

BURLINGTON COUNTY

WORKFORCE INVESTMENT BOARD

COLLABORATIVE PLANNING STRATEGY

AUGUST 17, 2007



EXECUTIVE SUMMARY

This document updates and builds upon what was established in the Burlington County Workforce Investment System's Comprehensive Five Year, Consolidated and Literacy plans; as well as the Burlington County Comprehensive Economic Development Strategy. While this document will cite sections of those different documents and provide updated information that was originally communicated, it will not reiterate each of those plans.

The first section will focus on an introduction of the planning process and the mission of each of the key stakeholders. The second section is an update to the demographics of the Burlington County Area. Section three focuses on the key industries of Burlington County and aligning programs and services to meet the needs of our local and regional employers. Section four outlines optimization strategies for collaboration and coordination of providing workforce development services in Burlington County.

Over the last several months the WIB has met with the local workforce system partners to collaborate on revising our existing plans and learn about the evolution of future programs. The main focus of this document is to pull the relevant policies and key priorities out of those existing strategies to create an updated local plan that highlights strengths and makes us aware of where we to focus our efforts.

The partners involved in the dialogues included the Burlington County Office of Economic Development and Regional Planning, the Burlington County Chamber of Commerce, Burlington County College, Burlington County Institute of Technology, the Burlington County Library System, the Burlington County Board of Social Services, the Business Services Representative and several other partners in the One- Stop Career Center.

Burlington County College (BCC) plays the key role in creating the avenues for advancement of current workers, jobseekers, and future qualified labor market entrants for our local employers. One of BCC's goals is to prepare individuals for transfer to four-year colleges, for employment in business and industry and for new career skills. They also facilitate customized training programs to employers and target jobs in industries of importance as identified through their own data teams.

The Burlington County Institute of Technology (BCIT) offers a wide array of courses in Adult Education to enable adults to enhance their skills in current jobs, to learn additional skills which may lead to a promotion, or to train for an entirely new career. Additionally, they facilitate customized training programs for employers throughout the Burlington County Labor Market area.

Currently Burlington County College and Burlington County Institute of Technology are not well aligned with the workforce, economic development and the social service systems in Burlington County. In order to maximize responsiveness to the labor market, with increasingly limited public resources; we need to work on collaboration with our education partners at every level.

SECTION I: INTRODUCTION & BACKGROUND

Burlington County Workforce Investment Board Mission Statement

The Burlington County Workforce Investment Board is committed to building and maintaining a workforce of the highest quality. Our services are designed to not only benefit employers and job seekers, but to enhance the social economic well being of all citizens who live and work in Burlington County.

The primary responsibility of the WIB is to serve as an alliance of the public and private sectors for the purpose of coordinating planning, policy guidance, and oversight of workforce development in Burlington County. In partnership with the Board of Chosen Freeholders, the overall goal is to develop and sustain a unified; labor market-driven system that can deliver needed services to job seekers and employers in an effective and cost efficient manner.

The Workforce Investment Act of 1998 provided a unique opportunity to establish a localized, full-service employment and training system that would make programs and resources easily accessible to individuals who need them. Through the Workforce Investment Act and the New Jersey Unified Plan for Workforce Investment, the employer led Burlington County Workforce Investment Board, which was established in 1995, provides policy guidance, and oversight of Burlington County's workforce development system. We have emphasized the importance of coordination of all workforce readiness programs in Burlington County and will continue to do so.

The current members have expressed a desire to plan and lead change in a creative, productive, proactive and aggressive manner to meet not only the needs of the Workforce Investment Act, but also the needs of the entire Burlington County workforce population.

Burlington County One-Stop Career Center System Mission Statement

The mission of the Burlington County One-Stop Career Center System is to serve as a mechanism to provide quality, accessible, and comprehensive employment and supportive services responsive to the needs of employers, job seekers and the community.

The primary goal of the Burlington County One-Stop Career Center System is to become the job connecting point for employers and job seekers. Secondary goals include the identification of appropriate supportive services (i.e. literacy, transportation, childcare, etc.) for customers that will enable them to be successful in their endeavors to become self-sufficient.

An improved workforce investment system will help reduce dependency on public assistance; provide individuals with marketable skills; connect qualified applicants with employers; and, provide the youth of our community with the developmental and educational opportunities

they need to be successful. This investment in human capital will attract business to the community, which in turn will increase economic development within the county and the state.

**Burlington County Department of Economic Development & Regional Planning
Mission Statement**

The mission of the Burlington County Department of Economic Development is to promote the attainment of the highest possible quality of life for Burlington County residents and businesses through smart, sustainable growth and development that provides a balance between economic development and the preservation of resources for the use and enjoyment of current and future generations.

The Burlington County Office of Economic Development & Regional Planning offers a number of opportunities for employers to access information that may assist them in maintaining and growing their businesses.

Economic Development attracts businesses to the county; offers business start-up services; provides demographic and economic information to the public; offers location assistance to business; coordinates economic development programs among government agencies; assists in business retention efforts; and serves as a business ombudsman to improve and enhance economic development in the county.

Regional Planning undertakes regional and county-level planning efforts, and provides planning assistance to municipalities. The office manages two regional initiatives: the Route 130/Delaware River Corridor Revitalization Plan and the Route 130 Corridor Extension/Route 206 Farmbelt Strategic Plan. It is responsible for facilitating the State Plan Cross-acceptance process in Burlington County.

