

Burlington County
Workforce Investment System
Comprehensive Five-Year Plan

Table Of Contents

I.	Executive Summary	Page	2
II.	Introduction & Background		4
III.	Regional Planning Information		14
IV.	Administrative Information		28
V.	Needs of the Business Customer		34
VI.	Needs of the Client Customer		41
VII.	One-Stop Career Center System		46
VIII.	Future Planning Information		73
Attachment A:	WIB-CEO Memorandum of Understanding		80
Attachment B:	Burlington County Workforce Investment Board Roster		85
Attachment C:	Burlington County Youth Investment Council Roster		87
Attachment D:	Burlington County Human Services Needs Assessment		89
Attachment E:	Burlington County One-Stop Partner Sites & Team Roster		96
Attachment F:	Burlington County One-Stop Partnership Memorandum of Understanding		99

Burlington County
Workforce Investment System Plan

Executive Summary

Executive Summary

The Workforce Investment Act of 1998 provides a unique opportunity to establish a localized, full-service employment and training system that will 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 under Governor Whitman's Executive Order 36, provides policy guidance, and oversight of the County's workforce development system.

The mission of this plan is to establish a mechanism to "provide quality, accessible and comprehensive employment and supportive services responsive to the needs of employers, job seekers and the community." This plan not only incorporates the required elements of the Workforce Investment Act, it builds on the foundation of work that the State and County already has in process to ensure an accountable, comprehensive One-Stop Career Center System that provides quality information and services. Additionally, this plan establishes a philosophy, goals and strategy that mirrors those contained in both the Workforce Investment Act and the State Unified Plan.

The underlying principal of this document is to identify more efficient ways of delivering services to customers through a unified One-Stop environment, ultimately resulting in a cost-effective workforce delivery system. 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. transportation, childcare, etc.) for customers that will enable them to be successful in their endeavors to become self-sufficient.

In improving the employment and training system in the State of New Jersey and its local areas, partnerships between the private and public sectors will play a significant role. These partnerships require candid input and feedback from each partner, an education of responsibilities and contributions from all involved to assure success. The end result will be an increase in trust through setting common goals and the establishment of open communication.

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 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.

The format of this plan complies with the planning guidance issued by the State of New Jersey, as well as, the required components of the Workforce Investment Act of 1998. The Burlington County Workforce Investment Board encourages comments and suggestions on any aspect of this plan.

Burlington County
Workforce Investment System Plan

Introduction
&
Background

The Burlington County Workforce Investment Board

Since its inception, Burlington County Workforce Investment Board members have been selected based on their reputation, knowledge, and expertise in the work place, the community and on workforce readiness issues. Membership has been designated according to State Employment and Training Commission guidelines and will now be in accordance with not only State Employment and Training Commission guidelines but also in compliance with the Workforce Investment Act of 1998.

The Burlington County Workforce Investment Board staff and the Chief Elected officials have maintained a broad-based membership that includes categorical membership according to the State of New Jersey Unified Plan and the Workforce Investment Act of 1998. Included in this membership will be representatives from the Burlington County Department of Economic Development and Regional Planning, Board of Social Services, County Vocational/Technical School, County Superintendent of Schools, Workforce New Jersey Manager, County College, Burlington County Human Services Advisory Council, Vocational Rehabilitation, Organized Labor, Community Based Organizations, Abbott School Districts, and Adult Education/Literacy with a majority of Private Sector Members. We have emphasized the importance of coordination of all workforce readiness programs in Burlington County and will continue to do so.

Since the initial draft of the Burlington County local five year plan and the passage of the Workforce Investment Act of 1998, the necessary modifications to the Burlington County WIB membership have been implemented to assure compliance with guidelines issued by the State Employment and Training Commission and the Workforce Investment Act of 1998. Those changes include the addition of the One-Stop Operator and a representative from one or all of the Abbott School Districts in Burlington County. Also, the Burlington County Workforce Investment Board has expanded the role of Adult Education/Literacy in the workforce investment arena and therefore, expanded the membership of this category on the Workforce Investment Board. Hence, the private sector membership was also expanded in order to ensure their majority proportion on the Workforce Investment Board.

Another area that was re-examined was the organized labor and community based organization membership category to ensure that their representation exemplified the population of Burlington County and serves the needs of special populations. Adjustments were made to fit the minimum percentage requirements. The Community Based organizations that take precedence are those serving individuals with disabilities, Adult Literacy Groups, Community Action Agencies, Displaced Homemakers, and Veterans organizations.

The membership process of the Burlington County Workforce Investment Board ensures involvement is inclusive of all interested parties, as well as, maintaining diverse membership. Private sector membership nominations are solicited from various sources such as the Burlington County Chamber of Commerce, New Jersey Association of Women Business Owners, Community Based Organizations and other business organizations and community groups throughout the County. A typical concern of the Workforce Investment Board is how to bring higher-level business leaders on to the board while at the same time maintaining member diversity. Essentially, the board will need to be careful in balancing the need to be representative of various interests and players in the workforce development arena without creating a board that is so large that making the necessary decisions is prohibitive. 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 New Workforce Investment Act, but also the needs of the entire Burlington County workforce population.

The Burlington County Workforce Investment Board reflects the gender, race, and ethnic composition of the county, through the private sector membership representing both large and small businesses of the community. Burlington County is predominately composed of small businesses and the manufacturing industry. Members representing these organizations are predominating.

The private sector members of the Burlington County Workforce Investment Board range from CEO's and top managers, human resource executives, training professionals, small business owners to chamber of commerce executives. All of these individuals have special interests which need to be addressed and expertise which when tapped into, leads to greater overall effectiveness. Ideal board members are those who are knowledgeable about local workforce issues and who are committed to the work of the Board. Hence, we rely on the already committed business and community leaders to recruit their peers. The Workforce Investment Board chair believes that the involvement of the business community is essential to the success of Workforce Investment Board endeavors and, consequently, he places a high priority on involving and recruiting area business leaders.

