with input from the One-Stop Committee, will be responsible for designing these surveys. The Operator will also be charged with assuring that the surveys are universally distributed and with promoting their completion by system customers. The WIB will be responsible for evaluating the information received and communicating survey results to the One-Stop Committee for their use in refining current plans and/or identifying additional continuous improvement needs.

The WIB and the One-Stop Operator will also conduct other formal and informal system evaluations, as needed, to assure that the local area's continuous improvement plans are achieving their intended results. Regular evaluation of the system, especially in its first year of operation, will be needed to assist in establishing reasonable and workable benchmarks from which progress can be measured. The Future Plans section of this plan includes the projected timeframe for other long-range system evaluation measures.

◆ ***Role of the Local One-Stop Team***

In addition to its role in assisting the WIB and the One-Stop Operator in the design, implementation, and evaluation of the workforce investment system's continuous improvement plans, the local One-Stop Team (One-Stop Committee) will perform other general management

and leadership functions necessary to develop and maintain a viable One-Stop system. Committee participation will allow each partner to:

- Identify and suggest ways that resources available to their agency can be coordinated within the system
- Identify and suggest ways that resources available to other partner agencies could be coordinated with services offerings provided by their own agency
- Identify barriers to coordination/integration of services including informing system partners of local, state, or federal program policies or financial developments that may have a negative impact on their ability to fully participate in One-Stop system activities
- Report program specific outcomes achieved by their agency
- Assist in developing common management practices that can be employed throughout the system
- Assist in designing common data collection and management information systems
- Assist in One-Stop planning, marketing and promotions efforts
- Assist in designing and implementing system performance and accountability measures
- Promote the One-Stop system's "vision" within their agency
- Promote the accomplishments of the local area through participation in local, state, or federal workforce investment system related conferences, meetings, etc.

Additional details related to the roles and responsibilities of One-Stop partners appear in the Memorandum of Understanding (see Appendix G).

◆ **One-Stop System Client Flow**

*Note: Please refer to **Section 4. Needs of the Individual Customer- Anticipated Need for One-Stop Services** for a detailed description of the Workforce Investment Act's core, intensive and training services and an analysis of the need for these services by job seekers and workers in the local area.*

During the last six months of 1999, groups of local area and state agency representatives met to develop general sequences of services and service flow charts that could be used by local areas to guide their One-Stop system planning and implementation processes. The information developed by these sub-group of the One-Stop Technical Assistance Team and the SETC Planning Workgroups were made a part of the State Workforce Investment System Plan (Chapter One- Part II - Appendix 2. One-Stop Protocols).

The Cumberland/Salem WIB views these system processes as reflective of the local area's goals for client movement into and through its local One-Stop system. A summary of those system processes, as adapted to the local area follows.

Service Awareness (Outreach)

The vast majority of individuals seeking One-Stop system services have traditionally been identified through interagency referrals to the system. Among these individuals are unemployment insurance registrants and public assistance recipients. The One-Stop system's links with agencies that provide initial services to these populations will be continued to assure that ready access to the system will be available.

To increase One-Stop system awareness beyond these direct referral points, the WIB has produced and will continue to develop and distribute flyers, brochures and pamphlets that publicize the availability of One-Stop services. These promotional materials list all One-Stop sites, the level of access to services available at each site, and related information that guides potential service seekers to an appropriate point of system entry. Commercial advertising on local radio, cable television stations and in local newspapers has also been and will continue to be used to inform the public of One-Stop services.

Employers, too, need to be provided with information about the One-Stop system. For the past year the WIB has been conducting an employer outreach project that is specifically geared to making employers more aware of the One-Stop system and provides them with technical assistance in accessing and utilizing WNJPIN for addressing their hiring/recruitment needs. These types of employer outreach efforts will be continued and enhanced through the planned establishment of a One-Stop Business Assistance/Account Representative Unit.

Access to Core Services

The ability to offer core services at multiple locations throughout the local area is viewed as the key element of the One-Stop system's universal access and no wrong door approach to services. While other forms of service (intensive and training) may, and probably will, require direct contact with a particular partnering agency, the vast majority of core services can be delivered by all One-Stop system participants.

Many individuals will be able to have their workforce investment system needs met through participation in core services alone. The One-Stop system will provide these "job ready" individuals with the ways and means to rapidly attach or reattach themselves to the local workforce.

All informational core services (labor market information, job listings, career information, support service availability, performance indicators, etc.) and certain other core services can be accessed through the use of an internet connected personal computer at <http://www.wnjp.net>. Both individuals and employers can readily obtain access to this information from their own

personal computer or at any one of the One-Stop sites. All One-Stop sites, including public access sites, offer self-service access to this information.

Employers requesting services beyond those available through self-help systems will be provided supplemental assistance by a member of the One-Stop's Business Services/Account Representative Unit.

For individuals seeking core services beyond that which is available through self-service, a basic registration will be required. That registration will be followed by an orientation to One-Stop services and an initial assessment of service needs. The orientation and initial assessment can occur at any of the One-Stop resource or full service access sites. Following initial assessment, a referral back to self-service assistance or a forward referral for additional core services may be made. Recommendations for participation in intensive services will be made when it is determined that an individual is in need of further interventions to achieve long-range employment success. Follow-up services will be conducted for all individuals that obtain employment through participation in a structured core service, i.e., a core service other than a self-assisted or initial assessment related activities.

Access to Intensive Services

To participate in intensive services, an individual must have either:

- participated in at least one core service (beyond those identified as self-assisted services) and been unable to obtain employment through that core service assistance point, or
- Obtained employment through core service participation but be determined to need intensive service intervention to retain employment that leads to economic self-sufficiency.

Given the essential workplace readiness skill needs identified by local employers and the deficiencies identified in the potential workforce in relation to those needs, it is anticipated that the vast majority of One-Stop clients will require assistance beyond core services. Intensive services such as comprehensive skill assessments, individual employability plan development, short-term pre-vocational skills training, and career counseling will function to foster the development of those employer identified essential skills. Because of this, individuals that successfully participate and complete one or more of these or other related intensive services should have higher success rates in obtaining and keeping a job.

A case management system will be used to guide individuals participating in intensive services. This case management approach will allow the One-Stop system to best utilize the expertise of all its partners and to make full use of the combined staff and resources available. For example, whenever possible efforts will be made to assign an individual who is a veteran to

a case manager that is available to the system through targeted veterans program funding sources. Similarly, priority will be given to having public assistance recipients case managed through staff resources available through welfare-to work or other related program funds and individuals with disabilities will be primarily assigned to One-Stop case management staff connected with the Division of Vocational Rehabilitation. The assignment of individuals in this manner not only makes best use of available, and what are often categorically targeted, resources but also places the individual being served in close contact with a One-Stop partner agency from which he/she is mostly likely to need to access for additional services.

The One-Stop Operator will oversee the case management system. Responsibilities include the assignment of individuals to an appropriate case manager and arranging for follow-up services for individuals who obtain employment through intensive service participation.

Access to Training Services

Case managers can refer any individual to training services if they were unable to secure employment following participation in short-term pre-vocational skills activities and/or were identified through comprehensive testing/assessment, counseling, or career planning services as being in need of training to obtain and retain employment. Once such a referral is received, every effort will be made to identify available funds to support that training need.

All potential training resources available in the system will be explored including, but not limited to, training grants available through WIA, WDP, Welfare to Work, and Trade Act funds. A determination of financial aid assistance program eligibility will be linked with the training resource identification process. If applicable to the type of training they seek, individuals will be required to make application for all such funds for which they are deemed eligible.

Once actual enrollment in a training program occurs, case managers and other One-Stop staff will continue to maintain regular contact with the individual and will be responsible for arranging for or providing supports that will enable the individual to complete the training programs objectives. As is provided for individuals, who obtain employment through core or intensive service participation, follow-up services will be made available to all training participants that obtain employment.

◆ *Special Programs and Target Groups*

While One-Stop system services are generally available to all job seekers, there are significant population segments that hold socio-economic characteristics and/or have barriers to employment that often require special or targeted service interventions. The State of New Jersey recognizes public assistance recipients, dislocated workers, youth, individuals with

disabilities, older workers, displaced homemakers, and individuals with limited or non-English language communication abilities as being among those target populations.

Service strategies that are targeted to address the unique needs of individuals within these population segments include:

Prioritized WIA Adult Program Training Enrollment: Even though a significant amount of training grant and financial aid resources are expected to be available, the WIB does not expect that the local area will have sufficient resources to meet all individual training requests. Consistent with the requirements of Section 134(d)(4)(E) of the Act, Title I Adult Program training resources available to the local area will be prioritized for use in providing occupational and academic skill training to public assistance recipients and other low income individuals.

Case Management: The One-Stop case management system has been designed to make the best use of the expertise of all partner agencies, in particular those agencies that provide services to target populations. Case management assignments that place the individual with a case manager who has direct contact with the One-Stop partner agency from which the individual is mostly likely to need additional services, helps to facilitate access to the special programs or services that are available.

Examples of local programs that are available to assist target population groups are:

Welfare to Work Formula Grants: Various education, job readiness, skills training and related support programs are available to qualified public assistance recipients through Welfare to Work Formula Grants. Programs and activities available through Welfare to Work grants are integrated into the local One-Stop system. One-Stop customers who are eligible for these programs can access specialized activities such as Alternative Work Experience (AWEP) and an Early Employment Initiative (EEI) project. They may also participate in special job search, basic skill academics, English language proficiency and post-employment support service programs that are targeted to this in-need population group.

Welfare to Work Competitive Grants: Cumberland County recently competed for and received additional Welfare to Work Grant funds from the US Department of Labor. Through these resources the county has expanded its service offerings to public assistance to include a transportation assistance program, a personal financial management skills training course, a personal savings/financial asset building program and an extensive post-employment job coaching system. A program targeted to assisting absentee fathers in obtaining employment and contributing to the financial support of their children has also been developed through these funds.

Empowerment Zone Opportunities: Cumberland County's recent designation as a federal Empowerment Zone brings with it new opportunities for economic and social development. Many of the programs offered or to be offered have direct workforce investment system links. An employer tax credit program, administered by Cumberland County Office of Employment and Training, has already been implemented and has been used to promote the hiring of public assistance recipients, youth and other low-income individuals. Occupational skills training academies to prepare individuals for high-paying technical jobs in the aviation and glass manufacturing industries are in the planning stages. An application process for other social service and community development programs is currently being developed.

Hispanic Employment Initiative: This job search and entry level employment preparation program is targeted to public assistance recipients that have limited English speaking abilities. The initiative operates in both Cumberland and Salem counties. It is coordinated with activities provided through the local Board of Social Service Office in Salem and with services offered by the Employment and Training Office in Cumberland County.

Vocational Rehabilitation Programs and Services: The New Jersey Department of Labor's Division of Vocational Rehabilitation (DVR) provides a wide-range of workforce investment system and support services to assist individuals with disabilities in achieving their employment goals. While not all individuals with a disability need special services, DVR's active role as a One-Stop partner promotes the use of those services by all individuals who require their assistance.

Veteran's Programs: As per an agreement between the State of New Jersey and the US Department of Labor, priority service for veterans is mandated where for Wagner-Peyser, Local Veteran's Employment Representatives (LVER), Disabled Veteran's Outreach Program (DVOP), or other public employment service resources are used. These resources are integrated into the local One-Stop system and the veteran's specialists supported by these resources are available to provide services to veterans, as needed.

New Jersey Youth Corp (NJYC): The NJYC, as operated by the Vineland Adult Education Center, provides educational, job readiness, and work experience opportunities for youth that are high-school dropouts. This model program offers youth a second chance for success. One-Stop referral linkages exist.

School to Careers (STC): School to Career programs exist in both Cumberland and Salem County. The programs offer youth, primarily in-school youth, with educational enrichment, work experience and other related work-based learning opportunities. Linkages with the One-Stop

system are in place. In Salem County, all comprehensive high schools participating in the STC programs are linked to the One-Stop's public access computerized network.