Burlington County College Mission Statement

The mission of Burlington County College, a comprehensive community college, is to provide all individuals access to affordable and quality education.

Burlington County College has joined together with several Four Year colleges to create educational opportunities for their students to earn their bachelor's degree and in some instances their Master's degree at one of their many area campuses. Burlington County College has also entered into articulation agreements with area high schools and the Burlington County Institute of Technology.

Burlington County Institute of Technology Mission Statement

The Burlington County Institute of Technology is a public, non-profit secondary and post-secondary institution. The foremost mission is to fully and comprehensively prepare adolescents and adults of Burlington County to enter the labor market and/or to continue their education in schools of higher learning.

The Burlington County Institute of Technology (BCIT) offers hands-on career training for adults and high school students in different occupational areas ranging from Automotive Technology to Veterinary Assistant. BCIT offers full-time day, part-time evening, computer-based and customized training programs to individuals and local businesses.

Students who wish to earn college credit while enrolled in the BCIT Adult Education program may do so. BCIT and Burlington County College have established dual registration for many programs offered at BCIT.

BURLINGTON COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

The Comprehensive Economic Development Strategy (CEDS) for Burlington County was a planning and project implementation process that was designed to:

- Create jobs
- Foster a more stable and diversified economy throughout the County
- Guide and coordinate economic development efforts in the County

The CEDS document: Describes the problems, needs and resources of the County; identifies the goals and objectives of the development programs; Presents the strategies and action plans devised to achieve those goals; Outlines the standards for the evaluation of the program.

The last efforts to revise and enhance the document, organization, and strategy were initiated in late 2001 when the Burlington County Department of Economic Development and Regional Planning brought civic, government, and business leaders together to discuss the strengths and weaknesses of the county's economy. As a result of those meetings, a Consultant worked with a CEDS Committee in developing a Vision, Goals, and Objectives with an emphasis on community participation. A program of organization, strategy development, priorities, and an action plan was completed in the fall of 2002 and submitted by the County in March 2003 to the Regional Office of the US Economic Development Administration (USEDA).

The CEDS committee has not met since the latest 2002 action plan was submitted. However, the process that was used to build upon on these prior efforts to ensure future USED A support in improving the competitive position of Burlington County to: attract new industry; retain existing establishments; and, better prepare the public and private sectors to meet community economic development needs; could also be used to address the priorities outlined in the Governor's Economic Growth Strategy.

Section II: Area & Demographics

Burlington County is the largest of New Jersey's counties and is located in the south central portion of the State. The county is in close proximity of not only Trenton and Camden, but is also close to Philadelphia. It is part of the Philadelphia Metropolitan Statistical Area and the Delaware Valley Region.

According to the 2000 census the County is the largest in the state with 819.43 square miles of total area. 14.86 Of which are water area. The County is bounded to the north by Mercer County to the east by Monmouth and Ocean Counties, to the south by Atlantic and Camden Counties, and by the Delaware River to the west. Burlington County spans the state west to east, touching both the Delaware River and the Atlantic Ocean.

There are five distinct regions within the County. The largest region of the County is rural in nature, consisting of farms and the Pinelands protected areas. The western region bordering the Delaware River is densely populated and mostly industrial. The southwest region is residential and commercial. The central region is mostly known for the County seat and the military bases. The merger of Fort Dix, McGuire Air Force Base and Lakehurst Naval Air Station into a new "megabase" will carry a huge economic impact for Burlington over the next 10 years. The Northeast region is the agricultural region and where most of the farmland preservation efforts have been invested working to preserve farming as a business.

Burlington County is geographically the largest county in New Jersey, and has a population density of 527 people per square mile; New Jersey as a whole has a population density of 1,184 people per square mile. Total population for Burlington County according to the 2000 Census was 423,394 (a 7.2% increase). Of the total population, 49.5% were male and 50.5% were female. The percentage of the total population that is age 16 years and over is 328,907 or 77.6%.