Members are appointed to 3-year terms with no limit to the number of terms they may serve. Appointments are staggered so that a third of the board must be re-appointed annually. The members of the board hold varying positions in their companies including president, general manager, vice president, human resource manager and marketing positions. Current Board members and staff "interview" prospective nominees to explain the responsibilities and determine interest. Names of eligible nominees are then submitted to the WIB's Executive Committee, and then forwarded to the Chief Elected Official for final membership ratification.

Business members see their role as assisting in developing a positive image of the Workforce Investment Board in the business community and maintaining business involvement. There is a committee, which concentrates on performing public relations work for the Workforce Investment Board such as speaking, and recruiting new business involvement through personal and professional networks. The committee sees their challenge as raising awareness about the Workforce Investment Board and realizes that they need to overcome the reluctance of employers to become involved.

The Workforce Investment Act requires that Workforce Investment Board's and Local Elected Officials collaborate and consult with each other on a regular basis regarding numerous decision-making processes. In order for the Burlington County Workforce Investment Board to accomplish this, the following functions have been undertaken:

1. Development and submission of a local strategic workforce investment plan, coordinating workforce investment and economic development strategies in partnership with the Chief Elected Official;
2. Negotiation of Memorandums of Understanding in partnership with the Chief Elected Official;
3. With the agreement of the Chief Elected Officials, designation of the One-Stop Career Center Operator;
4. Identification eligible providers of youth activities, eligible training service providers for adults and dislocated workers, and providers of intensive service and negotiation of contracts and purchase orders;
5. Development of a budget for the purposes of carrying out the Workforce Investment Board duties which is subject to the approval of the Chief Elected Official;
6. Coordination of audit resolutions and incident reports;
7. In partnership with the Chief Elected Official, monitoring the effectiveness of local youth activities programs, employment and training activities for adults and the One-Stop delivery system of Burlington County;
8. Negotiation of local performance measures with the Chief Elected Official and the Governor;
9. Assist the Governor in the development of a statewide employment statistics system;
10. Promote private sector participation in the workforce investment system and conduct other public relations activities.

The Chief Elected Official coordinates with the Workforce Investment Board and has established a working partnership so that they can effectively carry out the above functions. At the same time, the Chief Elected Official is responsible for taking a more proactive role in Workforce Investment Board functions. Specifically, the Chief Elected Official undertakes the following functions to ensure compliance with the State plan and the Workforce Investment Act:

1. Approves budgets developed by the Workforce Investment Board;

2. Develops and submits a local strategic workforce investment plan in partnership with the Workforce Investment Board;
3. Agree to Memorandums of Understanding negotiated by the Workforce Investment Board;
4. Negotiate and reach agreement on local performance measures with the Workforce Investment Board and the Governor;
5. With the agreement of the Workforce Investment Board, designate or certify the One-Stop Operator;
6. Shall receive and be responsible for the administration of grant funds;
7. Shall be responsible for the disbursement of grant funds at the direction of the Workforce Investment Board;
8. In partnership with the Workforce Investment Board, conduct oversight with respect to local programs of youth activities and local employment and training activities for adults and the One-Stop delivery system of Burlington County;

Both parties have been educated about their roles under the Workforce Investment Act and are aware of their responsibilities as they pertain to the workforce investment system of Burlington County. The main mission of the Burlington County Workforce Investment Board is to develop the skills of the entire workforce via effective local employment and training, ensuring business' satisfaction while at the same time, assisting all job seekers and employers through the One-Stop Career Center System and referral to other agencies. Acting as a catalyst, the Burlington County Workforce Investment Board will create a workforce development strategy for the County. The goal of meeting the needs of local businesses will be met by planning, overseeing and evaluating all related workforce development activities.

A copy of the Memorandum of Understanding between the Burlington County Workforce Investment Board and the Burlington County Board of Chosen Freeholder's can be found in Attachment A.

The intent of the membership is to provide the deepest representation of the county. Some of the members satisfy the membership requirements of more than one category of membership and thus assigned dual roles. Additionally, the Board continues to utilize a committee structure, which encourages the involvement of other organizations and agencies. Through these committees, the Board is able to incorporate the perspective, energy, expertise and creativeness of various organizations that play an integral role in Workforce Investment for the county. The Burlington County Workforce Investment Board will continue to impartially represent the interests of each participating agency while developing a system that gets resources to the people in the community who need them.

Although the membership process will ensure that involvement is inclusive, some individuals may not be able to serve as an official Board member. However, they will be encouraged to participate at the committee level. To maximize community input the Workforce Investment Board Members have chaired various committees organized around important workforce strategies. These committees currently consist of, and will continue to consist of, representatives from all interested parties to help plan and link services at the operational level. This will continue to ensure local representation of relevant agencies in order to establish broad-based consensus at the local level. This structure is beneficial in capturing different perspectives in an impartial arena. **A copy of the current Board membership can be found in Attachment B.**

The Burlington County Workforce Investment Board accomplishes most, if not all, of their duties through a strong committee structure. The Burlington County Workforce Investment Board committee structure has been reorganized to ensure that our committees meet the functions outlined in the Memorandum of Understandings and in the Workforce Investment Act of 1998. Below is the organization of the Burlington County Workforce Investment Board committee structure and their functions designed to meet the challenges under the Workforce Investment Act.

Executive Committee

To develop policy recommendations for the Burlington County Workforce Investment Board's overall unified plan and to ensure continuity of the Burlington County Workforce Investment Board's mission in all areas.