State Rapid Response Team: Dislocated workers can receive specialized services from the NJDOL's Rapid Response team. State level Rapid Response services are made available when layoffs or plant closings involving fifty (50) or more workers occur. The team provides individuals with a variety of WIA core services including labor market information, assistance in filing UI claims, job vacancy listings, and referral for One-Stop services. When layoffs or business closings that effect less than fifty (50) workers occur, local One-Stop staff are made available to support the State team's activities or directly provide similar services.

Other programs that provide targeted services such as the Senior Employment Services Employment Program, School-Based Youth Services Programs, and Youth Transitions to Work Programs also exist to serve special population group needs. Additional programs for youth through Abbott District resources and projects that target the needs of residents in distressed communities served through Empowerment Zone funding are will add even more specialized service offerings.

Collectively, the number of diverse populations served by these existing and emerging programs provide a substantial commitment of complementary WIA resources toward meeting special population service needs. Given that level of program availability combined with the need to retain limited local resources to support universally accessible One-Stop services, the WIB does not anticipate utilizing WIA funds to expand the existing or to develop any new targeted service initiatives during the first year of this plan. System evaluations and client service level reviews conducted after the first year will be used to identify potential needs for additional targeted programs. If funds are available to support such additional programs, the WIB will target their use for those purposes.

◆ ***Non-Traditional Training Opportunities***

Non-traditional occupations are generally defined as those in which one gender (male or female) comprise less than 25% of the individuals employed in that occupation or field. While not necessarily gender specific, the term is most commonly applied to efforts that function to increase the participation of female workers in higher paying technically skilled jobs that have been traditionally dominated by males.

No specific non-traditional training programs are planned at this time, however, efforts to inform individuals of the opportunities for and the benefits of non-traditional employment will occur. These efforts will include:

- Identifying all programs/courses that appear on the statewide training vendor list that lead to employment in non-traditional occupations. A list of those programs/courses will be made a part of the informational core services provided to all individuals.
- Outreach including presentations by One-Stop staff to local women's groups, media advertising, and the development and distribution of pamphlets/flyers that promote the benefits of choosing a non-traditional employment career.
- Providing One-Stop staff, in particular assessment, career counseling and case management staff, with information that can be used to promote and assist individuals in identifying and selecting non-traditional career avenues.
- Identifying role models (women who have succeeded in non-traditional occupations) and making them available to encourage others to follow their course and/or to act as mentors for individuals that are in the process of pursuing a non-traditional career path.
- Increasing linkages with area apprenticeship programs and unions that offer non-traditional employment opportunities.
- Educating employers on the value of female employees in non-traditional occupations and in overcoming "stereotyping" related to the ability of women to perform traditionally male dominated jobs.

The "informed customer choice" premise on which One-Stop service delivery is based should, in itself, act to advance non-traditional career choices. Through the One-Stop core services participation, individuals will have the opportunity to pursue training and employment opportunities in all occupational areas.

◆ ***Projected Levels of Education and Training Services***

The chart on the following page presents anticipated education and training service levels for the local workforce investment system. The anticipated service levels have been developed using historical participation patterns in Job Training Partnership Act, Workforce Development Partnership Program, Welfare to Work, Wagner Peyser and other related workforce development programs operated in the local area. The levels shown are projections and are being used for planning purpose only. Actual annual services levels will vary throughout the five year period of this plan based on the amount of financial resources available, the number of individuals seeking system services, and the individual needs of those service seekers.

Service levels are presented in percentages rather than numeric format so as to be consistent with this document's five-year planning format. The universe is the anticipated number of individuals who receive a service beyond a self-assisted or informational only core service. The percentage outcomes reflect those individuals who will obtain employment

following the receipt of particular service, i.e., the skill level development point at which time they will be considered as job ready.

PROJECTED LEVELS OF EDUCATION AND TRAINING SERVICE

Service	% of Individuals Expected Obtain Employment as a Service Outcome		
	Adults	Dislocated Workers	Youth*
Core Services (beyond self-assisted services)			
•Non-structured Job Search Assistance	4%	6%	2%
•Structured Job Search Assistance	8%	10%	3%
Intensive Services	0	0	0
•Workforce Readiness Skills Training	12%	4%	6%
•Short Term Vocational Skills Training	22%	26%	21%
•Short Term Academic Skills Training	9%	10%	12%
Training Services	0	0	0
•Educational/Academic Skills Training (ITA based)	18%	9%	22%
•Occupational Skills Training (ITA based)	23%	30%	28%
•Other Skills Training (Non-ITA based)	3%	2%	5%
•Post Employment/Incumbent Worker Training	1%	3%	1%

* Includes out-of-school youth aged 16 -21 for which employment is a primary outcome. Does not include in-school youth.

All residents of the Cumberland/Salem area are considered to be potential customers of the workforce investment system. However, even with the substantial amount of resources available to the One-Stop system, funds will not be sufficient to address the education and training needs of all those potential service seekers. Therefore, service priorities have been established for low-income residents (*defined as those individuals whose income is below poverty level or 70% of the lower income level standard for their family size, and public assistance recipients*). In particular, this priority of service relates to the provision of education and training services funded through Individual Training Accounts (ITA's) under Title I Adult Programs.

The projected service levels indicate that approximately 45% of the eligible adult and dislocated worker population that receive services through the workforce investment system will require training services in order to reach a skill level that brings them to a job ready level. Multiple-funding streams will be utilized to address those needs including those available to the local area through the Workforce Investment Act, Workforce Development Partnership Program,

Welfare to Work, customized training, and/or other related target group specific training resources. Financial Aid programs including Pell Grants, tuition waivers, Hope Scholarships, etc. will also be utilized to fully or partially fund training opportunities.

While Workforce Investment Act program budgets have not yet been finalized, service levels indicate that approximately 25% of Title I Adult and Dislocated Worker funds will need to be set-aside to fund Individual Training Accounts. The balance of funds necessary to address training needs not directly provided through WIA resources will be drawn from other program and financial aid sources.

The need for a local financial management system that functions to coordinate the use of ITA's with these other available program and financial aid resources is viewed as a vital system need. Local management of the ITA payment system will allow for maximized use of system-wide training resources and thereby expand the level of training opportunities available for individuals in need of that service.

The Grant Recipient has a well developed financial and contract management system currently in place. The system is fully capable of managing ITA payments and coordinating their use with other available resources. It has been used since 1983 for training contract management and payment purposes under the Job Training Partnership Act and more recently for the management and payment of Welfare to Work contracts. The system is financially sound as demonstrated through its seventeen-year history without a single audit exception or questioned cost related to contract payments.

The New Jersey Department of Labor is currently developing a statewide ITA payment system that would replace the current local payment system. While a statewide system would relieve the local area of administrative costs related to contract/training account payment, those cost abatements are minimal in respect to the system costs that will still be incurred to perform other necessary payment processing functions. Since the local area will still be held financially accountable for fund use, all other elements of the local financial management system will need to remain in place to assure proper fund disbursement occurs. In addition, the local area will still need to maintain its full financial and contract management system for non-ITA contract payment purposes, complementary program (Welfare to Work, etc.) contract payments, and participant training costs (books, fees, etc.) that may not be provided through the state-based payment system.

It is the position of the Grant Recipient, the WIB, and the One-Stop Operator that all WIA funds set-aside for ITA purposes are considered a part of the local area's WIA budget.

Therefore, those funds should remain under the full administrative, management and payment control of the local Grant Recipient's financial and contract management system.

◆ ***Youth Access to the One-Stop System***

Several means of access to One-Stop system services exist for youth. Young adults, 18 years of age or older, meet the definition of an adult for WIA Title I Adult Program eligibility purposes. Therefore, all previously described One-Stop core, intensive and training services and their accompanying service access points are available to those individuals. Likewise, individuals 18 years of age or older who qualify as a dislocated worker as defined in Section 101(9) of the Act are eligible to receive and can access all services available under WIA Title I Dislocated Worker.

Other youth aged 14 to 21 who meet the for WIA Title I Youth Program eligibility criteria set forth in Section 101(13) will also be able to obtain services through the One-Stop system. It is the intent of the local areas to place the WIA Title I Youth resources under the administrative management of the One-Stop Operator. Therefore, youth seeking access to programs and activities developed and operated with those funds, including summer and year-round youth employment, training, education, and work experience activities, will do so as part of and in conjunction with the One-Stop system.

For in-school youth in this age group, additional access to One-Stop core services is readily available through the Internet (<http://www.wnjpin.net>). Direct WIB funding and/or individual school use of Perkins Grant resources have enabled all local comprehensive high schools to have the necessary electronic connections to facilitate this form of One-Stop contact. County/community colleges, public vocational/technical schools, and several community based organizations that serve youth are similarly connected to the system and thereby offer additional access routes to One-Stop services. Linkages established by the WIB with local School to Careers programs are used to assist in promoting the use of WNJPIN for career information, career exploration, job search, and related employment preparation activities.

Programs and services that address the needs of eligible out-of-school youth aged 16-21, in particular those 16 to 18 year olds who do not meet Adult program eligibility, will be made available directly through the One-Stop system. This includes access to programs, such as the New Jersey Youth Corp (NJYC), which target services to this population group. Other programs that serve out-of-school youth will be developed based on the recommendations of the Youth Council and/the WIB and will be incorporated into the One-Stop service delivery system.

Youth not meeting specific WIA eligibility requirements will still be able to obtain basic services such as labor market information, referrals to support services, and links to employment and training opportunities other than those directly provided through WIA funding.

The WIB views the first year of operation under this plan as a transition period, especially as it relates to youth program service delivery. Efforts to better identify and recognize youth service needs, restructure existing programs, and develop new service activities will be ongoing through that time period. As part of this transition process, the WIB, its Youth Council, and the One-Stop Operator will explore adding other points of access for youth that are consistent with needs identified.

◆ ***Expected Performance Levels of the One-Stop System***

The Workforce Investment Act establishes four principles of service for the One-Stop system - *universal access, customer satisfaction, continuous improvement, and service integration*. System performance will therefore be judged in relation to progress made toward incorporating these system service parameters into all levels of service. Performance will be measured in both qualitative and quantitative terms.

Qualitative outcomes will primarily be obtained through the use of customer satisfaction surveys. Both individual and employer customers of the system will be surveyed. At a minimum, individuals will be requested to complete a customer satisfaction survey upon completion of each level of service - core, intensive, training - in which they participate. Employers will be requested to complete customer satisfaction surveys following: their initial contact with the system, the hiring of a One-Stop referral, and periodically thereafter to ascertain job retention and additional service needs. Different employer surveys formats will be used depending upon the point of intervention.

Both individual and employer surveys will be system oriented and will collect data in relation to:

- ease of access to information/services
- how helpful, friendly and knowledgeable were system staff
- appropriateness of service received in relation to why they contacted the system
- effectiveness of service in achieving the outcomes they hoped to achieve through system contact
- other ways the system could better serve/meet their needs.

Information related to other qualitative performance outcomes, in particular measures that related to service integration, will be measured through the use of desk audits, formal and informal evaluations, and monitoring of the system. These performance measurement activities will primarily function to assure that partnership arrangements established in the One-Stop Memorandum of Understanding are being appropriately followed by all system participants. The One-Stop Committee will be responsible for their conduct, including identifying the most appropriate means for gathering this information, the types of information to be collected, instruments to be used, and for determining the frequency of their occurrence.

All qualitative information collected through customer satisfaction surveys and performance evaluations will be provided to the WIB for system analysis and future planning purposes. Information will be used by the WIB to gauge system performance and to formulate its long-range continuous improvement recommendations.

Quantitative system performance measures will be driven by the required Workforce Investment Act performance standards. Generally these performance standards provide statistical measures in relation to job placement, job retention, earnings, and/or skill credential attainment. While they are WIA program specific, successful performance in relation to those standards are also viewed as being indicative of successful system performance. *Section 8. WIA Performance Standards* of this plan provides additional information about the WIA performance standards.