Burlington County Population Proportion by Gender 2000

GENDER	2000
Female	50.5
Male	49.5

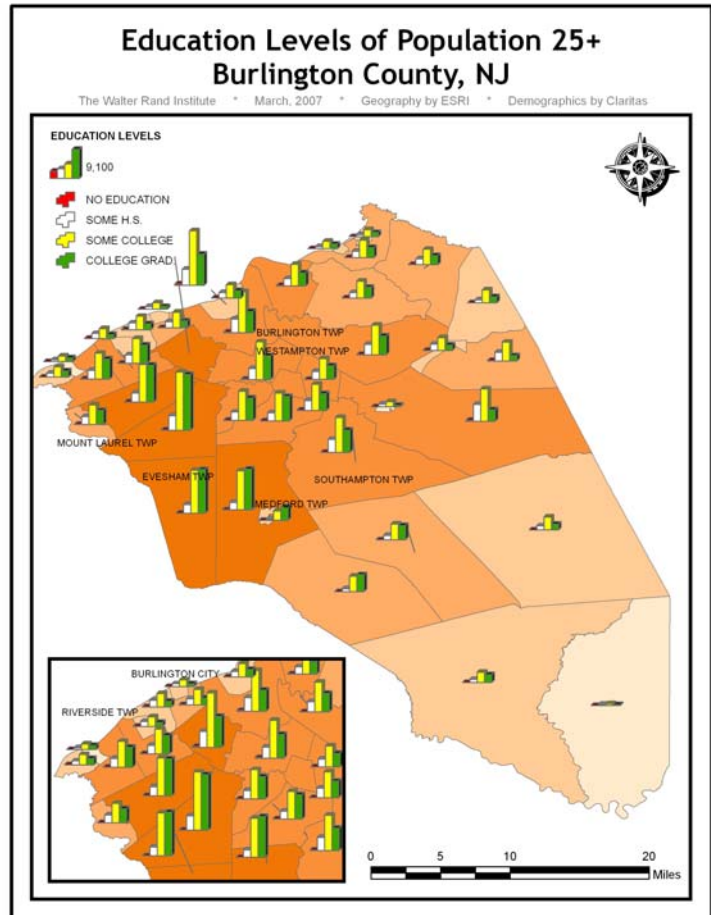
According to the American Community Survey conducted in 2004, 75% of county residents were Caucasian, while 14% were African-American, and 4% were Hispanic. Future estimates based on current trends indicate that the proportion of Caucasian residents in the county is expected to continue to decrease. In comparison to the state as a whole, 70% of New Jersey residents are Caucasian, while 13% are African-American, and 7% are Asian (The Hispanic population was not measured statewide in this survey.)

Burlington County Population Proportion by Ethnicity (1990 vs. 2000)

RACE	1990	2000	% CHANGE
Caucasian	82%	76%	-7%
African-American	14%	15%	7%
Hispanic	3%	4%	33%

Based on the 2000 Census, the majority of Burlington County residents (87.2%) have obtained a high school diploma and 28.4% have earned a college degree or advanced degree.

Attainment Level	%
< than 9 th grade	2.8
9 th to 12 th grade, No Diploma	9.5
High School Graduate	32.6
Some College, No Degree	18.1
Associate degree	7.6
Bachelor's degree	20.9
Graduate or Professional degree	8.2



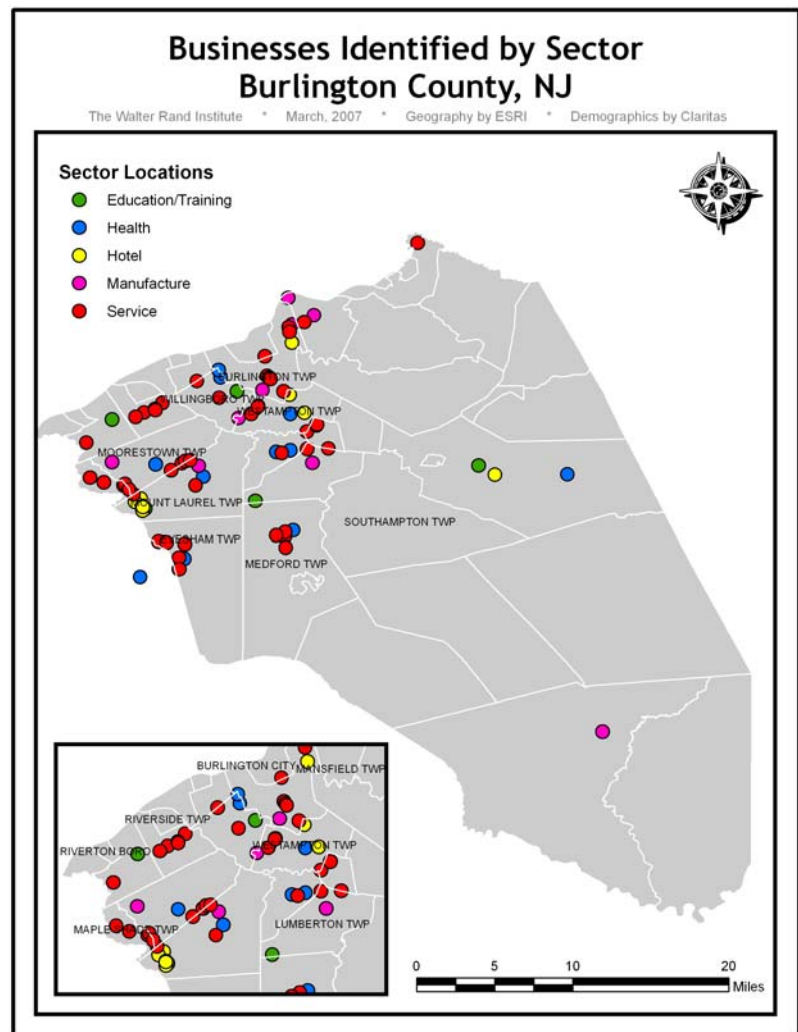
In 2000, 5% (19,280) of individuals and 3% (1,612) of families in Burlington County were living below the poverty level. The median family income is \$67,481; the median household income is \$58,608.

SECTION III: ALIGNMENT

A) Key Businesses & Industries in Burlington County

Burlington County's economy is well diversified between the manufacturing, service, health care, and agricultural sectors. There is a need for skilled and semi-skilled workers and a need to deliver qualified workers to employers within the County and the region. Although there has been a shift in the national and state economy from manufacturing to services, communications, finance and information processing, the manufacturing sector is still a significant element to the local economy. The availability of jobs in these areas span a vast cross section of wages, skills and responsibilities.