- Develop consensus on what the vision for a workforce development system is for Burlington County;
- Prepare a “Business Plan”, including a mission, organizational goals, and a monitoring process for the overall Board;
- Oversee, review, analyze, and develop a consensus on information gathered by the other Workforce Investment Board committees in order to identify areas of greatest impact and to help in creating the framework for the local unified plan;
- Develop budgets, identifying various funding streams and fund availability;
- Allocate resources adhering to the overall Workforce Investment Board strategy;
- Periodically review the mission statement and the goals of the full Workforce Investment Board to ensure that they are still appropriate and in compliance with the local unified plan;
- Review membership criteria and ensure that recommendations made for membership are consistent with State guidelines.

Operations Committee:

Identify existing local labor market information that can be utilized by both employers and perspective employees to meet their needs and to ensure it is accessible and relevant to all organizations involved.

- Identify training and education programs needed to meet the requirements of local businesses;
- Establish criteria for selection and evaluation of service providers, emphasizing quality, results producing programs;
- Review criteria for consumer report cards on service providers;
- Set standards for customer satisfaction;
- Monitor the performance of training programs under the One-Stop Career Center;
- Compile and update resource information of issues driving operational and funding decisions;
- Monitor, research, review and analyze publicly funded programs under the purview of the Burlington County Workforce Investment Board;
- Review government funded services, recommending resource allocation;
- Compile and update resource information of issues driving operational and funding decisions.

Communications Task Force:

Develop marketing strategies that clearly communicate the Burlington County Workforce Investment Board’s mission, objectives and strategies, and disseminate valuable information gained through the work of the Board.

- Communicate activities, mission, objectives, and strategies of the Workforce Investment Board and its committees, to the key stakeholders, employers, and the community;
- Facilitate building positive relationships with key constituencies, promote a positive leadership role on workforce issues in the community, and develop outreach strategies to effectively communicate with the employer community;
- Publish and distribute resource information (e.g., One-Stop brochures, Resource Guidebooks for employers, Workforce Investment Board Newsletters, etc.);
- Assist in planning and coordinating Workforce Investment Board events;

Economic Development Committee:

To support the economic development work of Burlington County through strengthening job opportunities and providing complimentary education and training support, with the ultimate goal of providing new and expanding employers with a well-trained workforce.

- Collaborate with economic development agencies and other business organizations;
- Develop partnerships with groups who are involved with State and local economic development efforts concerning relocation and business expansion;
- Outreach to the business community and develop a thorough knowledge of the needs, wants, and desires of the business customers;

- Develop strategies to meet both Labor Supply and Labor Demand, ensuring accessibility and relevance to employers and employees;
- To recruit new businesses and industries;
- To promote services and information to members of businesses;
- Increase business support of various Workforce Investment Board and community projects and programs.

Welfare-to-Work Committee:

Design and oversee a strategy that attains the goals of the Work First New Jersey program while ensuring that Welfare recipients are transitioned into permanent unsubsidized employment within the five (5) year time limit.

- Develop strategy for moving recipients into unsubsidized employment;
- Develop a plan to utilize the One-Stop System to prevent welfare dependency;
- Develop a plan to utilize Youth Investment Council and other education initiatives to provide services to teen parents and to prevent teen pregnancy;
- Develop a plan/evaluation process for the employment, training, and educational programs of Burlington County so that they may be modified to effectively respond to the Workforce Readiness needs of the welfare population;
- Develop a plan to coordinate the Burlington County Workforce Readiness Systems with Drug and Alcohol Treatment programs to effectively mainstream the population into employment.
- Recommend how Work First New Jersey and Welfare-to-Work funding can most effectively be utilized to supplement local Workforce Readiness resources;
- Develop relationships with the business community to effectively serve the welfare customers of Burlington County.

One-Stop Career Center Committee:

To create a customer responsive workforce development program which all customers of Burlington County can utilize.

- To Design a system that enhances universality and customer choice into a performance driven, outcome based integrated system;
- Design a workforce development system enhancing customer choice via a single customer interface to individuals seeking first, new or better jobs and to employers seeking to hire new employees;
- Educate, train and build consensus among the One-Stop Partners to advocate One-Stop initiatives such as America's Talent Bank and OneEaseLink, etc.;
- Oversee the Burlington County One-Stop Career Center System, providing evaluation, assessment of the utilization, and a plan for appropriate resource allocation;
- Develop a plan for a fully integrated One-Stop System for Burlington County (i.e. customer service, common intake, uniform administrative procedures and performance standards, job counseling, monitoring, case management, skill assessment, ease of access and other issues are to be explored);
- Collaborate and leverage existing resources;
- Continue to build on the infrastructure and technology of the Burlington County One-Stop System;
- Establish a mechanism to evaluate One-Stop customer satisfaction which can be modified to reflect varying population segments, programs, services and/or initiatives, and information pertinent to the Burlington County Workforce Investment Board;

Literacy Committee:

Form collaborative relationships with local literacy providers and employers to develop the necessary strategies to combat literacy problems in Burlington County.

- Update information about all the literacy programs and services currently offered in Burlington County;

- Market availability of literacy programs and services to potential clients;
- Identify State administration literacy grants given out locally and get information from local groups who have received grants about their objectives and implementation plans;
- Continue fund raising and awareness activities of available services.

Youth Investment Council:

To create a unified youth service delivery system allowing eligible youth to receive the services they need to become prepared for both academic and employment success.

- Heighten the awareness and visibility of youth programs and to assist in the coordination and collaboration of youth programs (including services to be provided through the One-Stop Career Center System);
- Determine the services to be provided to youth through the One-Stop Career Center System;
- Develop linkages with educational agencies and other youth entities;
- Determine performance and customer satisfaction measures for local youth initiatives;
- Provide recommendations to the Workforce Investment Board of eligible providers to be awarded grants and contracts on a competitive basis for youth activities;
- Develop oversight and performance measure procedures for eligible providers of local youth activities.

The Burlington County Youth Investment Council

The Workforce Investment Act of 1998 established Youth Council’s as a standing sub-committee of Workforce Investment Boards to maintain a central role in the program planning process for youth, determining eligible youth providers, and recommending funding. The Burlington County Youth Investment Council strives toward creating a unified, comprehensive youth service delivery system that is similar to, and incorporated into, the Burlington County One-Stop Career Center System. This allows identified eligible youth to receive the services they require to become prepared for both academic and employment success while at the same time, strengthen the linkages between academic and occupational learning.