Additional quantitative data, that is determined to be representative of system performance, will be reviewed on a regular basis by the One-Stop Committee. The Committee will identify the types of performance information needed to measure system implementation and progress. Potential system performance indicators include:

- The performance of each partner agency in relation to program specific measures, if any, that are established by their funding source(s) or otherwise cognizant federal, state or local agency
- One-Stop levels of service, as measured by the number of customers accessing the system by site
- One-Stop levels of service, as measured by the number of individuals receiving a core, intensive or training service by site
- One-Stop levels of service, as measured by the number of employers receiving assistance by site

7. FUTURE PLANS

The list of activities presented below provides an outline of system development activities that are planned during the five-year timeframe of this plan. In no way should the list be viewed

as all-inclusive but rather as a presentation of highlights of major activities that need to occur to assure that elements of this plan are given proper and due attention.

Prior to July 1, 2000

- Complete WIB appointments to assure compliance with state and federal mandates.
- Complete appointments to the Youth Investment Council.
- Finalize One-Stop Operator for Salem County.
- Fully execute WIB/CEO Agreement.
- Fully execute MOU's with all required One-Stop partners.
- Fully execute Resource Sharing Agreement.
- Finalize and reach agreement with State on ITA payment system.
- Finalize Five-Year Plan by incorporating public comments and amendments resulting from State review of draft.
- Negotiate and finalize WIA Local Area Performance Standards.

Year One: July 1, 2000 to June 30, 2001

- Establish regular meeting schedule for One-Stop Committee.
- Further develop One-Stop partnerships - revise MOU's as needed.
- Review One-Stop physical site set-up to assure that "customer friendly" access to core services exists.
- Establish current and future equipment needs of One-Stop sites (computer system upgrades, etc).
- Train One-Stop staff on use of Management Information System (OSOS, Factors, etc.).
- Conduct staff development activities that support One-Stop operations.
- Develop customer satisfaction surveys and begin administering them.
- Identify One-stop performance data needs and begin to collect, review and analyze system performance.
- Begin development of a One-Stop of Business Services/Account Representative Unit.
- Continue to work with local transportation and child care planners to effect the development of support services that meet the needs of workforce investment system customers.
- Complete Phase I of WIB's Employer Outreach/Marketing Project. Plan for and develop Phase II of the project.
- Develop and conduct a youth workforce investment system needs assessment.

Year Two: July 1, 2001 to June 30, 2002

- Develop a formal evaluation tool for measuring quantitative and qualitative One-Stop performance.
- Update One-Stop Resource Inventory/Resource Matrix.
- Modify/Update Five-Year Plan, as needed.

- Review special population service needs, identify gaps, if any, investigate funding sources and program development needed s to address identified service gaps.
- Investigate potential funding sources to support technology/equipment upgrade needs.
- Using information obtained through Year One youth needs assessment, develop a full-scope youth services plan.
- Identify and/or develop youth activities that reflect plan and needs assessment results.
- Review regional economic development and business expansion activities. Identify and act upon those that require comprehensive workforce investment system interventions.
- Review, and where necessary, refine customer satisfaction surveys.
- Review and evaluate Year One WIA Performance Standards results.
- Continue support service planning interface.
- Continue staff development and training activities that support One-Stop operations.
- Complete Phase II of Employer Outreach/Marketing Project.

Year Three: July 1, 2002 to June 30, 2003

- Conduct a formal and comprehensive evaluation of One-Stop system. Prepare report recommending system changes, additions, etc. necessary to advance service delivery.
- Update demographic (using Census 2000 data) and labor market information (using most current NJDOL and/or other labor force resources).
- Upgrade One-Stop system technology/equipment.
- Continue staff development and training activities that support One-Stop operations.
- Review and evaluate Year Two WIA Performance Standards results.
- Hold a local youth services workshop in support of youth service system development activities.
- Continue, and where necessary, expand support service planning interface.
- Review WIB composition, staffing, committee structure, etc. to assure that they are in line with system needs. Institute changes, as needed.
- Modify/Update Five-Year Plan, as needed.

Year Four: July 1, 2003 to June 30, 2004

- Begin to institute One-Stop system changes based on recommendations from Year Three evaluations. Update MOU's, as needed.
- Evaluate staff training needs based on One-Stop system changes made and provide staff capacity building activities to address those system changes.
- Evaluate marketing and outreach plans, revise and update as needed.
- Conduct a formal and comprehensive evaluation of the youth services system. Prepare report recommending system changes, additions, etc. necessary to advance service delivery.
- Review and evaluate Year Three WIA Performance Standards results.

- Modify/Update Five-Year Plan, as needed. Begin preparation for developing new Five-Year Plan.
- Continue, and where necessary, expand support service planning interface.
- Meet with regional workforce system representatives to review prior and current joint efforts and discuss, identify, and act upon new or additional regional labor market needs.

Year Five: July 1, 2004 to June 30, 2005

- Review and evaluate Year Four WIA Performance Standards results.
- Review and evaluate One-Stop technology/equipment needs.
- Review progress made in instituting One-Stop system changes based on recommendations from Year Three evaluations.
- Update demographic and labor market information.
- Institute youth services system changes based on recommendations from Year Four evaluations.
- Prepare new Five-Year Plan.

8. WIA PERFORMANCE STANDARDS

As of the date of the submission of this plan, Workforce Investment Act (WIA) performance standards have not been established for the State of New Jersey. Following the establishment of State standards, the WIB and the CEO will negotiate appropriate and reasonable local performance expectations with the State.

For informational purposes, the fifteen (15) core performance indicators required by the Act and against which performance will minimally be measured are:

Adult Program Performance Indicators

- Entry into Unsubsidized Employment
- Retention in Unsubsidized Employment (*as measured six months after entry into employment*)
- Earnings Received in Unsubsidized Employment (*as measured six months after entry into employment*)
- Attainment of a Recognized Credential Related to Achievement of Educational Skills or Occupational Skills
(*by individuals who have entered unsubsidized employment*)

Dislocated Worker Performance Indicators

- Entry into Unsubsidized Employment
- Retention in Unsubsidized Employment (*as measured six months after entry into employment*)
- Earnings Received in Unsubsidized Employment (*as measured six months after entry into employment*)

- Attainment of a Recognized Credential Related to Achievement of Educational Skills or Occupational Skills
(by individuals who have entered unsubsidized employment)

Youth Program Performance Indicators

For Youth Aged 14 to 18

- Attainment of Basic Skills and, as appropriate, Work Readiness or Occupational Skills
- Attainment of a Secondary School Diploma or its Equivalent
- Placement and Retention in Post-Secondary Education, Advanced Training, Military Service, Employment, or Qualified Apprenticeships

For Youth Aged 19-21

- Entry into Unsubsidized Employment
- Retention in Unsubsidized Employment (as measured six months after entry into employment)
- Earnings Received in Unsubsidized Employment (as measured six months after entry into employment)
- Attainment of a Recognized Credentials Related to Achievement of Educational Skills or Occupational Skills
(by individuals who have entered unsubsidized employment, post secondary education or advanced training)

APPENDIX A

WIB Membership by Representation Categories

REPRESENTATION CATEGORY	# OF MEMBERS
Private Sector/Business ¹	25
Public Sector ²	17
Education Agencies	
• County Vocational/Technical Schools	2
• County/Community Colleges	2
• Adult Education Agency	2
• County Superintendent of Schools	2
• Abbott School District	1
Human Services Agencies	
• County Board of Social Services	2
• Human Services Advisory Council	2
Workforce/Economic Development Agencies	
• NJDOL- Division of Vocational Rehabilitation	1
• NJDOL - Workforce New Jersey Manager ³	1
• County One-Stop Operator	2
• County Economic Development Agencies	2
Community- Based Organizations	4
Organized Labor Representatives	3
TOTAL	49

¹ Include one representative of a local proprietary school.

² Individual category do not add to total because of dual representation status currently held two public sector representatives.

³ New Jersey Employment Service (ES) and Unemployment Insurance (UI) representative.

APPENDIX B

WIB/CEO AGREEMENT

This Agreement is entered into on this _____ day of _____, 2000 by the Chief Elected Official of the County of Cumberland, hereinafter referred to as "CUMBERLAND COUNTY", and the Chief Elected Official of Salem County, hereinafter referred to as "SALEM COUNTY" and the Cumberland/Salem Workforce Investment Board, hereinafter referred to as the "WIB".

WHEREAS, the Governor of the State of New Jersey has designated the County of Cumberland and the County of Salem as a single local workforce investment area under Workforce Investment Act of 1998, hereinafter referred to as the "ACT"; and

WHEREAS, Section 117 of the ACT requires that the WIB, CUMBERLAND COUNTY and SALEM COUNTY enter into an agreement that sets forth the respective roles and responsibilities of each party as partners in the administration of workforce investment programs operated in the local workforce investment area; and

WHEREAS, the WIB, CUMBERLAND COUNTY, and SALEM COUNTY are willing to work in partnership to foster the implementation the ACT, its regulations and guidelines, as subsequently issued, thereto.

NOW THEREFORE, BE IT AGREED:

1. Roles and Responsibilities of CUMBERLAND COUNTY

CUMBERLAND COUNTY shall:

- Function as the Grant Recipient [as defined in Section 117(d)(3)(B) of the ACT] for the local workforce investment area for all grant funds made available through the ACT and other workforce development grants serving a similar purpose, thereto. In performing this function CUMBERLAND COUNTY shall be responsible for the proper receipt, disbursement, accounting and auditing of funds, the management of procurement and contracting systems, and such other related activities necessary and inherent to the administration of grant funds.
- Consistent with the ACT and with guidelines prepared and issued by the State Employment and Training Commission, appoint individuals to the WIB that represent the following entities:

ENTITY	# of APPOINTEES
The Cumberland County College	1
The Cumberland County Technical Education Center	1
The Cumberland County Board of Social Services	1
The Cumberland County Human Services Advisory Council	1
The Cumberland County One-Stop Career Center Operator	1
The Cumberland County Office of Planning & Economic Development	1
The Cumberland County Superintendent of Schools	1
The NJDOL- Local Workforce New Jersey Office	1
The NJDOL - Division of Vocational Rehabilitation	1
A Local Adult Education/Literacy Program Service Provider	1
A Local Abbott School District	1
Community- Based Organizations	2
Organized Labor	2
Private Sector (Business)	17

- Consistent with the ACT and with guidelines prepared and issued by the State Employment and Training Commission, assist the WIB in identifying and confirm the appointment of members of Cumberland County's Youth Investment Council.
- Provide input in the development of and have approval authority over all plans and grant applications, including modifications, thereto that are prepared by the WIB for submission to a State, Federal or private funding authority.
- Utilize funds made available to the local workforce investment area through the ACT and other workforce development grant funds serving a similar purpose, thereto, to provide the WIB with adequate financial support and in-kind resources necessary for the WIB to adequately perform its roles and responsibilities required under the ACT.
- In cooperation with the WIB, provide guidance to assist in the establishment and ongoing operation of Cumberland County's One-Stop Career Center System including, but not limited to, reaching agreement with the WIB on the designation of a One-Stop Operator, developing memoranda of understanding with one-stop partners, and conducting oversight of the one-stop system.
- Designate a member of the Board of Chosen Freeholders to act as a liaison to the WIB.

2. Roles and Responsibilities of SALEM COUNTY

SALEM COUNTY shall:

- Function as a subgrantee for that portion of grant funds made available to the local workforce investment area through the ACT and other workforce development programs serving a similar purpose, thereto, that are designated by the funding source as being for Salem County. In performing this function SALEM COUNTY shall be solely responsible for the proper receipt, disbursal, accounting, and auditing of funds, solely liable for any misused funds, management of procurement and contracting systems, and such other related activities necessary and inherent to the administration of grant funds.
- Consistent with the ACT and with guidelines prepared and issued by the State Employment and Training Commission, appoint individuals to the WIB that represent the following entities:

ENTITY	# of APPOINTEES	
The Salem Community College	1	
The Salem County Vocational Technical Schools		1
The Salem County Board of Social Services		1
The Salem County Human Services Advisory Council		1
The Salem County One-Stop Career Center Operator		1
The Salem County Office of Planning & Economic Development		1
The Salem County Superintendent of Schools	1	
Community- Based Organizations		2
Organized Labor	1	
Private Sector (Business)	8	

- Consistent with the ACT and with guidelines prepared and issued by the State Employment and Training Commission, assist the WIB in identifying and confirm the appointment of members of Salem County's Youth Investment Council.
- Provide input in the development of and have approval authority over all plans and grant applications, including modifications, thereto that are prepared by the WIB for submission to a State, Federal or private funding authority.