In a recent Literacy Needs Assessment Survey undertaken by the Walter Rand Institute on behalf of the Burlington County Workforce Investment Board's Literacy Committee, of the five key industries identified, the *service sector* emerged as the most heavily represented business type in Burlington County (54%). Nineteen percent of the businesses in Burlington County are from the *hospitality/restaurant* sector. *Health services* comprise 12% of the county's total businesses. *Manufacturing* represents 7% of the business population in the county. *Education and training* totals 5%. Finally, *transportation* accounts for 3% of the total businesses in Burlington County. The map at right shows that the majority of these businesses are located in the northwestern portion of the county.



TOP 30 BUSINESSES

Company	Number of Employees	Percent	Industry
1. Lockheed Martin, Moorestown	5,000	19.2	Hi-Tech Manufacturing
2. PHH Mortgage, Mount Laurel	4,500	19.2	Service
3. Virtua Health System, Marlton & Mt. Holly	3,794	18.4	Health Care
4. Commerce Bank, Burlington County	2,664	10.2	Finance
5. Deborah Heart and Lung Center, Browns Mills	1,405	5.4	Health Services
6. Viking Yacht Co. Corp., New Gretna	1,350	5.2	Manufacturing
7. Burlington Coat Factory, Burlington	1,103	4.2	Retail
8. Our Lady of Lourdes Health System, Willingboro	1,100	4.2	Health Care
9. CVS Corporation, Lumberton	1,010	3.9	Logistical/distribution
10. Medco, Willingboro	1,000	3.8	Pharmaceutical/ Warehouse
11. Automotive Resources International, Mt. Laurel	900	3.5	Service
12. Computer Sciences Corp., Moorestown	890	3.4	Technology
13. Masonic Home of NJ, Burlington	670	2.6	Health Care
14. Family Y of Burlington County	560	2.2	Educational Services
15. Okidata, Mt Laurel	450	1.7	Technology
16. PNC Bank, Moorestown	446	1.7	Finance
17. McCollister's Moving & Storage, Burlington	376	1.4	Logistics/ Transportation
18. Burlington County Times, Willingboro	356	1.4	Information
19. Boscov's, Moorestown	340	1.3	Retail
20. PSE & G, Moorestown	332	1.3	Utilities
21. Griffin Pipe Products Co., Florence	300	1.2	Manufacturing
22. NFL Films, Mt. Laurel	275	1.1	Media & Television
23. CNT, Lumberton	275	1.1	Manufacturing
24. WoodRiver/Seagull Lighting, Riverside	275	1.1	Manufacturing
25. Opex Corp., Moorestown	270	1.0	Technology
26. AFG Industries Inc., Cinnaminson	250	1.0	Manufacturing
27. ACME Markets, Moorestown	250	1.0	Retail
28. Sears, Moorestown	229	0.9	Retail
29. SBAR, Moorestown	213	0.8	Wholesale
30. The Evergreens, Moorestown	210	0.8	Health Care
Total	31,793		

PROJECTED GROWTH INDUSTRIES

The five industries that have the most opportunities for growth in the future in Burlington County are: Retail Trade; Health Care; Financial Services; Advanced Manufacturing; and, Administrative Support.

(Source: NJ Department of Labor and Workforce Development Market and Demographic Research Occupational and Demographic Research February 2007)

The growth occupations corresponding to these industries need to be examined for the county. The overlap of occupations throughout the region indicates that cooperation with other Workforce Development Areas would be advantageous. The common occupations are ones that will add thousands of workers in the next five years. Their skill sets will be very similar even if they service different industries. A true regional approach seems in everyone's best interest.

The next step is to partner with businesses in the industries that would have need for a common skill set. These business partners would then help service providers, Community Colleges and Institutes of Technology, develop programs to meet their skill needs. This step requires that all parties involved continually gather, share and update information. There are many resource people available to help with this effort, but none substitute for the need for input from the end-users of the labor supply system.

Since its inception, the Burlington County Workforce Investment Board has been involved in a myriad of activities to identify the workforce readiness skill needs of employers. Over the past ten years, through School-to-Career planning and as late as the Literacy Needs Analysis completed in the summer of 2007, we have encouraged business to become partners with not only the Workforce Investment Board, but with other groups in the Burlington County Workforce Investment System arena. Through this partnership we have held industry focus groups to assess employer needs and the information gleaned sounds like a "broken record".

Throughout all of the workforce readiness skills assessment activities, the Burlington County employers who have been involved have all agreed that they not only need occupationally skilled employees, but also workers who possess soft-skills and job ready skills. They have reiterated time and again that motivation, commitment and a positive work ethic can be a client's biggest barrier to job success. The common skills that are continually identified by employers as necessary for candidates to be successful are:

- Communication skills;
- Problem solving skills;
- Team building skills;
- Positive work attitude;
- Self motivation and initiative;
- Respect of others;
- Showing up for work on time and as scheduled;
- How to work under supervision and independently;

- How to adjust to changing job duties;
- Basic academic skills;
- Customer service skills.

EMERGING INDUSTRIES

Hospitality

In Burlington County, the Hospitality industry will still continue to grow. This industry which consists of the hotels/lodgings and restaurant/food service sectors is still rising significantly throughout not only the Burlington County labor market but the Philadelphia Region as well. The diverse range of jobs offered by this industry provides opportunities for people with varied skills and educational backgrounds. Jobs are plentiful for first-time job seekers, senior citizens, and those seeking part-time employment. BCC has partnered with Drexel to offer Bachelor of Science degrees in Culinary Arts and Hospitality Management programs for higher end jobs.