The Burlington County Youth Investment Council has an array of responsibilities that must be performed in accordance with the Workforce Investment Act of 1998 and the overall Burlington County Workforce Investment System plan. Responsibilities include but are not restricted to:

- Developing portions of the local five-year strategic plan which relate to the eligible youth;
- Determining which services are to be provided to eligible youth;
- Determining how youth activities are coordinated with the Burlington County One-Stop Career Center System;
- Determining funding amounts to be allocated to year round and summer youth programs;
- Establishing performance and customer satisfaction measures;
- Recommending to the Workforce Investment Board, eligible providers of youth activities to be awarded grants and/or contracts on a competitive basis;
- Conduct monitoring and oversight with respect to the eligible providers of the youth activities;
- Conduct any other duties, which may be deemed appropriate by the Workforce Investment Board.

Overall, the Youth Investment Council is responsible for setting a clear policy direction in creating employment opportunities and career pathways for all youth, age’s 14-21 years, in school or out-of-school. The Youth Investment Council creates strategies that guarantee all youth have the skills, opportunities and support for success and ensure that businesses gain a skilled workforce. The Youth Investment Council establishes the guiding principles for designing a system that is:

- 1) Dedicated to the success of young people:**

All young people will have access to a wide range of “youth friendly” services and activities that provide timely service interventions, training and support, which guarantee successful transition to adulthood. Youth will have positive interactions with knowledgeable, caring staff in success-oriented environments, which foster educational, leadership and employment skills development.
- 2) Responsive to business needs:**

Burlington County businesses will be called upon to take a strong leadership role in the design and delivery of youth services activities. To ensure quality employment outcomes, the business community will be called upon to express the skills needed by young people to succeed in real work situations. The Youth Investment Council will be a link for businesses to articulate their needs with community youth organizations and education and training providers so that they can facilitate the services needed by youth to develop their individual career paths.
- 3) Designed with the help of young people:**

The membership of the Youth Investment Council will include young people who are presently involved and/or were involved in youth programs and activities. It is imperative that the knowledge of young people is utilized in creating a system that is responsive to their needs and wants.
- 4) A system of committed partners:**

All partners of the Youth Investment Council must support the unified vision and be willing to collaborate with each other in developing a coordinated youth services program for the County. The membership process ensures that all partners will be around the table in order to share knowledge, expertise and a unified vision. The Youth Investment Council must develop strong linkages among the partners in order to maximize program and financial resources, and to create a continuum of services that are accessible to all youth.
- 5) A system that places a strong emphasis on out-of-school youth:**

The Workforce Investment Act places a strong emphasis on out-of-school youth as evidenced by the 30% spending criterion. The Burlington County Youth Investment Council will ensure that all young people who complete their education or drop out of school will be a priority in the deliverance of youth services. The Youth Investment Council will establish rapid attachment to work for not only their first jobs, but for their second, third and beyond, including interventions that will assist young people to attain, retain, and advance to better jobs.
- 6) Locally driven:**

With the collaboration of other standing committees of the Burlington County Workforce Investment Board, the Youth Investment Council will spearhead the governance of the County’s youth system by identifying and addressing local youth issues. The most important mission of the Burlington County Youth Investment Council is to provide oversight to the County’s youth system as a whole by convening the necessary partners and developing strong youth policy and quality programming.
- 7) Built on promising factors:**

The Youth Investment Council will bring together all of the quality programming practices of the Burlington County Workforce development system, as well as, build on lessons learned from other systems within the County, region and state.
- 8) Committed to continuous improvement:**

Partners of the system must be committed to collecting feedback from its youth customers and businesses. Using the customer feedback, the partners must be willing to make modifications to

program design and services that will respond to the ever-changing economic and environmental variables of the community. Partners will also be required to provide their staff with access to professional development opportunities that further enhance program and system quality.

9) Accountable for the outcomes and actions:

It is essential for the success of the youth population and the Burlington County Workforce development system as a whole that all partners are held accountable for providing high quality programming activities and services. A commitment to continuous improvement and the willingness to change will ensure that the required and desired outcomes are met.

Based on state and federal criteria, the Burlington County Youth Investment Council consists of the following:

- Workforce Investment Board members with a vested interest and/or expertise in youth issues;
- Youth service agencies, including juvenile justice and local law enforcement;
- Burlington County public housing authority;
- Parents of youth seeking services;
- Youth representatives;
- Representatives of organizations with experience relating to youth including former participants;
- Other appropriate representatives.

Members required to participate may represent more than one category; therefore, allowing membership from other interested entities without creating a prohibitively sized council. The Youth Investment Council reflects the gender and racial diversity of the Burlington County area.

In relationship to the Burlington County Workforce Investment Board, the Youth Investment Council members, who are not members of the Workforce Investment Board, shall be voting members to only the Youth Investment Council. Since the full Workforce Investment Board meetings are public, they are encouraged to participate in a nonvoting manner. The Workforce Investment Board oversees the Youth Investment Council to ensure both fiscal and administrative capabilities. **The Burlington County Youth Investment Council current membership list is included in this plan as Attachment C.**

The Burlington County Workforce Investment System Planning Process

During the original planning process, the Burlington County Workforce Investment Board held two (2) public forums to elicit comments and suggestions from the general public, employers, One-Stop partners, and other interested parties. In order for the process to be effective, the Workforce Investment Board categorized the planning guidelines and the Workforce Investment Act into three (3) basic components:

1. Employer Needs;
2. Customer Needs;
3. System Needs.

Each of the components was addressed in separate public forums. The forums were advertised in local newspapers, community-based organizations, and workforce agencies and through letters of invitation sent to the Workforce Investment Board's general mailing list.