- Utilize funds made available to the local workforce investment area through the ACT and other workforce development grant funds serving a similar purpose, thereto, to provide the WIB with adequate financial support and in-kind resources necessary for the WIB to adequately perform its roles and responsibilities required under the ACT.
- In cooperation with the WIB, provide guidance to assist in the establishment and ongoing operation of Salem County's One-Stop Career Center System including, but not limited to, reaching agreement with the WIB on the designation of a One-Stop Operator, developing memoranda of understanding with one-stop partners, and conducting oversight of the one-stop system.
- Designate a member of the Board of Chosen Freeholders to act as a liaison to the WIB.

3. Roles and Responsibilities of the WIB

The WIB shall:

- Develop the strategic plan required under the ACT, including modifications thereto, for the local workforce investment area and submit it to the State of New Jersey.
 - Perform duties specified in Section 117(d)(2) of the ACT in relation to the designation of one-stop operators and the identification of other providers of services in the local workforce investment area.
 - Perform oversight of programs operated under the ACT and other workforce development programs serving a similar purpose, thereto.
 - Negotiate performance standards for the local workforce investment area with the State of New Jersey.
 - Assist the State of New Jersey in the development of a statewide employer statistics system.
 - Promote the coordination of activities operated under the ACT and other workforce development programs serving a similar purpose, thereto with local economic development initiatives.
 - Promote private sector employer participation in and use of programs operated under the ACT and other workforce development programs serving a similar purpose, thereto.
 - Share strategic planning and workforce investment system priorities with other local and regional agencies that serve a similar purpose to that of the WIB.
 - Perform all activities in concert with CUMBERLAND COUNTY and SALEM COUNTY.
 - Annually, prepare a budget for its staffing and operational needs that shall be subject to the approval of the Grant Recipient and shall be adequate for the WIB to carry out its roles and responsibilities as set forth, herein. Funds to support the WIB budget shall be drawn from grant resources made available to the local workforce investment area through the WIB Administration Grant provided by the State of New Jersey, the ACT and other workforce development programs serving a similar purpose, thereto.
- 4. This agreement shall in no way limit or otherwise infringe upon CUMBERLAND COUNTY's, SALEM COUNTY's, or the WIB's ability to exercise options available under the ACT or the regulations thereto.**
 - 5. This Agreement shall become effective July 1, 2000 and shall remain in effect unless mutually modified or terminated by all parties, hereto.**

FOR CUMBERLAND COUNTY

FOR SALEM COUNTY

FOR THE WIB

Douglas H. Fisher, Director
Chair
Board of Chosen Freeholders
WIB

C. David Sparks, Jr., Director
Board of Chosen Freeholders

Michael Headrick,
Cumberland/Salem

Date

Date

Date

APPENDIX C-1

ONE-STOP SYSTEM RESOURCE MATRIX

Key to Abbreviations

* WIA ADULT	<i>mean</i>	Workforce Investment Act Title I -Adult Programs
	<i>s</i>	
* WIA YOUTH	<i>mean</i>	Workforce Investment Act Title I -Youth Programs
	<i>s</i>	
* WIA DW	<i>mean</i>	Workforce Investment Act Title I - Dislocated Worker Programs(including
	<i>s</i>	Rapid Response)
* JOB CORP	<i>mean</i>	Job Corp Programs - Workforce Investment Act Title I Chapter 6 Subtitle C -
	<i>s</i>	
* MSFW	<i>mean</i>	Migrant & Seasonal Farmworker Programs - Workforce Investment Act Title I
	<i>s</i>	Chapter 6 Subtitle D
		National Programs- Section 167
* VETS	<i>mean</i>	Workforce Investment Act - Veterans Workforce Programs[Title I -Chapter 6-
	<i>s</i>	Subtitle D
		National Programs- Section 168
		and Veterans & Disabled Veterans Outreach Programs [Section Chapter 41
		Title 38, U.S.C.]
* WAGNER PEYSER	<i>mean</i>	Wagner Peyser Act (29 U.S.C. 49 et seq.)
	<i>s</i>	
* ADULT ED	<i>mean</i>	Adult Education and Literacy - Workforce Investment Act Title II
	<i>s</i>	
* DVR	<i>mean</i>	Vocational Rehabilitation Programs [Title I - Parts A & B of the Rehabilitation
	<i>s</i>	Act]
* WTW	<i>mean</i>	Welfare to Work Programs [Section 403(a)(5) of the Social Security Act]
	<i>s</i>	
* SCSEP	<i>mean</i>	Senior Community Service Employment Program [Title V of the Older
	<i>s</i>	Americans Act of 1965]
* POST SEC	<i>mean</i>	Post Secondary Vocational Education [Carl D. Perkins Vocational and Applied
	<i>s</i>	Technology Act
		[20U.S.C. 2301 et seq.]
* TAA	<i>mean</i>	Trade Adjustment Assistance Act and NAFTA Transitional Adjustment
	<i>s</i>	Assistance
		[Chapter - 2 Trade Act of 1974)
* CSBG	<i>mean</i>	Community Services Block Grant - Employment and Training Activities [42
	<i>s</i>	U.S.C. 9901 et seq.]
* HUD	<i>mean</i>	Department of Housing and Urban Development - Employment and Training
	<i>s</i>	Programs E66
* UI	<i>mean</i>	Unemployment Insurance - programs authorized under State Unemployment
	<i>s</i>	Compensation Laws
** TANF	<i>mean</i>	Temporary Assistance for Needy Families [Part A of Title IV of the Social
	<i>s</i>	Security Act]
** FOOD STAMPS	<i>mean</i>	Food Stamps Act of 1977 [work programs authorized under Section 6(o) and
	<i>s</i>	6(d)(4)]
** WDP	<i>mean</i>	New Jersey's Workforce Development Partnership Program
	<i>s</i>	
** CUST TRG	<i>mean</i>	Customized Training Programs as under through the Workforce Development

s Partnership Act
 And other State Resources
 *** STC *mean* School to Careers
 s
 *** NJYC *mean* New Jersey Youth Corp
 s

- * Federally required One-Stop partner
- ** State required One-Stop partner
- *** Recommended One-Stop partner

APPENDIX C-2

ONE-STOP SYSTEM RESOURCE MATRIX (page 1 of 3)							
SERVICES/FUNDING SOURCE	WIA ADULT	WIA YOUTH	WIA DW	WAGNER PEYSER	VETS	DVR	WDP
Core Services							
WNJPIN Access	●	●	●	●	●	●	●
One-Stop Registration	●	●	●	●	●	●	●
Labor Market Information	●	●	●	●	●	●	●
Job Vacancy Information	●	●	●	●	●	●	●
Occupational Demand & Skills Information	●	●	●	●	●	●	●
Provider Performance Cost Information	●	●	●	●	●	●	●
One-Stop System Performance Information	●	●	●	●	●	●	●
Support Services Information	●	●	●	●	●	●	●
Unemployment Insurance Information	●	●	●	●	●	●	●
WIA Eligibility Determination	●	●	●				
Other Program Eligibility Assistance	●	●	●		●	●	●
Outreach to Job Seekers	●	●	●	●	●	●	
Group Orientation for Job Seekers	●	●	●	●	●		●
Individual Orientation for Job Seekers	●	●	●	●	●	●	●
Initial Career Assessment	●	●	●	●	●	●	●
Career Counseling	●	●	●	●	●	●	●
Job Search & Placement Assistance	●	●	●	●	●	●	●
Referral to Support Services	●	●	●	●	●	●	●
Referral to Intensive Services	●	●	●	●	●	●	●
Follow-up/Job Retention Services	●	●	●	●	●	●	●
Intensive Services							

Comprehensive/Specialized Assessment	●	●	●			●	●
Evaluation of Employment Barriers	●	●	●	●	●	●	●
Employment Plan Development	●	●	●	●	●	●	●
Group Counseling	●	●	●				●
Individual Counseling/Career Planning	●	●	●	●	●	●	●
Case Management for Job Seekers	●	●	●		●	●	●
Referral to Training Services	●	●	●	●	●	●	●
Short Term Pre-Vocational Skills	●	●	●			●	●

Training Services

Occupational Skills Training	●	●	●			●	●
On-the-Job Training	●	●	●			●	●
Workplace Based Training	●	●	●			●	
Skill Upgrading & Retraining	●	●	●			●	●
Entrepreneurial Training				●	●	●	
Job Readiness Training	●	●	●	●	●	●	●
Adult Education/Literacy	●	●	●				●
Customized Training	●	●	●				

Employer Services

Access to WNJPIN	●	●	●	●	●	●	●
Employer Outreach & Information	●	●	●	●	●	●	●
Job Development/Job Order Taking	●	●	●	●	●	●	●
Job Matching Services	●	●	●	●	●	●	●
Follow-up & Retention Services	●	●	●	●	●	●	

ONE-STOP SYSTEM RESOURCE MATRIX (page 2 of 3)

SERVICES/FUNDING SOURCE	WTW	TANF	FSE&T	UI	TAA	CUST TRG	ADULT ED
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Core Services

WNJPIN Access	●	●	●	●	●	●	●
One-Stop Registration	●	●	●	●	●	●	●
Labor Market Information	●	●	●	●	●	●	●
Job Vacancy Information	●	●	●	●	●	●	●
Occupational Demand & Skills Information	●	●	●	●	●	●	●
Provider Performance Cost Information	●	●	●	●	●	●	●
One-Stop System Performance Information	●	●	●	●	●	●	●
Support Services Information	●	●	●	●	●	●	●
Unemployment Insurance Information	●	●	●	●	●	●	●
WIA Eligibility Determination							
Other Program Eligibility Assistance		●	●		●		
Outreach to Job Seekers		●					
Group Orientation for Job Seekers		●	●		●		
Individual Orientation for Job Seekers		●	●		●		●

Initial Career Assessment	●	●	●		●		●
Career Counseling	●	●	●		●		●
Job Search & Placement Assistance	●	●	●		●		●
Referral to Support Services	●	●	●	●	●		●
Referral to Intensive Services	●	●	●	●	●		●
Follow-up/Job Retention Services	●	●	●		●		
Intensive Services							
Comprehensive/Specialized Assessment	●	●	●		●		●
Evaluation of Employment Barriers	●	●	●		●		●
Employment Plan Development	●	●	●	●	●		
Group Counseling	●	●	●		●		●
Individual Counseling/Career Planning	●	●	●		●		●
Case Management for Job Seekers	●	●	●		●		
Referral to Training Services	●	●	●		●		●
Short Term Pre-Vocational Skills	●	●	●				●
Training Services							
Occupational Skills Training	●	●	●		●		
On-the-Job Training	●	●	●		●		
Workplace Based Training	●	●	●		●		
Skill Upgrading & Retraining	●	●	●		●		
Entrepreneurial Training	●	●	●				
Job Readiness Training	●	●	●		●		●
Adult Education/Literacy	●	●	●		●		●
Customized Training						●	
Employer Services							
Access to WNJPIN	●	●	●	●	●	●	●
Employer Outreach & Information	●	●	●		●		
Job Development/Job Order Taking	●	●	●		●		
Job Matching Services	●	●	●		●		
Follow-up & Retention Services		●	●				

ONE-STOP SYSTEM RESOURCE MATRIX (page 3 of 3)								
SERVICES/FUNDING SOURCE	POST SEC	STC	NJYC	JOB CORP	SCSEP	MSFW	CSBG	HUD
Core Services								
WNJPIN Access	●	●	●		●	●	●	●
One-Stop Registration	●	●	●		●	●	●	●
Labor Market Information	●	●	●		●	●	●	●
Job Vacancy Information	●	●	●		●	●	●	●
Occupational Demand & Skills Information	●	●	●		●	●	●	●
Provider Performance Cost Information	●	●	●		●	●	●	●
One-Stop System Performance Information	●	●	●		●	●	●	●
Support Services Information	●	●	●		●	●	●	●