Biotechnology

Life sciences, technology, manufacturing are all a part of biotechnology. To succeed and grow in today and tomorrow's economy, biotechnology employers need a viable workforce of qualified, skilled individuals to hire from. Since Burlington County is predominately made up of farmlands, agricultural bio-processing technology is important. Additionally, many of the manufacturing companies throughout the area rely on biotechnology techniques in their Research and Development. The education needed for the positions in this field range from an Associates degree to a Doctoral degree.

Nanotechnology

Nanotechnology is an emerging industry that has applications in health care, information technology, manufacturing, and national defense. With the size of the manufacturing, health care and information technology industry in and around Burlington County, it is anticipated that the need for nanotechnology job opportunities will grow. This field requires specialized education and training; therefore the workforce development community will need to be cognizant to provide training to meet the skill needs in this expanding industry.

The One-Stop Career Center partners will need to work closely with our education partners: both the College and the Institute of Technology; to tailor special training programs. Not only to meet the needs of the existing business and industrial community but to attract new industry into the County.

HOW CAN WE ALIGN WORKFORCE DEVELOPMENT W/ ECONOMIC GROWTH STRATEGIES TO ATTRACT & DEVELOP TARGETED INDUSTRIES AND BUSINESSES

To be completely responsive to business and industry needs, education and training providers must ensure their programs are equipped with not only nationally recognized occupational certifications, but also with verified work-ready knowledge and skills.

Partnerships between education and business are also critical for the development of local businesses and industries. Employers want individuals with the knowledge and skills necessary to begin working immediately. They want employees that are ready for the workforce and that require little training.

The abundance and quality of an area's workforce is a primary driver of attracting and retaining businesses. The local WIBs need to facilitate a strategy whereby employers, educators, and local economic development leaders can exchange ideas and address workforce demand and skill needs on a regular basis. Since there is already a mechanism in place, the Comprehensive Economic Development strategy committee, we need to maximize this resource.

The CEDS committee has not met since the latest 2002 action plan was submitted. However, the process that was used to develop the comprehensive economic development strategy could also be used to address the priorities outlined in the Governor's Economic Growth Strategy.

The Key partners who met to begin dialogue around this plan need to fully embrace the need to become more collaborative in a County approach to realign training programs to be more responsive to industry demands. The group can continue to meet as a Comprehensive Economic Development council. This council would identify priority strategies to: address skill shortages and employee retention; along with their original priorities.

As noted in the previous section the emergent key industries in Burlington County are Retail, Health Care, Finance, Advanced Manufacturing and Administrative Support. We must work with our educational partners and our regional Workforce Investment Board partners to move forward in the Health Care and Retail industries. Atlantic County's Institute for Service Excellence is a model program that could be a great program to address one of our high growth industry sectors. Partnering with Burlington County College in a continuing education certification program such as the Institute for Service Excellence would be ideal.

Additionally, looking at the future demand industries in the Burlington County and Philadelphia labor market area, we need to assure that the education and training is in place to develop a world class workforce in order to enhance the global competitiveness of New Jersey's businesses particularly through our two-year and four-year colleges. Although the individual Workforce Investment areas have the responsibility of addressing the training issues and analyzing what resources are available and needed to ensure that the

appropriate services are available and delivered. Regional planning is intrinsic to creating a truly integrated workforce development system. By leveraging the collective energy and intellect of the Workforce Investment Boards in any given area, labor supply and demand issues can be successfully addressed.

HOW CAN OUR ONE-STOP CAREER CENTER AND COLLEGE WORK WITH OTHER INSTITUTIONS (4 YR COLLEGES) WORKFORCE PARTNERS AND NJ EMPLOYERS TO MEET THE CHALLENGES PRESENTED BY THE GOVERNOR'S STRATEGY AND THE LABOR DEMANDS OF OUR LOCAL AND REGIONAL EMPLOYERS?

The Workforce Investment Act, the State Plan, and this planning document all emphasize the importance of linking economic development to workforce development activities. Workers and employers must have the skills needed to remain competitive in a global economy. The strategic direction of the Burlington County Workforce Investment System will be to provide its customers with the information and services they need to respond to the career opportunities and industry requirements of the changing economy.

The larger challenge that the Burlington County Workforce Investment Board has faced is the building of a human resource base for the local economy, integrating and coordinating the diverse education, recruitment, hiring, labor exchange, training, and retraining efforts of institutions and employers in the community. The Burlington County Workforce Investment Board has been working toward facilitating the creation and maintenance of an effective employment and training system, which encourages collaboration between the One-Stop Career Center, employers and critical entities in the workforce development system since its inception in 1995 in an effort to enhance the County's long-term economic success.

In today's economy, employers recognize the importance of life long learning for their employees to maintain productivity and economic competitiveness. Traditionally, this responsibility has rested with the employers and employees themselves. However, through the One-Stop Career Center's Business Resource Center and the Burlington County College, we can develop strategies to expand and strengthen training opportunities for our local businesses.