1. Employer Needs:

Letters were sent to all employers who currently sit on the Workforce Investment Board. The letter gave a brief synopsis of the purpose of the Workforce Investment Board, the Workforce Investment Act of 1998 and included questions of their present workforce needs and what their needs may be in the future. All employers, who were interested in commenting, were encouraged to attend the scheduled public forum or

submit written comments within the thirty-day time period. The comments were recorded and addressed in the final draft of the plan.

2. Customer Needs:

The main avenue of public awareness of this particular component was through advertising in the local newspaper and advertising in public agencies to elicit responses from potential and current customers. At the beginning of the forum, those in attendance were provided with a basic background of the purpose of the Workforce Investment Board, the Workforce Investment Act and the need for their input. The remainder of the meeting was set aside for listening to concerns and comments the customer base has for the County's Workforce Investment System. These comments were recorded and addressed in the final draft of the plan.

3. System Needs:

The input for this particular component has been going on since the inception of the One-Stop Career Center Committee and will continue on an on going basis. Each of the 19 One-Stop partners is represented on the committee, which meets at least once a month. Additionally, there is constant communication with all partners and potential partners regarding the status of the Workforce Investment System and what needs to be done to improve that system.

Input from all of the Burlington County One-Stop partner agencies was crucial in the development of the County's Workforce Investment Plan. Since it's inception, the Burlington County Workforce Investment Board's One-Stop committee has focused on developing the necessary cooperative, collaborative relationship for a unified, streamlined system.

The committee and its subcommittees performed various system needs assessments through interviewing the front line staff of all partner agencies. From the results they developed the protocols pertaining to self-service, group service and individualized service activities. Each partner outlined the core services that were applicable to their program that they would make available to the customers of the One-Stop System.

Another responsibility of the One-Stop partners was the development of the One-Stop Career Center System Memorandum of Understanding (MOU). Since the MOU is entered into and signed by all the partners, it was inherent that all partners were involved in the development of the MOU. The MOU serves, as the blueprint that establishes a viable framework from which the system partners provide the services needed to job seekers and employers. The partners developed the services to be provided, agreed to a negotiating process for the funding of services and operating costs of the system, and established a method for referring individuals between the One-Stop Operator and the partners. The One-Stop partners were also charged with the development of customer satisfaction goals and marketing strategies of the Burlington County One-Stop System.

Upon completion of the final draft of the Burlington County Workforce Investment Plan, the plan was ready for the 30-day comment period beginning Tuesday, March 14, 2000. Additionally, the draft plan was sent to all Workforce Investment Board members, and a draft copy was posted on the Burlington County Workforce Investment Board's WEB site for Workforce Investment Board committee members, and members of the Workforce Investment Board's general information mailing list to review. Copies were also made available to all One-Stop partners for staff and customer review. The comment period for the plan was advertised in local newspapers.

A specific time frame was devoted to discuss and incorporate comments into the final draft of the plan. The issues that were raised by anyone submitting comments were reconciled and/or added to the revision that was submitted to the State Employment and Training Commission. Since the Burlington County Workforce Investment Board expects to continually evolve the plan to meet the ever-changing needs of the local area, comments and suggestions will continue to be welcomed and addressed for future plan modifications.

Burlington County
Workforce Investment System Plan

Regional Planning
Information

Introduction: The New Regional Labor Market

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. Over the past several years, the Burlington County Workforce Investment Board has been involved in ongoing regional planning efforts with other area counties. Consistent with New Jersey's Unified Plan for Workforce Investment Systems and the Workforce Investment Act of 1998, Burlington County will continue to collaborate with other counties and workforce investment areas in regional strategies to accommodate economic development needs and opportunities.

Burlington County stands directly in the path of growth, which the current economic expansion has brought to the State of New Jersey. Termed the "New Economy" by many, the current expansion brings with it well-defined connection between workforce development and economic health. The new economy is marked by a shift to more service employment, as it was in the 1980's expansion, but this time the pattern is heavily influenced by advances in telecommunications and fundamentally new ways of conducting business.

The advent of a maturing high-technology sector has brought new life to the distribution industries that are expected to deliver on the promise of e-commerce. By eliminating the middle of the retailing process, timely delivery and inventory control become essential. People to manage both the technical advances in these industries as well as the delivery of goods and services to the consumer or business place become ever more important. Investing in the development of the workforce for the new economy not only becomes necessary to compete in the new economy as a region, but also a more immediate need as the pace of change accelerates.

Burlington County finds itself at the crossroads of many of these trends. Geographically, the County is positioned where major transportation routes from east-to-west intersect with those from north-to-south. The new interchange improvements at Exit 6 of the Turnpike as well as the light rail line along the Delaware River will only enhance the economic development potential of the County's location. Likewise, statewide growth patterns have incorporated Burlington County in the leading region, central New Jersey. In both housing construction and high-tech employment growth, Burlington is sharing the changes occurring in Somerset, Monmouth and Ocean counties.

Finally, Burlington is positioned to share in the growth of both the southern New Jersey/Philadelphia economy as well as the central New Jersey economy. The expansion of the pharmaceutical industry and its marriage to the Internet is already apparent in the Merck-Medco project on Route 130. The spread of business services from Cherry Hill and Camden County north along Route 295 will continue as long as companies like Okidata can find places to expand which have easy access to the large northeastern marketplace. Finally as both Monmouth and Ocean become less tourism oriented and more integrated with the northern New Jersey economy, commuting patterns will be altered and west-to-east commuting more popular.

The transportation and economic ties that are now expanding indicate that Burlington County is becoming more than ever a part of a larger regional economy. With a transportation network that allows easy commuting trips from neighboring counties, it is only natural that workforce development issues be considered on a regional basis. In the labor market, the nearest competitors for the regional supply of labor are the balance of the Camden Labor Area (which consists of Burlington, Camden and Gloucester counties) and Mercer County. Their future needs will be closely examined in relation to those of Burlington as part of formulating a regional plan for sharing information, program development and service delivery. In this report, they will be considered the "regional labor market".