Unemployment Insurance Information	●	●	●		●	●	●	●
WIA Eligibility Determination						●		
Other Program Eligibility Assistance					●	●		
Outreach to Job Seekers	●				●	●		
Group Orientation for Job Seekers	●	●				●		●
Individual Orientation for Job Seekers	●	●	●		●	●		●
Initial Career Assessment	●		●		●	●		●
Career Counseling	●	●	●		●	●	●	●
Job Search & Placement Assistance	●	●	●		●	●	●	●
Referral to Support Services	●		●		●	●	●	●
Referral to Intensive Services	●	●	●		●	●	●	●
Follow-up/Job Retention Services	●	●	●		●	●		
Intensive Services								
Comprehensive/Specialized Assessment	●		●		●	●		●
Evaluation of Employment Barriers	●	●	●		●	●		
Employment Plan Development	●	●	●		●	●		
Group Counseling	●		●		●	●	●	●
Individual Counseling/Career Planning	●	●	●		●	●		●
Case Management for Job Seekers	●		●		●	●		●
Referral to Training Services	●	●	●		●	●		●
Short Term Pre-Vocational Skills	●	●	●		●	●		●
Training Services								
Occupational Skills Training	●	●			●	●	●	●
On-the-Job Training	●	●			●	●	●	●
Workplace Based Training		●				●	●	
Skill Upgrading & Retraining	●				●	●	●	●
Entrepreneurial Training	●	●				●	●	●
Job Readiness Training	●	●	●		●	●	●	●
Adult Education/Literacy			●		●	●	●	●
Customized Training						●		●
Employer Services								
Access to WNJPIN	●	●	●		●	●	●	●
Employer Outreach & Information	●				●	●		
Job Development/Job Order Taking	●				●	●		
Job Matching Services	●				●	●		
Follow-up & Retention Services	●				●	●		●

APPENDIX C-3

YOUTH SERVICES RESOURCE MATRIX (Part 1)

SERVICES/FUNDING SOURCE	WIA ADULT	WIA YOUTH	WIA DW	WAGNER PEYSER	VETS	DVR	WDP	WTW	TANF	FSE&T	UI
Access to WNJPIN	•	•	•	•	•	•	•	•	•	•	•
Labor Market & Related Information	•	•	•	•	•	•	•	•	•	•	•
Objective Assessment		•									
Service Strategy Development		•									
Tutoring		•									
Alternative Secondary School Services		•									
Summer Paid Work Experience		•									
Year-Round Paid Work Experience		•									
Unpaid Work Experience		•						•	•	•	
Occupational Skills Training		•	•				•				
Leadership Development Opportunities		•									
Supportive Services		•				•		•	•	•	
Mentoring		•									
Follow-up & Retention Services		•						•			
Guidance Counseling		•				•					
Other Service Referrals	•	•	•	•			•	•	•	•	

YOUTH SERVICES RESOURCE MATRIX (Part 2)

SERVICES/FUNDING SOURCE	TAA	CUST TRG	ADULT ED	POST SEC	STC	NJYC	SCSEP	MSFW	CSBG	HUD	JOB CORP
Access to WNJPIN		•	•	•	•	•	•	•	•	•	
Labor Market & Related Information		•	•	•	•	•	•	•	•	•	
Objective Assessment					•			•			
Service Strategy Development					•			•			
Tutoring			•		•	•		•		•	
Alternative Secondary School Services			•		•	•		•	•	•	
Summer Paid Work Experience					•	•		•	•		
Year-Round Paid Work Experience					•	•		•			
Unpaid Work Experience					•	•		•			

Occupational Skills Training				•	•			•			
Leadership Development Opportunities			•		•	•		•	•		
Supportive Services			•		•	•		•	•	•	
Mentoring					•	•		•		•	
Follow-up & Retention Services					•	•		•			
Guidance Counseling			•		•	•		•	•		
Other Service Referrals			•	•	•	•	•	•	•	•	

APPENDIX C-4

ONE-STOP & YOUTH SYSTEM ESTIMATED ANNUAL RESOURCES

PROGRAM	ANNUAL FUNDING ESTIMATE	COMMENTS
WIA ADULT	\$1,099,430	
WIA YOUTH	\$1,102,700	
WIA DW	\$668,651	
JOB CORP	N/A	No Local Provider
MSFW	\$425,749	
VETS	\$0	Included in Wagner Peyser Resources
WAGNER PEYSER	\$1,702,559	
ADULT ED	\$436,800	
DVR	\$700,000	
WTW	\$1,150,000	
SCSEP	\$0	Estimate Not Available
POST SEC	\$623,554	
TAA	\$0	Estimate Not Available
CSBG E&T	\$65,000	
HUD E&T	\$281,500	
UI	N/A	Funding Based on MPU's
TANF	\$1,911,092	
FSE&T	\$358,595	
WDP	\$616,673	

CUST TRG	\$50,000	
STC	\$619,531	
NJYC	\$283,423	
TOTAL	\$12,095,257	

APPENDIX D-1

Cumberland County One-Stop Career Center System Sites

The One-Stop Career Center System offers a variety of services to people seeking workforce information and assistance. Minimally, facilities are equipped with a computer workstation with a printer and connection to the Internet (<http://www.wnjpın.state.nj.us>). This Workforce New Jersey Public Information Network (**WNJPIN**) web address allows anyone to access information about jobs, perform labor market research, explore career opportunities, discover social service assistance, find out about training programs, and get assistance in finding employees. Additionally, the local One-Stop Career Center System partners listed below have agreed to allow free printing of resumes and cover letters for job seekers and provide access to Cumberland County's "Virtual One-Stop" at <http://www.ccoel.org>.

Full Service Site: This site is Cumberland County's full-service One-Stop site and offers full and direct access to fifteen (15) workforce investment system program services including all Workforce Investment Act (WIA) core, intensive and training services.

Cumberland County Workforce Resource Center

415 Landis Avenue, Vineland

- Cumberland County Office of Employment & Training
696-5660
- NJ Department of Labor Employment Services
696-6600
- NJ Department of Labor Unemployment Insurance
696-6600

Resource Sites: At Resource Sites, persons can receive facilitated labor-related services and get additional information about the local labor market, training programs, and other resources available. Some level of access to One-Stop core, intensive or training services may also be available. Those who may need some assistance in surfing the Internet may choose to use one of the Resource Sites. Both self-help and counselor assisted services are available.

NJ Department of Labor Office*

40 East Broad Street, Bridgeton

- NJ Department of Labor Employment Services
453-3900
 - NJ Department of Labor Unemployment Office
453-3913
 - NJ Department of Labor Vocational Rehabilitation
453-3888
- Cumberland County College Orchard and College Roads, Vineland
691-8600 ext. 348
- Cumberland County Technical Education Center 601 Bridgeton Avenue, Bridgeton
451-9000 ext. 224
- Cumberland County Board of Social Services 3 Northeast Blvd., Vineland
691-4600
- Cumberland County Board of Social Services 518 North Pearl Street, Bridgeton
451-7000
- Cumberland County Board of Social Services 1601 North Second Street, Bldg. A, Millville
327-0114
- Millville Housing Authority 1153 Holly Berry Lane, Millville
825-8860
- NJ Veteran's Home 520 Northwest Blvd., Vineland
696-6452

6330	Tri-County Community Action Agency	110 Cohansey Street, Bridgeton	451-
	Vineland Adult Education Center	48 West Landis Avenue, Vineland	
	794-6943		

Public Access Sites: The WNJPIN web-site can be accessed from any computer with an Internet connection. However, for those who are computer literate but who do not own a computer, public access sites offer the use of a One-Stop, Internet connected computer, free of charge.

2331	Casa PRAC	511 Grape Street, Vineland	692-
	City of Vineland Municipal Hall	7 th and Wood Streets, Vineland	
	794-4134		
	Cumberland County Library	800 East Commerce Street, Bridgeton	
	453-2210		
7087	Millville Public Library	210 Buck Street, Millville	825-
	Cumberland County Office on Aged & Disabled	590 Shiloh Pike, Bridgeton, NJ	
	453-8066		
	Rural Opportunities	510 Landis Avenue, Vineland	
	696-1000 ext. 10		
0002	Shiloh Baptist Church	2411 Memorial Avenue, Port Norris	785-
	Vineland Chamber of Commerce	18 North East Avenue, Vineland	
	691-7400		

- *This site provides both self-help and counselor assisted access to all One-Stop system core services. Certain other One-Stop intensive or training services such as job search assistance, counseling, assessment, referral to training and informational services including information about support programs (childcare and transportation) to help people stay employed may also be available.*

APPENDIX D-2

Salem County One-Stop Career Center System Sites

The One-Stop Career Center System offers a variety of services to people seeking workforce information and assistance. Minimally, facilities are equipped with a computer workstation with a printer and connection to the Internet (<http://www.wnjp.in.state.nj.us>). This Workforce New Jersey Public Information Network (**WNJPIN**) web address allows anyone to access information about jobs, perform labor market research, explore career opportunities, discover social service assistance, find out about training programs, and get assistance in finding employees. Additionally, the local One-Stop Career Center System partners listed below have agreed to allow free printing of resumes and cover letters for job seekers.

Full Service Site: None

Resource Sites: At Resource Sites, persons can receive facilitated labor-related services and get additional information about the local labor market, training programs, and other resources available. Some level of access to One-Stop core, intensive or training services may also be available. Those who may need some assistance in surfing the Internet may choose to use one of the Resource Sites. Both self-help and counselor assisted services are available.

NJ Department of Labor Employment Office
935-7007

164 Salem -Woodstown Road, Salem

	NJ Department of Labor Unemployment Office 935-3712	164 Salem -Woodstown Road, Salem	
7510 ext. 8616	Salem County Office of Employment and Training Salem Community College - Salem Center 935-1100	90 Market Street, Salem	935-
	Salem County Vocational Technical Schools 769-0101 ext. 346	Route 45, Woodstown	
2606	Salem Community College	460 Hollywood Avenue, Carneys Point	351-
	Salem County Board of Social Services 299-7200 ext. 201	147 South Virginia Avenue, Penns Grove	
7510 ext. 8603	Salem County Veteran's Services School Based Youth Services 935-7365	92 Market Street, Salem	935-
	Tri-County Community Action Agency 935-0944	14 New Market Street, Salem	
	Health Care Commons 299-3200	500 Pennsville Auburn Road, Carneys Point	

Public Access Sites: The WNJPIN web-site can be accessed from any computer with an Internet connection. However, for those who are computer literate but who do not own a computer, public access sites offer the use of a One-Stop, Internet connected computer, free of charge.

2014	Elmer Library	116 South Main Street, Elmer	358-
	Penns Grove Library 299-4255	220 South Broad Street, Penns Grove	
5473	Pennsville Library	190 South Broadway, Pennsville	678-
	Penns Grove - Carney's Point High School 299-6300	334 Harding Hwy., Carneys Point	
	Pennsville High School 540-6233 ext. 3	710 South Broadway, Pennsville	
3900	Salem High School	219 Walnut Street, Salem	935-
	Schalick High School 358-2054	718 Centerton Road, Pittsgrove	
0144	Woodstown High School	140 East Avenue, Woodstown	769-

APPENDIX E

ONE-STOP OPERATOR RESPONSIBILITIES

Under the auspices of the Workforce Investment Board and the Chief Elected Official designs, implements and manages the local One-Stop Career Center in accordance to the terms and conditions of a contract or memorandum of understanding (MOU) with the local Workforce Investment Board (WIB). Develops agreements/contracts with participating agencies or entities, establishes goals and ensures goal attainment, monitors performance, implements corrective action plans and designs and implements continuous improvement strategies pursuant to the Workforce Investment Act and the Workforce Investment Board.