The local college has the partnerships in place with four year institutions, as well as other local agencies, to offer services to businesses to support and encourage all of their needs to grow and prosper in the local economy. However, currently there is a disconnect between the College and the workforce partners which prevents a unified, collaborative effort in delivering business services to the employer community in Burlington County. Once the partnership between the One-Stop and the College is strong, and there is truly a functional integration of workforce development services, we can meet the needs of our local employers and the challenges presented by the Governor's Strategy.

SECTION IV: OPTIMIZATION STRATEGIES

The Burlington County Workforce Investment Board's One-Stop Career Center Committee is an alliance of community agencies and programs that may or may not be considered a "primary" partner under the Workforce Investment Act. This includes the Burlington County College.

Since its inception, the One-Stop Committee has been charged with establishing a universal policy for providing workforce development services and sharing resources for the One-stop Career Center System for Burlington County. The partners meet, at the very least, monthly to create a customer responsive workforce development system which all residents of Burlington County can utilize.

The team is striving to attain a fully integrated system that includes common intake, uniform administrative procedures, counseling, monitoring, and ease of access. They also concentrate on capacity building needs of partner agency staff to enable them to provide more direct services and focus on the service needs of our customers. However, there are many barriers still in place within the walls of our local One-Stop Career Center as well as between the One-Stop and the County College.

In order to improve the quality and efficiency of the services, we need to fully integrate the One-Stop functional services in-house and with our primary educational partners in the County. Unfortunately, at this time we do not have representatives from the College or Institute of Technology integrated into the One-Stop Career Center, nor is there sharing of resources or facilities occurring at this time. When there is a need for a service, we enter into a contract or Interlocal Agreement. As with any other vendor, it is monetary in nature.

Currently, the Burlington County Institute of Technology is not on the New Jersey Eligible Training Provider's List which prevents the customers of the One-Stop Career Center from using them as a training source. Burlington County Institute of Technology is a very important source of training and certification programs for One-Stop customers. These programs could be vital in moving customers of the Burlington County One-Stop Career Center System into unsubsidized employment.

Second, we need to improve our mechanisms for sharing information and communicating program information with the County College. Additionally, we need to maximize our resources in areas in more than just the State mandated areas (Carl Perkins, Adult Basic Skills, etc.). We need to coordinate our efforts to become responsive to both long and short term labor market needs in order to most effectively meet the demands of the employers of our local area.

WHAT CAN OUR COUNTY COLLEGE AND ONE-STOP CAREER CENTER DO DIFFERENTLY TO IMPROVE EACH WORKFORCE DEVELOPMENT SERVICE OR PROGRAM

In response to the Workforce Investment Act of 1998, Burlington County designed and developed a physical, comprehensive, One-Stop Career Center. This comprehensive One-Stop Career Center site is located in the heart of the Burlington County workforce investment area and serves the pre and post employment needs of job seekers, incumbent workers and businesses.

This comprehensive facility currently houses the offices of Workforce New Jersey, Unemployment Insurance, Division of Vocational Rehabilitation, the Workforce Investment Act program, the Burlington County Board of Social Services and the Temporary Assistance to Needy Families agencies, Community Development and Rental Assistance, Family Services, Veterans Services, the Office on Aging, the Professional Services Group as well as, other supportive service organizations that can be easily accessed by One-Stop customers in need. However, we currently do not have representatives from the College on-site.

The services delivered through the Burlington County One-Stop Career Center System consist of the following:

- Universal access for all job seekers and employers to a core set of career decision making, job search and recruitment tools;
- Intensive services for job seekers and employers who need facilitated assistance in order to accept and retain employment or who require customized assistance to meet their recruitment and personnel development needs;
- Training services for those job seekers and employers who need additional training to become employed or require skill upgrades and basic skill training for their employed workforce.

The consolidation effort that took place under the Department of Labor and Workforce Development beginning in 2004 put an end to years of duplicative efforts in house. However, we have yet to reach a level of needed integration with our education partners in order to effectively utilize our resources, both human and financial.

With this in mind, we can build on what has already been established through the consolidation efforts. Expanding relationships with the County College and the Institute of Technology in the areas of Assessment, Financial Aid, knowledge, skill acquisition, credentialing, career guidance and preparation, business services, and other workforce development services can only create a win-win situation for our customers.

Burlington County One-Stop Career Center System Vision

The Burlington County One-Stop Career Center System is committed to maintaining a universal, seamless, holistic system that is capable of serving a diverse population. All Burlington County residents are considered to be the customers of the workforce investment system. Traditional customers include employers and workforce investment participants such as youth, adults, and dislocated workers as well as, those needing specialized services.

Assessment

Currently the Burlington County One-stop Career Center has an in-house testing and assessment center. We offer comprehensive assessment in Basic Skills, Career Exploration, and the Work Readiness Credential. In the past, we have entered into a financial agreement with the County College to provide the GED exam at the One-Stop for residents of Burlington County. However, due to logistical problems this has been put on temporary hold.

After surfing the College's website, we have learned that not only does the College offer the GED exam but that Burlington County College is South Jersey's only ACT Center. The College is part of a nationwide network of state-of-the-art training and certification testing in a variety of careers. Customers can participate via web-based training courses and server delivered certification testing.

Distance Learning would not only be beneficial to our job seeking customers but it would be a great service to market to our business customers as well. The certifications that go along with the distance learning component assure the learner of the validity of their decision to embark on their training path.