Recently, the Burlington County Workforce Investment Board staff and the Burlington County office of Economic Development has participated in the planning efforts concentrated on meeting the demands of increased employment in the Casino Industry. With an anticipated addition of 10,000 new jobs directly related to

the gaming industry and another estimated 8,000 new ancillary service jobs, the New Jersey Department of Labor, Casino's and Atlantic County have initiated a collaborative planning process among the southern region workforce investment areas. Currently, the collaborative is assessing the labor supply needs, skill levels needed by potential employees and work related needs (i.e., transportation and childcare) to successfully link people with jobs.

Other examples of regional planning that has been undertaken in the past by the Southern area Workforce Investment Boards include the Department of Education's School-to-Career planning and conferences focused on facilitating partnerships between schools and employers. Supportive service needs are also addressed in a regional manner. For instance, transportation strategies are planned through a regional transportation consortium.

Through these and other regional planning efforts, the various Workforce Investment Boards are able to more successfully accommodate the different economic development needs and opportunities that may arise. As demonstrated in past experience, the Southern area Workforce Investment Boards successfully cooperatively collaborate in deriving the needed strategies with consideration of their differing economic needs, population, as well as, projected employment needs.

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 "new" economy.

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.

Background Information: Data Sources and County Profile

The sources of data for this report include the U.S. Department of the Census for commuting patterns and the *County Business Patterns* information on the size and number of firms; the New Jersey Department of Labor, Labor Market Information for all state, county and municipal data concerning economic, demographic and building permit trends; Conectiv's *1999 Target Industry Survey* performed by the WEFA Group for future growth industries and past growth rates by industry; input on emerging industries from the Burlington County Dept. of Economic Development; and, participation in meetings between the WIBs from the region with the casino gaming industry.

The County is made up of both suburban and rural areas. Currently, the unemployment rate for Burlington County is 3.3% as cited by the New Jersey Department of Labor-Division of Labor Market and Demographic Research. With a continued aggressive Economic Development program, the unemployment rate should remain one of the lowest in not only the region but the state as well.

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.

Through the efforts of the School-to-Careers committee and the Labor Market Information and Exchange committee an in depth study was undertaken to establish the current and future needs of the local labor market. Focus groups were formed to decipher the industries that are most important to the economic development of the county in terms of the labor force and economic impact.

Through the School-to-Career planning process, five industries were highlighted in terms of their size of the labor force and economic impact as being the most significant industries in the county. These industries include Business Services, Communications, Health Care Services, Light Manufacturing, and Warehousing and Distribution. The availability of jobs in these areas span a vast cross section of wages, skills and responsibilities.

Burlington County has become the growth leader in the region in terms of population and employment. From 1990 to 1998 the county's population increased by 25,000 people or 6.4%. That far surpassed the state's 4.7% growth as well as Mercer's 1.8% and Camden's 0.5%. Only Gloucester at 7.7% grew faster. The County's population is expected to jump to 450,500 by 2006. The leading municipalities have been Burlington, Evesham, and Mt. Laurel townships.

In private sector employment, the pattern from 1994 to 1997 is similar, with Burlington adding 9.6% more jobs, which is twice the state rate. Only Somerset County expanded faster (10.3%), but Camden (3%), Mercer (1.7%) and Gloucester (6.3%) were far behind. The highest growth rates were found in communications, wholesale trade, securities and brokerage, hotels and lodging, business services and educational services.

The evidence for the recent past shows a continuation of this growth. In 1999, Burlington was issued building permits for 2,933 units, the most in the last ten years and fourth highest in the state. This far exceeded all county's in the regional labor market.

In the future, the county is expected to continue to outperform the region. The NJ Department of Labor's *Employment and Occupational Projection's, 1996-2006* projects a labor force increase of 10.4% and an employment increase of 16.8%. These will outgrow the population increase of 8.3%, drawing more workers into Burlington County compared to the present situation. The current low unemployment rate indicates very little excess supply at the current time.

The differential in anticipated employment growth rates between Burlington and neighboring counties should mean a change in commuting patterns. In 1990 the county sent 28,000 commuters to Camden and about 17,000 each to Mercer County and Philadelphia. Those residents wishing to work closer to home will fill these new jobs and, in general, the region will fill much of its labor needs by keeping county residents from commuting.

Projected Growth Industries and Emerging Industries

Examining the projected growth industries in a region is the first step in program development and service delivery. In order for planning to be done on an ongoing and dynamic basis, collaboration with the business community is essential. To identify the growth industry leaders, this information is needed. In addition, programs are often delivered to an industry group or to individual firms. In order to make program development and service delivery as efficient as possible, programs that are developed for one industry for one occupation or skill set can be used across industries since many skills are not unique to only one industry. In short, industries need to reveal their skill needs for this process to be successful.

- **Recent Performance**

The economic performance of the region since the beginning of the current economic expansion in 1992 is reflected in the employment numbers shown below. The Camden Labor Area continues its transformation to a service economy with distribution being an integral component. Health and business services have been strong growers. To help serve this new economy, the educational community has moved to provide technical training centered on the information sectors.

**CAMDEN LABOR MARKET
BURLINGTON, CAMDEN, & GLOUCESTER
COUNTIES**

**Nonfarm Wage and Salary Employment,
1990-1999 (Thousands)**

INDUSTRY TITLE	1992	1999	Growth % 1992-99
Total Nonagricultural	424.3	494.3	16.50
Total Private	346.9	415.3	19.72
Goods Producing	75.1	77.5	3.20
Construction & Mining	17.1	23	34.50
Manufacturing	58	54.6	-5.86
Service Producing	349.2	416.7	19.33
Trade	112.9	131.6	16.56
Wholesale Trade	29.7	37.7	26.94
Retail Trade	83.3	93.9	12.73
Finance/Ins/Real Estate	22.9	27.1	18.34
Services	117.4	156.3	33.13
Health Services	40.8	48.7	19.36
Government	77.3	78.9	2.07

In Mercer County, the demise of manufacturing has been even more pronounced. However, the growth of business service, retail trade and hospitality has made up for declines in both goods producing and the state government sectors.