RESPONSIBILITIES:

- Acts as the public-sector Co-Chair of the WIB One-Stop Planning Committee.
- Organizes One-Stop Committee meetings - prepares agenda, oversees meeting conduct, and maintains minutes.
- Collaborates with the WIB and local Chief Elected Official (CEO) to establish and implement memorandums of agreements/contracts with required partners. Assists the WIB in determining what other partners should be included and negotiates their participation. Develops interfaces to coordinate services delivered by participating partners.
- Prepares a comprehensive annual budget for the One-Stop system in conjunction with the WIB and the CEO to include a cost allocation plan for the partners. Reviews and monitors experience against the budget, making adjustments as necessary.
- In concert with the WIB and One-Stop partner agencies, evaluates available resources and develops comprehensive operational service delivery plans designed to meet the needs of the labor market.
- Prepares an annual plan of service specifying goals and program priorities reflective of legislative mandates and resources necessary to accomplish them; identifies technical support services and skill training needed to maintain and enhance staff performance based upon local needs.
- Plans, coordinates and manages the day-to-day functions of the One-Stop Career System so as to provide an array of employment, training, education, and social services to help job seekers obtain employment and employers find qualified workers.
- Ensures quality local information is provided to the public regarding available jobs, skill requirements, labor market information, available training and educational opportunities, training provider performances, and links to other support services.
- To the extent possible, incorporates aspects of informed customer choice into the philosophy of and at all levels of service within the One-Stop system's operations.
- Manages the continuing operations of the One-Stop system and coordinates the relationship of the participating partners.
- Evaluates available technology and determines what services should be provided using technological linkages and what services should be provided at the One-Stop Center and affiliated sites. Assists the WIB in developing and maintaining a local One-Stop technological plan.

- Participates in designing the physical set up of the One-Stop Center and affiliated sites and plans workflow between/among sites.
- Evaluates data processing systems being used by the partners and plans how the systems should be interfaced to best serve the integrated functions of the One-Stop operation.
- Implements an integrated case management and reporting system (One-Stop Operating System – OSOS).
- In conjunction with the WIB, CEO and the One-Stop partners, plans and manages implementation phases of the integrated service delivery system. Negotiates with partners as necessary regarding continuous system improvements
- Develops and negotiates performance goals for inclusion in agreements with participating partners and monitors performance against goals based on local needs.
- Conducts periodic reviews of the customer satisfaction surveys completed by participants, employers and participating agencies. Conducts overall reviews of the One-Stop system operations to evaluate outcomes and consider modifications. Prepares and submits detailed reports and analyses to the WIB with conclusions and recommendations. Identifies potential problems and in conjunction with the WIB, designs and implements continuous improvement strategies.
- Prepares and directs the preparation of clear, sound, accurate, and informative statistical and other reports of analysis containing findings, conclusions, and recommendations.
- Analyzes statistical information, labor market and demographic trends, legislation, and other technical and non-technical information, draws conclusions and prepares reports for utilization in the WIB planning process.
- Maintains routine contact with other individuals both within and outside of the system who might impact on program activities. Prepares and distributes interagency and intra-agency correspondence.
- Resolves conflicts between external requests in compliance with federal, state, and local guidelines.
- Assists in the recruitment and recommends for hire and/or employs qualified staff to ensure quality of service.
- Directs and ensures that One-Stop employees are performing work functions in accordance with Federal, State and local guidelines and expectations. Develops corrective action plan with employee, when employee's performance is deficient.
- Monitors health and safety conditions of the workplace.
- Hears and attempts to resolve informally any employee grievances and complaints in accordance with formal grievance procedures (local and/or state) and in consultation with appropriate management.
- Takes complaints, investigates their validity, takes corrective action, if appropriate, and/or prepares reports with recommended disposition.
- Directs the establishment and maintenance of the essential records and files.
- Safeguards disclosures of confidential material in matters.
- Takes positive steps to prevent and to detect fraud and safeguard resources.

APPENDIX F-1

CUMBERLAND COUNTY ONE STOP CAREER CENTER OPERATIONAL AGREEMENT

- I. Effective Period:** July 1, 2000 to June 30, 2001
- II. Parties:** N.J. Division of Vocational Rehabilitation (DVR)
N.J. Employment Service (ES)
Cumberland County Office of Employment and Training (CCOET)
- III. Mission Statement:** To provide the resources and opportunities for the people of Cumberland County to become productive members of the workforce and the community.
- IV. Structure & Management:** Cumberland County OET will be the One Stop operator for the local area. The agency will act as the hub for all administrative and programmatic inquiries and requests. The responsibilities of each party to one another and to the One-Stop Center will delineated and agreed upon by all participating partners. The lead agency will not be responsible for the poor performance of any agency.
- A reporting system will be developed for the financial activities of the One-Stop Center. However, parties to agreement will continue to operate separate accounting systems and report shared costs to the lead agency.
- V. Responsibilities:** Program Responsibilities: The partners, at a minimum will provide the following core services at the One-Stop Career Center:
- WIA Eligibility Determination - OET
 - Outreach/Intake - DVR, OET, ES
 - Worker Profiling - ES
 - Orientation - DVR, OET, ES
 - Initial Assessment - DVR, OET, ES
 - Job Search - ES, OET
 - Job Placement - ES, OET, DVR
 - Career Counseling, OET, DVR
 - Labor Market Information - OET, DVR, ES
 - Training Provider Information - OET
 - One-Stop Performance Information - OET
 - Supportive Services - DVR, OET, ES
 - UI Filing Information - ES
 - WTW and Financial Aide Eligibility - OET
 - Follow Up Services - OET
- General Responsibilities:
- Reporting & Monitoring - OET

MIS Services - OET
Audit Resolution - DVR, OET, ES

VI. General Provisions:

The members agree to perform the functions and services as indicated in the attached Resource Sharing Agreement (RSA). The geographical area serviced by this agency is Cumberland County, NJ. Any changes to the Operational Agreement and the attached Resource Sharing Agreement must be approved in writing by the Partnership.

The Partnership shall commence performance of the services stated in the Resource Sharing Agreement on July 1, 2000 and shall complete performance of the services by June 30, 2001, herein referred to as the termination or completion date of the Agreement.

- A.** The Cumberland County Office of Employment and Training (OET) is the lessee of the space for the operation of the One-Stop Center. The Employment Service (ES) agrees to sub-lease the space from OET at a rate necessary to cover the operating costs of the space. The Division of Vocational Rehabilitation (DVR) will use space at the One-Stop on an as-needed basis. The OET will use space at the DVR office located in Bridgeton on an as-needed basis. Due to the equal sharing of space by both agencies no financial commitments for space will be made at this time. Any future One-Stop funding decisions will be negotiated between the New Jersey Department of Labor and the One-Stop Career Center.
- B.** Each partner that leases space agrees to provide the equipment (phone, computer network, office equipment, office furniture and other items). The cost of providing these items/services will be reviewed on a quarterly basis to assure equitable participation by all the partners. Equipment used by partners entering a non-financial agreement for space will be provided by the host agency.
- C.** The OET agrees to provide the Partnership with a quarterly report detailing Workforce Investment Act (WIA) client services and participation levels.
- D.** The Partnership shall be responsible for conducting a work process review. The work process review is intended to identify actions necessary to correct performance problems.
- E.** A written corrective action plan will be developed and agreed upon by the partners if, once in operation, the plan of services is not meeting the needs of the area.
- F.** The Partnership shall not decide how funds for specific programs will be spent where there are specific statutes and/or regulations that govern the expenditure of programmatic dollars. Meeting the requirements established for participants in the One-Stop Career Center remain responsibilities of the grantee/program operator for any of the programs. If any time broader authority is received and integration of resources and/or funds becomes legally possible, then this section may be reopened to realize such integration.
- G.** Each partner will insure that its agency's business practices are followed in the provision of services under this operational agreement. Such practices include but are not limited to: audit, procurement, insurance, employee codes of conduct, record keeping and retention, employee and client confidentiality.

- H.** Each member of the Partnership will be responsible to insure that services will be provided. In the event that a member(s) fails to perform in a manner that - was agreed to, it is the responsibility of the Partnership to insure that agreed to services are provided and the problem be corrected within 30 days. If resolution of the problem does not occur, it will be referred to the Workforce Investment Board (WIB) Executive Committee for appropriate action and resolution. Such resolution may include re-evaluation of the plan of service and/or termination of participation.
- I.** It is expected that the partnership will function by consensus. In instances where consensus cannot be reached and the functioning of the Partnership is impaired, those members of the Partnership who are parties to the dispute shall submit to the following dispute resolution (complaint) procedure.
- If the Partnership is unable to resolve a dispute to the satisfaction of the members who are parties to the dispute, the complaint shall be submitted in writing to the Workforce Investment Board Chairperson within fifteen days of the initial dispute.
 - The Executive Committee of the WIB shall evaluate the merits of the dispute and may attempt to resolve the dispute through mediation. However, in all cases, the Executive Committee shall prepare a response to the complaint within thirty days.
 - If any party to the dispute is not satisfied with the decision of the Executive Committee of the WIB, the dispute shall be referred to a neutral party, chosen by the parties to the dispute, for resolution. The neutral party shall be requested to make a determination within thirty days. The decision of the neutral party shall be final and binding on all parties to the dispute.

VII. Assurances and Certifications

- A.** The Partnership will insure that no person shall be discriminated against in consideration for or receipt of employment and training services or staff position because of sex, handicap, race, color, age, religion, or national origin. Each participant shall have recourse through the appropriate complaint procedure.
- B.** The Partnership will strictly adhere to all Federal, State and Local laws that pertain to Employment and Training, including Minor Labor and Civil Rights Laws.
- C.** It is expressly understood and agreed by all members of the Partnership that employees receiving compensation for work performed for this agreement shall in no way be deemed employees of the Partnership.
- D.** No funds utilized in conducting activities under this agreement shall be used to promote religious or anti-religious activities, or used for lobbying activities in violation of 18 U.S.C. 1913, or used for political activities in violation of 5 U.S.C. 1501 to 1508.
- E.** Each member of the Partnership will assure that it will follow its affirmative action plan to assure nondiscrimination, written personnel policies, and grievance procedures for complaints and grievances from applicants, subcontractors, employers, employees, and other interested persons, all in accordance with applicable statutes and regulations.

- F.** Each member of the Partnership assures that it is an equal opportunity employer and is aware of and shall comply with Equal Employment Opportunity Commission practices as mandated by state and federal statutes and regulations.
- G.** The Partnership shall not expose participants to surroundings or working conditions that are unsanitary, hazardous, or dangerous; participants employed or trained for inherently dangerous occupations shall be assigned to work in accordance with reasonable safety practices.
- H.** Each member will assure that it will follow its Drug Free Workplace Certification to assure that it is in compliance with the Federal Drug Free Workplace Act of 1998, Public Law 100-690, Title V.

VIII. Modification, Renewal & Termination Provisions

- A.** Modifications of this agreement may be made by the written mutual consent of the parties here to. Oral modifications shall have no effect on this agreement.
- B.** If any provision of this Agreement is held invalid, the remainder of the Agreement shall not be affected thereby.
- C.** Any party of the Partnership may terminate this Agreement without cause with ninety (90) days written notice to the other members of the Partnership by certified U.S. Mail. The Partnership reserves the right to unilaterally terminate participation by one or more of the members if the member violates this Agreement or any applicable law or regulation.
- D.** This agreement may be renewed by the parties with unanimous consent for additional time periods.

IX. Other Provisions

- A.** This agreement shall be interpreted under New Jersey Law or Federal Law as may be applicable.
- B.** All press releases, brochures, flyers, print ads, posters, public service announcements, reports and newsletters related to services under this agreement shall recognize all the members of the Partnership as funding sources and shall be cleared prior to release. All members' logos should appear on printed materials. If appropriate logos cannot be used, the piece must identify the members of the Partnership as funding sources somewhere in the print.
- C.** The obligation of funds allocated under this Agreement is contingent upon receipt of those funds for this agreement by members of the Partnership.

In Witness whereof, the members of the Partnership enter onto this Agreement, this 1st day of July in the year 2000.

N.J. Division of Vocation Rehabilitation

Date

N.J. Employment Service

Date

Cumberland County Office of Employment and Training

Date

APPENDIX F-2

RESOURCE SHARING AGREEMENT

A. Statement

The parties agree to provide intake, job club/readiness, work experience, On-the-Job training, education and job placement services to eligible individuals. The One-Stop Center will provide clients with access to job education services, limited computer training, academic enrichment training, resume services, counseling, and linkage and coordination to other community services. The integration of services will eliminate duplication and performance measurement will focus on the attainment of quality-based output and customer satisfaction measures.