Financial Aid

Customers of the One-Stop Career Center who are unable to get or keep job through intensive services and/or who may need training can access the training continuum of services. The customer who meets the training provider qualifications and selects training which is responsive to the labor market demands of the area and is unable to get financial assistance through any other means, will be given access to training services. Currently, we do not have a financial aid staff person on site.

We rely on the customer applying to schools who offer financial aid. We also offer customers assistance in applying on-line. However, we have had numerous discussions in the past with the College about cross training One-Stop staff or giving space to a financial person from the College on an as needed basis. In this time of tightening budgets and economic uncertainty, now more than ever federal and state grants, scholarships, and loans should be used to offset the costs of training. At Burlington County College customers can obtain a free application for Federal Student Aid.

Small Business Administration and Business Resource Services

The Burlington County One-Stop Business Resource Center (BRC) offers a variety of services to employers through a seamless approach. Through the BRC, employers have a single point of contact to assist them in meeting their needs.

The BRC offers businesses access to employees that have the skills and abilities to meet their needs. The BRC can customize an employee search for a business, as well as schedule

positive recruitments. The BRC offers fully outfitted, private office space to the business community to facilitate interviews, hold recruitment activities, or hold meetings in a professional atmosphere.

Staff of the One-Stop Career Center and BRC will post job openings on-line for the employers. They have the ability to screen and refer the appropriate customers. The BRC staff assists the employers on-site during their hiring campaigns, or other scheduled events. Labor Market Information and information regarding state and local workforce development programs (bonding, on-the-job-training, etc.) is readily available.

Furthermore, the BRC can ensure that the needs of small business are better addressed by partnering with the various agencies and/or Departments of the State of New Jersey and the County of Burlington in order to make it easier to navigate a sometimes cumbersome system.

The Business and Career Development Center of Burlington County College is located in downtown Mount Holly and is an excellent community resource offering small business and job placement assistance to all Burlington County residents and businesses, with special emphasis on Mount Holly residents and its business community. The Center is an off-campus site supported by Burlington County College.

Small Business Assistance

The Business and Career Development Center provides the following services for existing and start-up small businesses at no cost:

- Free start-up assistance
- Interactive business and marketing plan software (By appointment only)
- Business plan writing assistance (Please call to schedule an appointment)
- Free seminars: How to Do Business with the Government (Call for next available date)
- Access to information on small business financing
- On-site Small Business Government Procurement Marketing Specialist
- Access to the Internet and other valuable small business resource materials.
- Ongoing series of free or low-cost workshops

The Center participates with the Business Resource Center at the Burlington County One-Stop Career Center in extending BRC services to Burlington County employers. The Center is an excellent resource for Burlington County employers seeking qualified employees for their workforce. Participating employers gain:

- Access to our database
- Free posting of your company's or agency's employment opportunities
- Opportunity to schedule job fairs and participate in our "Positive Recruitment" fairs/seminars held monthly

- Seminars presented by Rutgers University's Regional Small Business Development Center designed to provide business owners with the basic skills needed to establish a small business. Call to get the current schedule of seminars.
- Daily Rentals of conference rooms, meeting rooms, training rooms and large lobby
- Small Business Seminars (These seminars are held at 1 High Street, Mount Holly and are presented by Rutgers Camden Small Business Development Center).

Job Placement

The Burlington County One-Stop Career Center offers individuals information on job openings, resume development, interview techniques, and other job search skills as required. If a customer requires assistance in searching for a job and obtaining employment, the individual will be paired up with a staff member to work one-on-one with them until their employment goals are met.

If it is apparent at any stage during the job search/job placement stage that the customer is in need of training and education services, those services will be made available to those individuals who may desire them.

BCC's Business & Career Development Center provides assistance in researching, preparing for, and responding to job opportunities. These services are provided at no cost to all Burlington County residents:

- Free On-site usage of personal computers with access to the Internet and word processing software for job searching and career research.
- Access to fax machine and copier
- Resume assistance
- Internet job search assistance
- Access to a large selection of job search resources and materials
- Regularly updated job postings from local employers and employment agencies
- Assistance in posting your resume on the Internet
- Listing of your resume in the Center's database which is reviewed by prospective local employers.

Career Guidance & Preparation

Career Guidance and Preparation services and activities are intended to assist individuals, to make educational, training and occupational choices and to manage their careers. These One-Stop offer a cadre of Career Guidance and Preparation services to all the customers of the center. The activities may take place on an individual or group basis, and may be face-to-face. They include career information provision, assessment and self-assessment tools, counseling interviews, career education, and work search assistance.

The One-Stop can be a great leveraged resource for the College in this field. Over the next several months, we will look to compile the resources the College has available to their

customers in this area collaborate on cross training so that both the One-Stop and the College are offering the highest quality of Career Guidance and Preparation services.

Knowledge, Skill Acquisition & Credentialing

There are two broad categories of One-Stop Career Center customers identified, job seekers and employers. Within these two categories, customers can have very different needs. The Burlington County One-Stop Career Center System will meet these varying needs through an individualized approach to each customer. The bottom line for the employer customer is having access to employees that have the skills and abilities that meet their needs and will assure the prosperity of their business.

Burlington County residents and businesses must have the knowledge and skills necessary to succeed in a rapidly changing economy. The needs and aspirations of job seekers and employers will drive the delivery of workforce development programs and services. This commitment will allow workforce information and services to be delivered in a seamless way that produces tangible, measurable results for job seekers, businesses, employees and the community at large.