**TRENTON LABOR MARKET AREA
MERCER COUNTY**

**Nonfarm Wage and Salary Employment,
1990-1999 (Thousands)**

INDUSTRY TITLE	1992	1999	Growth % 1992-99
Total Nonagricultural	193.3	200.1	3.52
Total Private	138.7	148.6	7.14
Goods Producing	29	21.2	-26.90
Manufacturing	25.2	16.4	-34.92
Service Producing	164.3	178.9	8.89
Transportation	3.9	4.5	15.38
Trade	29.9	33.6	12.37
Wholesale Trade	7.1	6.8	-4.23
Retail Trade	22.8	26.8	17.54
Finance/Ins/Real Estate	10.6	11.2	5.66
Services	62.1	75.4	21.42
Business Services	9.1	14.1	54.95
Health Services	14.8	16.5	11.49
Government	54.6	51.5	-5.68
State	34.5	31.5	-8.70

- **Future Growth Industries**

Conectiv's *1999 Target Industry Survey* for Southern New Jersey gives a broad range of expected growth industries. These include business services, distribution, financial services, pharmaceutical manufacturing, and allied health services. Burlington County is well suited to capture its share of all of these industries. In fact, the NJ Department of Labor projects that employment growth will be high in these areas. Their *Employment and Occupational Projections 1996-2006* can be examined on a county-by-county basis for the regional labor market. Burlington's needs in business and health services dominate the labor market.

**BURLINGTON COUNTY INDUSTRY EMPLOYMENT PROJECTIONS:
1996-2006
TEN INDUSTRIES WITH THE GREATEST EMPLOYMENT
GROWTH
(Employment of 250 +) PRIVATE SECTOR**

SIC	Industry Title	Employment *				Change 1996-2006 Percent		
		1996	Pct **	2006	Pct **	Number	Total	Annual
73	Business services	13,750	8.1	22,700	11.5	8,950	65.0	5.1
80	Health services	14,600	8.6	20,050	10.1	5,450	37.5	3.2
51	Wholesale trade- nondurable goods	4,300	2.5	6,300	3.2	2,000	46.9	3.9
50	Wholesale trade- durable goods	8,650	5.1	10,500	5.3	1,850	21.5	2.0
83	Social services	2,900	1.7	4,500	2.3	1,550	53.7	4.4
59	Miscellaneous retail	5,300	3.1	6,500	3.3	1,200	22.7	2.1
61	Nondepository institutions	2,300	1.4	3,500	1.8	1,200	51.2	4.2
54	Food stores	6,100	3.6	7,200	3.6	1,100	18.1	1.7
58	Eating & drinking places	9,250	5.5	10,150	5.1	900	9.6	0.9
79	Amusement & recreation services	1,450	0.9	2,150	1.1	700	49.0	4.1

Neighboring Mercer County has similar expectations.

**MERCER COUNTY INDUSTRY EMPLOYMENT PROJECTIONS: 1996-2006
TEN INDUSTRIES WITH THE GREATEST EMPLOYMENT
GROWTH
(Employment of 250 +) PRIVATE SECTOR**

SIC	Industry Title	Employment *				Change 1996-2006 Percent		
		1996	Pct **	2006	Pct **	Number	Total	Annual
73	Business services	10,600	5.5	15,950	7.6	5,300	50.1	4.1
80	Health services	15,650	8.2	19,700	9.4	4,050	25.7	2.3
83	Social services	5,650	2.9	8,200	3.9	2,550	44.9	3.8
87	Engineering & management services	9,800	5.1	12,100	5.8	2,300	23.4	2.1
82	Education Services	12,350	6.4	13,950	6.7	1,600	13.0	1.2
58	Eating & drinking places	7,550	3.9	8,250	3.9	700	9.6	0.9
62	Security & commodity brokers	850	0.5	1,350	0.6	500	56.4	4.6
59	Miscellaneous retail	3,750	1.9	4,250	2.0	500	12.8	1.2
79	Amusement & recreation services	1,200	0.6	1,650	0.8	450	38.5	3.3
51	Wholesale trade- nondurable goods	2,450	1.3	2,900	1.4	450	18.6	1.7

The top three categories overlap with Burlington County's growth industries indicating a competitive labor demand. The inclusion of engineering and management services adds to the changing nature of the regional economy.

Camden and Gloucester counties also have similar employment growth patterns.

**CAMDEN COUNTY INDUSTRY EMPLOYMENT PROJECTIONS: 1996-2006
TEN INDUSTRIES WITH THE GREATEST EMPLOYMENT
GROWTH
(Employment of 250 +) PRIVATE SECTOR**

SIC	Industry Title	Employment *				Change 1996-2006 Percent t		
		1996	Pct **	2006	Pct **	Number	Total	Annual
80	Health services	24,600	12.0	32,950	14.4	8,350	33.8	3.0
73	Business services	15,000	7.3	22,200	9.7	7,200	48.1	4.0
83	Social services	4,250	2.1	5,750	2.5	1,500	34.9	3.0
58	Eating & drinking places	10,050	4.9	11,000	4.8	950	9.6	0.9
51	Wholesale trade- nondurable goods	6,050	3.0	6,900	3.0	850	13.7	1.3
79	Amusement & recreation services	2,400	1.2	3,150	1.4	700	30.0	2.7
54	Food stores	6,950	3.4	7,500	3.3	600	8.4	0.8
81	Legal services	3,150	1.5	3,700	1.6	550	17.3	1.6
87	Engineering & management services	5,200	2.5	5,700	2.5	500	9.3	0.9
17	Special trade contractors	5,600	2.7	6,050	2.7	450	8.5	0.8