The parties will develop an annual plan of service which will include a description of the services/activities to be provided and the projected number of participants to be served at this One-Stop Center. The associated funding plan will list each partner's financial commitment in terms of funding, staffing and equipment/facility resources.

B. Period of Performance

This agreement becomes effective on the date signed by all parties and continues in effect until June 30, 2001 or until terminated by mutual consent.

C. General Requirements

In support of the above activities the partnership agrees to provide resources to support the following services:

Each of the partnership members agrees that the staff will be cross-trained to provide joint intake services, orientation, assessment, and enrollment.

- OET will provide Individual Service Strategy development.
- OET, DVR, ES Program staff will provide counseling/case management.
- Occupational Skills training will be provided by OET.
- On-the-Job Training will be provided by OET, DVR and ES.
- Supportive Services will be provided by ES, DVR and OET.
- OET, DVR and ES will contact and secure job orders, job placements for clients participating in the One-Stop Center.

D. Up-front Analysis - Support of the RSA and Use of the Methodology

The parties will perform an up-front analysis that will verify that the final distribution of services and costs is equitable to each partner in relation to the benefits received and resources committed. As an affirmation of the methodology, the up-front analysis will be documented and incorporated in the RSA. The methods by which the parties will measure benefit will be recorded here.

E. Modification Procedures

The parties will specify the procedures by which the RSA may be revised or modified. Modifications to the RSA may occur after the parties perform interim or year-end analysis and find significant or material variances that will affect the plan of service or the funding plan. The parties should document the results of any material and significant variances that occur at year-end in preparation of the plan of service for the second year.

F. Monitoring of the RSA

The partnership members agree to monitor client and funding information on a quarterly basis to insure that equitable benefit is being received by each of the members. Corrective action steps will be taken quarterly and at the end of the annual agreement.

In Witness whereof, the members of the Partnership enter onto this Agreement this 1st day of July, 2000.

N.J. Division of Vocation Rehabilitation

Date

N.J. Employment Service

Date

Cumberland County Office of Employment and Training

Date

APPENDIX G
MEMORANDUM OF UNDERSTANDING

Note: *The Memorandum of Understanding (MOU) that appears in Appendix G, is for Cumberland County's One-Stop system. With the exception of any county specific references contained therein, Salem County's One-Stop system will utilize the a similar MOU.*

APPENDIX G

MEMORANDUM OF UNDERSTANDING

between The Cumberland/ Salem Workforce Investment Board and One-Stop System Partners in Cumberland County

I. Purpose

The Workforce Investment Act of 1998 requires the development and execution of a Memorandum of Understanding (MOU) between the Workforce Investment Board (WIB) and the One-Stop Partner Agencies (Partners). The MOU functions to establish a cooperative and mutually beneficial relationship between the WIB and the Partners and sets forth the responsibilities of each in respect to the planning, implementation and operation of the local One-Stop system.

This purpose of this MOU is to set forth the general parameters that will guide the implementation of the local One-Stop system. It provides the framework that will enable Partners, responsible for administering separate workforce investment, education and other human resource programs and funding streams, to collaborate and create a seamless system of service delivery that will enhance access to services and improve the long-term employment outcomes for individuals receiving those services.

II. The Partners

As set forth in the Workforce Investment Act, the following agencies are representative of the required Partners and programs to be included in the local One-Stop system.

Partner Agency/Service Provider Resources	Primary One-Stop Programs &
Cumberland County Office of Employment and Training Dislocated Worker Programs <i>(One-Stop Operator)</i> Programs	WIA Adult, Youth and Welfare to Work Employment and Training Programs TANF Employment and Training Programs Workforce Development
Partnership Program	
NJDOL- Employment Services Office	Wagner Peyser Programs and Services Veterans Programs Customized Training Trade Act Assistance Programs
NJDOL- Unemployment Insurance Office Programs	Unemployment Insurance Compensation
NJDOL- Division of Vocational Rehabilitation	Vocational Rehabilitation Programs
Cumberland County Board of Social Services	TANF Assistance Programs Food Stamps Assistance Programs
Cumberland County College Aide Programs Programs and Services	Post Secondary Education Financial Post Secondary Perkins Act
Cumberland County Technical Education Center Services	Post Secondary Perkins Act Programs and
Cumberland County Office on Aging and Disabled Programs	Senior Community Service Employment

Vineland Adult Education Center	Adult Education and Literacy Programs New Jersey Youth Corp
Millville Housing Authority Programs	HUD Employment and Training
Tri-County Community Action Agency	CDBG Assistance Programs Child Care Resource and Referral Assistance
Rural Opportunities Programs	WIA Migrant and Seasonal Farmworker
Millville Public School District	School to Careers

III. Partner Responsibilities

Each Partner shall:

- Participate in the planning and oversight of the One-Stop system through:
 - Designating an appropriate level management/administrative staff member as the Partner's representative to the WIB's One-Stop Committee.
 - Participating in the meetings, activities, and functions of the WIB's One-Stop Planning Committee.
 - Assisting the WIB in preparing plans, reports or other related documents necessary to effectively plan for the implementation and further development of the local One-stop system.
 - Providing the WIB and the One-Stop Committee, on a regular and reasonably requested basis, with reports on agency- specific program service levels and outcomes as needed for One-Stop performance evaluation purposes.
 - Providing the WIB and the One-Stop Committee, on a regular and reasonably requested basis, with reports on One-Stop system service levels and outcomes needed for One-Stop performance evaluation purposes.
 - Assisting the WIB in customer satisfaction evaluation and monitoring activities.
 - Participating in other One-Stop system evaluation activities as set forth in the local area's Five-Year Plan.
 - Assist the WIB in the development and delivery of capacity building and related staff training functions necessary to advance the One-Stop system's overall goals and objectives.
 - Participating in the selection and endorsement of One-Stop sites.
- Make available to participants through the One-Stop delivery system, core services (as defined in the Workforce Investment Act and Item V of this MOU) that are applicable to the partner's programs.
- To the extent not inconsistent with Federal and/or other applicable laws, use a portion of funds made available to the Partner's program, to create and maintain the One-Stop delivery system and provide core, intensive, and training services (as defined in the Workforce Investment Act and Item V of this MOU) to customers.
- Participate in the operation of the One-Stop system consistent with the terms of this MOU and the requirements of the Workforce Investment Act.
- Fully support and endorse the mission and the universal access and customer oriented service parameters on which the One-Stop system is based through the adoption and practice of the following customer service philosophies within their agency's One-Stop system related operations:
 - Customers will receive accurate information about the One-Stop system.
 - Customers will have easy and rapid access to all Partners' programs/services and will be linked with all needed, desired, and appropriate services available within in the system.

- Customers will not be referred to another Partner's program/services for which they are unlikely to be eligible or for which there is not a reasonable chance of the service being currently available.
- Customers will not be required to give repetitive information that has already been collected by and is available from another Partner. While a Partner may need to collect additional information, it will add to existing information already collected by the system.
- Customers will not be required to engage in repetitive assessment activities. All Partners will share and accept the assessment outcomes and related data provided by other Partners.
- Customer will continue to receive services and assistance until their goals have been met.
- Customers will be given the opportunity to provide feedback on the services they have received.
- In accordance with guidelines and confidentiality protocols established by the One-Stop Committee, utilize a technology based communication system to collect and share information (including common registration information) on One-Stop customers and the services they have received.
- Utilize a standardized referral form as developed by the One-Stop Committee to make referrals to other Partner agency's programs/services. Track outcomes of all referrals made through timely follow-up actions.

- Share all job leads, job openings, and employer contacts with all Partners. Within two days of their initial receipt, all job openings identified shall be entered into America's Job Bank (as accessible through <http://www/wnjpin.net>) either directly by the Partner or by the transmittal of the job opening information to the One-Stop Operator.
- Release appropriate staff from their regular job duties to participate in capacity building and related training activities that have been developed to ensure that an adequately trained and knowledgeable staff exists to support One-Stop system service delivery.
- Assure that the workstation(s) that has been provided for One-Stop system access purposes is placed in an area within the Partner's physical facility location that is readily accessible by all staff, customers, and where appropriate, the general public. Display signage as provided by the WIB that identifies the Partner's site as being part of the One-Stop system and promotes the use of the workstation(s) for One-Stop system service access. At the Partner's expense:
 - Maintain and adequately insure all equipment provided
 - Maintain a telephone line and Internet connection for the workstation(s).
 - Provide all consumable supplies including paper, toner/ink cartridges, etc.
- As a condition of continued partnership participation, fully participate in the development of and adopt as standard operating procedures within their agency One-Stop operations any new or modified integrated service systems as agreed upon by the One-Stop Committee.

IV. WIB Responsibilities

The WIB shall:

- Provide general planning and policy guidance for the One-Stop system, including the preparation of the local area's Workforce Investment System Five-Year Strategic Plan, and any subsequently required modifications thereto.
- Establish meeting dates, times, locations and agendas for One-Stop Committee meetings (to occur on a regular basis, but no less than six times per year) and communicate same to all Partners in a timely manner. Maintain meeting minutes and distribute copies of minutes to all Partners.

- Develop and implement marketing plans that promote the One-Stop system to employers and individual customers.
- Act as an advocate for the One-Stop system and promote recognition of its accomplishments/achievements to local, state and federal agencies/officials.
- Establish and maintain open lines of communication with the Chief Elected Official (CEO) and seek his/her input, advice, and recommendations as needed and/or required by the Workforce Investment Act. Regularly update the CEO on One-Stop system progressions.
- Act as the liaison between the local area and the appropriate state departments, including the State Employment and Training Commission. Communicate state level policy and procedural requirements that effect local One-Stop operations to all Partners.
- Regularly update One-Stop Committee members about other activities and decisions made through/by other WIB Committees that may have an effect on One-Stop system operations.
- Monitor and oversee the One-Stop system's progress toward meeting performance standards, customer service satisfaction standards, and other related outcome measures. Based on performance evaluation results, develop continuous improvement plans and other recommendations that will enhance One-Stop system operations.
- Develop capacity building/training plans for Partner staff.
- Provide staff support to assist the One-Stop Operator and the One-Stop Committee in:
 - conducting long-range system evaluations
 - designing new or modified integrated service systems
 - implementing continuous improvement plans
 - implementing capacity building activities.

- Research additional funding sources that could be used to support or further the objectives of the One-Stop system.
- Formally mediate disputes between Partners that can not be resolved through One-Stop Operator interventions.
- Initiate corrective action or other appropriate measures in the event that a Partner fails to perform at a satisfactory level, as determined by the One-Stop Committee, to allow the system to accomplish its goals and objectives.

V. Services to be Provided

• Core Services

Universal access to all of the following core services shall be provided. At a minimum, each Partner shall provide technology-based access to all of these core services as available through www.wnjpin.net and/or www.ccoel.org Internet site addresses.

- One-Stop Registration
- Labor Market Information
- Job Vacancy Information
- Occupational Demand & Skills Information
- Provider Performance Cost Information
- One-Stop System Performance Information
- Support Services Information
- Unemployment Insurance Information
- Program Eligibility Assistance

At a minimum, each Partner shall make available staff assisted access to the following core services.

- Outreach to Job Seekers
- Group Orientation for Job Seekers
- Individual Orientation for Job Seekers
- Initial Career Assessment
- Career Counseling
- Job Search & Placement Assistance
- Referral to Support Services
- Referral to Intensive Services
- Follow-up/Job Retention Services

Where the Partner has identified themselves as a direct provider of one or more of these core services on the One-Stop System Resource Matrix that appears in the local area's Five-Year Plan, the Partner shall make such service(s) available as part of its One-Stop participation responsibilities.

Where a service is not available through the Partner, a referral shall be made to another appropriate Partner from which that service is available. All referrals shall be made using a standardized referral form as developed by the One-Stop Committee. The referring Partner is responsible for tracking referral outcomes through timely follow-up actions.

- **Intensive Services**

Where the receipt of core services alone is deemed insufficient to secure employment, intensive services shall be made available. At a minimum, each Partner shall make available staff assisted access to the following intensive services.