Individuals who are unable to get or keep a job through intensive services and/or who may need training can access the training continuum of the Burlington County One-Stop Career Center System. The customer who meets the training provider qualifications and selects training which is responsive to the labor market demands of the area and who are unable to get financial assistance through any other means, will be given access to training services.

<i>Training Services for Job Seekers</i>	<i>Training Services for Employers</i>
Job Readiness Training	Incumbent Worker Training
On-the-Job Training	On-the-Job Training
Occupational Skills Training through ITA	Advanced Skill Training
Adult Education and Literacy	Basic Skills Training
Skill upgrading and Retraining	Skill upgrading and Retraining
Entrepreneurial Training	Customized Training
Customized Training	

All individuals needing training will have access to information on the certified education and training programs available. Employers will have access to the same information so that they can address any workforce needs they may have. Through this information, individuals and employers will be able to make informed decisions about which training provider to select based upon their track record as documented through the consumer report card.

Through Burlington County’s Workforce Investment System and the One-Stop Career Center System, businesses will receive core, intensive and training services to identify and close skill gaps, hire qualified personnel and address related human resource management

concerns. Thus ensuring the ability for businesses to remain and/or expand in Burlington County. The above charts delineate the service continuum that businesses will be able to access through the One-Stop Career Center system.

Burlington County College is in the business of knowledge. One of their main goals is to prepare individuals for transfer to four-year colleges, for employment in business and industry and for new career skills. They offer many certification programs to their students and as a vendor on the eligible training provider list, to the customers of the Burlington County One-Stop Career Center.

Other

Burlington County College has been awarded grants totaling \$210,000 from the New Jersey Commission on Science and Technology. The funding, in addition to previous grants from the Commission on Science and Technology totaling \$1.1 million, will be used to purchase information technology infrastructure for BCC's Science Incubator and High Technology Incubator.

The High Technology Incubator, awarded \$130,000, opened its doors in 1998 in an effort to help start-up small businesses grow and flourish. The 20,000 square foot building is an engine for economic growth in South Jersey, creating new jobs, products and services.

Located adjacent to the High Technology Incubator on BCC's Mount Laurel Campus, the \$4 million Science Incubator, awarded \$80,000, provides 12,800 square feet for 11 interconnected laboratory modules designed to house early stage and startup scientific companies. Each lab consists of 600 square feet and is equipped with a fume hood, lab sink, casework and back up power. Additionally, each tenant has access to modern scientific equipment, office equipment, High Speed Internet, conference rooms, a resource library, entrepreneurial workshops and seminars.

The Science Incubator, home to the Center for Public Health Preparedness, a state-of-the-art environment that teaches first responders how to react in the event of an emergency, was completed in January 2007. A Ribbon Cutting Ceremony held on May, 22 marked the official opening of the building. In total, BCC is home to 16 human patient simulators, the most anywhere in the country outside of the U.S. Military.

In Summary, the Burlington County Workforce Investment Board recognizes the need for better coordination between the One-Stop Career Center, the College and the Institute of Technology to meet the workforce and economic development needs of the County. This first phase of the plan is the initial steps of enhancing countywide collaboration.

The next steps for us to take will to identify and narrow our priorities for the workforce development arena by doing so we can then begin to discuss the possible elimination of unnecessary services and the creation of new services. Additionally, both the College and the One-Stop Career Center partners will need to begin to look at other sources of funding.

With state and federal funding in jeopardy it is crucial that all parties identify other sources of funding. Instead of competing against each other we will need to work together and compete for grants. We need to start thinking outside the box for alternative funding sources.

The One-Stop Career Center needs to expand their use of technology to facilitate knowledge and skill acquisition. With a better relationship with the College and BCIT, we can empower our customers to direct their own learning. Distance learning is currently non-existent at the Burlington County One-Stop Career Center. In this day and age, we need to transform our One-Stop into the digital world and who better to teach us than our educational partners.

Standards for services will be driven by customer outcomes, particularly how well we meet the business standards. Continuous improvement will be attained through regular feedback and will underlie the development of all protocols.

THREE YEAR TIMELINE

Proposed Implementation Activities	
Year 1	Convene CEDS Committee or Similar Committee and Set up regular meeting schedule
Year 1, 2, 3	Evaluate programs and services currently available
Year 1, 2, 3	Further align customer services (both employer and job seeker) provided by the Burlington County One-Stop Career Center System and the Burlington County College
Year 1, 2, 3	Integrate other partners into the Collaborative efforts
Year 1, 2, 3	Identify/Update County Economic Development Priorities
Year 1, 2, 3	Develop capacity building strategies
Year 1, 2, 3	Research/Find new sources of funding
Year 1, 2, 3	Evaluate the rate of successful integration of programming into the Burlington County Workforce Development System, identify system gaps and develop action plans for improvement
Year 1, 2, 3	Update and refine the Burlington County Workforce Investment System Plan
Year 2, 3	Conduct assessment of the integration and unification of the Burlington County Workforce Development System and develop a report of the findings and needs
Year 1, 2, 3	Modify customer service protocols based on customer service feedback
Year 1, 2, 3	Evaluate attainment of performance goals
Year 1, 2, 3	Discuss the reality of a Burlington County One-Stop Career Center "Business Plan" and develop action plan for meeting gaps and improvement