- Comprehensive/Specialized Assessment
- Evaluation of Employment Barriers
- Employment Plan Development
- Group Counseling
- Individual Counseling/Career Planning
- Case Management for Job Seekers
- Referral to Training Services
- Short Term Pre-Vocational Skills

Where the Partner has identified themselves as a direct provider of one or more of these intensive services on the One-Stop System Resource Matrix that appears in the local area's Five-Year Plan, the Partner shall make such service(s) available as part of its One-Stop participation responsibilities.

Where a service is not available through the Partner, a referral shall be made to another appropriate Partner from which that service is available. All referrals shall be made using a standardized referral form as developed by the One-Stop Committee. The referring Partner is responsible for tracking referral outcomes through timely follow-up actions.

- **Training Services**

Where receipt of intensive services is deemed insufficient to secure employment, training services may be available to assist individuals. At a minimum, each Partner shall make available staff assisted access to the following training services.

- Occupational Skills Training
- On-the-Job Training
- Workplace Based Training
- Skill Upgrading & Retraining
- Job Readiness Training
- Adult Education/Literacy
- Customized Training

Where the Partner has identified themselves as a direct provider of one or more of these training services on the One-Stop System Resource Matrix that appears in the local area's Five-Year Plan, the Partner shall make such service(s) available as part of its One-Stop participation responsibilities.

Where a service is not available through the Partner, a referral shall be made to another appropriate Partner from which that service is available. All referrals shall be made using a standardized referral form as developed by the One-Stop Committee. The referring Partner is responsible for tracking referral outcomes through timely follow-up actions.

- **Employer Services**

At a minimum, each Partner shall provide technology-based access to employer services as available through www.wnjpin.net and/or www.ccoel.org Internet site addresses. These employer services include:

- Labor Market Information
- Other Labor Employer Resource Information (UI, Workers Compensation, Wage and Hour, etc)
- Tax Credit Information
- Posting of Job Orders
- Job Listings
- Job Matching Services

Additional employer services may also be available. At a minimum, each Partner shall make available staff assisted access to the following employer services. These services include, but not limited to:

- Job Development
- Employer Outreach
- Specialized Recruitment
- Testing and Assessment of Job Candidates
- Job/Career Fairs
- Employer Seminars/Conferences
- Job Analysis and Job Description Development
- Customized Training
- On-The-Job Training
- Upgrading and Retraining

Where employer services are not available through the Partner, a referral shall be made to another appropriate Partner from which that service is available. All referrals shall be made using a standardized referral form as developed by the One-Stop Committee. The referring Partner is responsible for tracking referral outcomes through timely follow-up actions.

All Partners that provide any one or more of these employer services agree to participate in the development of the One-Stop's integrated Business Service/Account Representative service system as presented in the local area's Five-Year Plan. Further, each Partner shall fully participate in that integrated business service system once it is operational.

VI. Resource Sharing/Cost Allocation

Each Partner shall assume full responsibility for their respective costs associated with their performance under the terms of this MOU. In no event, except as may be provided in a supplemental agreement between/among individual Partners, shall any Partner be obligated to pay or reimburse any expense incurred by another Partner to this MOU.

Partners are encouraged to enter into supplemental agreements (consistent with Item VIII of this MOU) that provide for specific resource sharing activity among/between individual Partners. Participation in a resource sharing agreement will be required for all Partners whose primary base of operation for the programs identified as being part of the One-Stop system is at the Cumberland County Workforce Resource Center- 415 Landis Avenue- Vineland - NJ. That

required resource sharing agreement and all other separately developed resource sharing agreements shall be considered to be a part of this MOU.

Partners shall be responsible identifying and suggesting ways that resources available to their agency can be coordinated within the system and for identifying and suggesting ways that resources available to other Partner agencies could be coordinated with services offerings provided by their own agency.

Partners shall be responsible for identifying barriers to coordination/integration of services including informing system Partners of local, state, or federal program policies or financial developments that may have a significant impact on their ability to fully participate in One-Stop system activities.

It is understood that this MOU is not a binding financial agreement but rather an indicator of each Partner's intent to commit resources, that have complementary purposes to resources made available through the Workforce Investment Act, toward the support of the One-Stop system's service access and service delivery structure.

VII. Performance

The Workforce Investment Act establishes four principles of service for the One-Stop system - universal access, customer satisfaction, continuous improvement, and service integration. System performance will therefore be judged in relation to progress made toward incorporating these system service parameters into all levels of service. Each Partner will be expected to contribute to the One-Stop systems' ability to meet the qualitative performance expectations as presented in the local area's Five-Year Plan.

The Workforce Investment Act establishes fifteen (15) core performance indicators against which performance will minimally be measured. Each Partner will be expected to contribute to the One-Stop system's ability to meet these quantitative performance expectations as presented in the local area's Five-Year Plan.

VIII. Supplemental Agreements

Nothing herein shall be deemed to impede the ability of the Partners and/or the WIB from entering into supplemental or separate agreements that further define roles and responsibilities in relation to the local workforce investment system. However, each Partner understands and agrees that all of the terms and conditions of this MOU are binding upon any supplemental agreement that may be developed between/among individual Partners. Each Partner further agrees that any such supplemental agreements shall be in furtherance of and complementary to this MOU. Each Partner shall provide all other Partners with a copy of any such supplemental agreements.

IX. Conflict Resolution

Should a dispute arise between/among Partners in relation to this MOU or any related One-Stop planning or operational activity, the Partners shall first attempt to resolve the dispute informally.

Should informal resolution fail, the dispute shall be referred to the One-Stop Operator for resolution. Should the One-Stop Operator be unable to resolve the dispute, the Operator shall direct the affected Partners to file a written request for formal resolution with the WIB Director. A request for formal resolution must be filed with the WIB Director within fifteen (15) days of the One-Stop Operator's notice to the affected Partners of its inability to resolve the dispute.

The WIB's Executive Committee will evaluate all dispute resolution requests filed with the WIB Director. The Executive Committee and/or the WIB Director will attempt to mediate and resolve the dispute within thirty (30) days of its receipt and in any event, shall summarize and present its findings in writing to the One-Stop Operator and the affected Partners five (5) days thereafter.

If any effected Partner is not satisfied with the decision of the WIB Executive Committee, the dispute shall be referred to a neutral party, as agreed to by the effected Partners to the dispute, for arbitration. If the effected Partners can not agree on a neutral party, the Chief Elected Official shall appoint an individual to arbitrate the dispute.

The neutral party shall be required to make a determination within thirty (30) days. The decision of the neutral party shall be final and binding on all Partners to the dispute.

X. Amendment, Modification, Withdrawal and Cancellation

This MOU may be amended at any time. Amendments shall be in writing and by mutual consent of all Partners, hereto.

The WIB may unilaterally modify this MOU if required to do so as a result of amendments to the Workforce Investment Act of 1998, or any other changes to state, federal, or local laws, regulations, rules or policies that effect its form or content. If any part of this MOU shall be found to be null and void, or otherwise stricken, such action will be considered as a unilateral modification to that part of the MOU only and the rest of this MOU shall continue to remain in force.

Any Partner may withdraw its participation in this MOU upon sixty (60) days written notice to the WIB and all Partners.

Should the WIB be required to cancel a Partner's participation for cause, i.e., material and significant breach of any of the provisions of this MOU, that Partner's participation shall be considered cancelled upon delivery of written notice of cancellation to the Partner.

In the event that any Partner withdraws or has their participation in this MOU cancelled, this MOU shall remain in effect with respect to all other remaining Partners.

XI. Duration

This MOU shall become effective on July 1, 2000 and shall remain in effect until terminated by the repeal of the Workforce Investment Act of 1998, by other action of law, or by amendment, modification or cancellation as per the terms and conditions of Item X of this MOU.

XII. Assurances and Certifications

All Partners, and their respective staff, assure that applicants, claimants, and participants of One-Stop programs shall not be discriminated against in consideration for or receipt of employment and training services or a staff position 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 (Section 188 of WIA and 29CFR Part 37.20 - identifies civil rights laws).

Each Partner assures that it will follow its affirmative action plan to assure nondiscrimination, written personnel policies and grievance procedures for complaints and grievances from applicants, subcontractors, employers, employees, and other interested persons, are in accordance with applicable statutes and regulations.

Each Partner assures that it is an equal opportunity employer and is aware of and shall comply with Equal Employment Opportunity Commission practices as mandated by state and federal statutes and regulations.

Each Partner shall not expose participants to surroundings or working conditions that are unsanitary, hazardous, or dangerous; participants employed or trained for inherently dangerous occupations shall be assigned to work in accordance with reasonable safety practices.

Each Partner assures that it will follow its Drug Free Workplace Certification to assure that it is in compliance with the Federal Drug Free Workplace Act of 1998, Public Law 100-690, Title V.

Signatures:

Michael Headrick, Chairperson
Cumberland/Salem Workforce Investment Board

Date

Douglas Fisher, Director
Cumberland County Board of Chosen Freeholders

Date

Partner Agency	Representative	Signature	Date
Cumberland County Office of Employment and Training	Charles A. Thomas Executive		
New Jersey Department of Labor Employment Services Office			
New Jersey Department of Labor Unemployment Insurance			
New Jersey Department of Labor Division of Vocational	Ron Russell Manager		
Cumberland County Board of Social Services	Gregory Curliss Executive Director		
Cumberland County College	Dr. Kenneth Ender President		
Cumberland County Technical Education Center	Donald Schrieber Superintendent		
Cumberland County Office on Aging and Disabled (Senior Employment	Betty Davis Employment Specialist		
Vineland Adult Education Center	Gloria Kucher Principal		
Millville Housing Authority (HUD E&T)	P. Dale Gravett Executive Director		
Tri-County Community Action Agency (CSBG Programs)	Albert Kelly Executive Director		
Rural Opportunities	John Schmidt Executive Director		

Millville Public School District (School to Careers Program)	Dr. Larry Miller Superintendent		
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APPENDIX H

PUBLIC NOTICE

(as published in the Bridgeton, Vineland, Millville and Salem newspapers)

March 1, 2000

Pursuant to Section 118(c)(1) of the Workforce Investment Act of 1998, the Cumberland/Salem Workforce Investment Board (WIB) herein provides notice of its intent to submit a draft of its Five-Year Workforce Development Strategic Plan to New Jersey's State Employment and Training Commission (SETC) on March 31, 2000.

Consistent with guidelines established by the SETC, as set forth in the State's Five-Year Plan, the local plan will include a description of the WIB and its goals and objectives for the development and enhancement of the delivery of public workforce development programs through a local One-Stop Career Center System. The plan will include information related to:

- Regional Labor Market Planning Efforts
- Identifying the Workforce Needs of the Business Community
- Identifying the Work Readiness Needs of Local Area Residents
- Assessing Available Resources to Meet Identified Needs
- Development of a One-Stop Career Center System
- Long-range Planning and Continuous Improvement Goals
- Performance Standards

The plan is being developed in consort with WIB partner agencies including, but not limited to, representatives of local government, education, economic development, business, community based, training, employment, social services and transportation agencies. Members of the general public interested in providing input to assist in this planning process and/or in receiving a copy of the draft plan when it is made available to the SETC on March 31, 2000 should sent notice to that effect to:

Cumberland/Salem Workforce Investment Board

55 East Commerce Street - 2nd Floor

P.O. Box 1146

Bridgeton, NJ 08302-1146

Email: cswib@bellatlantic.net

Fax: 856-451-3686

Comments Received Through April 30, 2000

Dr. Albert Graham (Phone Contact)

Penns Grove School District

Grammar and spelling correction

Michael Headrick (Phone Contact)

PSE&G

Grammar and spelling correction

Gerald Batt, Esq. (Letter on file at WIB Office)

Lipman, Antonelli, Batt, Dunlap, Woodlinger & Gilson

Concurrence with wording of legal agreements

Vincent J. Gaitley, Director of Continuing Education and Professional Studies (E-mail)

Cumberland County College

Please add the Cumberland County College's New Jersey Reads Program to the list of Member Agencies. Let me offer my regards for the plan; clearly a great deal of thought and work has gone into it. Now it is up to us--the providers--to implement the plan and build a better future for our county. I look forward to working with you towards that goal.

State Employment and Training Commission - Staff Review

The One-Stop Agreements for Salem County must be in place by July 1, 2000.