**GLOUCESTER COUNTY INDUSTRY EMPLOYMENT PROJECTIONS:
1996-2006
TEN INDUSTRIES WITH THE GREATEST EMPLOYMENT
GROWTH
(employment of 250 +) PRIVATE SECTOR**

SIC	Industry Title	Employment *				Change 1996-2006 Percent t		
		1996	Pct **	2006	Pct **	Number	Total	Annual
73	Business services	4,550	5.5	6,850	7.1	2,300	50.9	4.2
80	Health services	5,900	7.1	7,500	7.7	1,600	27.6	2.5
58	Eating & drinking places	5,300	6.4	6,400	6.6	1,100	21.2	1.9
83	Social services	1,800	2.2	2,600	2.7	800	44.8	3.8
54	Food stores	3,850	4.6	4,600	4.7	800	20.6	1.9
56	Apparel & accessory stores	1,700	2.1	2,300	2.4	600	35.4	3.1
17	Special trade contractors	3,350	4.0	3,950	4.0	600	17.8	1.6
50	Wholesale trade- durable goods	3,900	4.7	4,450	4.6	550	13.5	1.3
51	Wholesale trade- nondurable goods	2,450	3.0	2,950	3.0	450	19.1	1.8
72	Personal services	1,050	1.3	1,500	1.6	450	41.2	3.5

The large numbers of jobs to be created in business, health and social services present an opportunity for regional cooperation to make program development and service delivery of workforce development resources far more efficient than the redundancy of multiple efforts. With this understanding, the planning process needs to involve these specific industries so that the regional labor market can meet the occupations and skills of present and future employees.

Skill Needs of the Burlington County Workforce Investment Area

The NJ Department of Labor occupational projections are used to find the specific occupations that are expected to grow as a consequence of the changing industry structure as outlined above. The Workforce Investment Board's in the regional labor market will formalize the process of meeting with industries, or related clusters of industries, to understand their labor requirements. For instance, the staffs of the Workforce Investment Board's have met with the casino gaming industry to better understand how the skills to be required by businesses in their own county will also be useful to that industry. Program development can now be focussed on one skill set such as food preparation that will be in demand throughout the region by multiple industries. This program can then be delivered in the most efficient way possible without the need to duplicate efforts.

Also, by planning regionally, there should be economies of scale, which would make some programs in smaller markets cost prohibitive. By assessing the regional needs, these economies could be exploited and resources conserved.

The growth occupations corresponding to the growth industries can also be examined for each county. In Burlington County, the occupations give some indication of the types of business services that will be expanding in the next five years. The need for systems analysts and computer programmers indicates high value-added services.

**Burlington County, New Jersey
Occupations with the Greatest Employment Growth
1996-2006**

OCCUPATION	EMPLOYMENT		CHANGE		AVERAGE ANNUAL JOB OPENINGS		
	1,996	2,006	EMPL.	PCT.	TOTAL	NEW JOBS**	REPLACE MENTS
Systems Analysts	1,100	2,900	1,800	162.3	190	180	10
Cashiers	4,850	5,850	1,000	20.3	310	100	210
Nursing Aides & Orderlies	1,900	2,600	700	38.0	100	70	30
Home Health Aides	800	1,500	700	87.8	80	70	10
Computer Programmers	1,500	2,200	700	46.2	120	70	50
Marketing/Sales Supervisors	3,600	4,300	700	19.0	130	70	60
General Mgrs & Top Execs	3,500	4,150	700	19.4	140	70	70
Salespersons, Retail	6,050	6,700	600	10.3	250	60	190
Clerical Supervisors	2,350	2,950	600	24.7	110	60	60
Registered Nurses	2,650	3,250	550	20.8	90	60	40

Likewise, Mercer County's needs will be a mix between high and mid-level skills. In general, these overlap with Burlington's in the occupations that lend themselves to training programs at the mid-skill levels such as cashiers, which will be in demand to a number of industries.

**Mercer County, New Jersey
Occupations with the Greatest Employment Growth
1996-2006**

	<u>EMPLOYMENT</u>		<u>CHANGE</u>		<u>AVERAGE ANNUAL JOB OPENINGS</u>		
			-	-		NEW	REPLACE
OCCUPATION	1,996	2,006	EMPL.	PCT.	TOTAL	JOBS**	MENTS
Systems Analysts	1,100	2,050	1,000	91.1	110	100	10
Home Health Aides	950	1,700	700	75.1	90	70	10
Salespersons, Retail	4,700	5,300	600	12.7	210	60	150
Cashiers	4,350	4,900	550	12.3	240	50	190
Correction Officers	2,150	2,600	450	22.0	80	50	30
Nursing Aides & Orderlies	3,000	3,450	450	15.5	90	50	40
General Mgrs. & Top Execs	3,350	3,800	450	13.6	120	50	70
Janitors & Cleaners	4,000	4,450	450	10.8	130	40	80
Reception/Information Clks	1,600	2,000	450	27.3	70	40	30
Teachers, Elementary	3,000	3,400	400	14.0	100	40	60

To the south, Camden County will experience a strong demand in health services, while Gloucester's needs are more focussed on retail industries.

**Camden County, New Jersey
Occupations with the Greatest Employment Growth
1996-2006**

	<u>EMPLOYMENT</u>		<u>CHANGE</u>		<u>AVERAGE ANNUAL JOB OPENINGS</u>		
			-	-		NEW	REPLACE
OCCUPATION	1,996	2,006	EMPL.	PCT.	TOTAL	JOBS**	MENTS
Home Health Aides	1,550	2,850	1,350	86.7	150	130	20
Registered Nurses	5,050	6,100	1,050	20.7	170	100	70
Nursing Aides & Orderlies	2,750	3,650	900	33.0	130	90	40
Systems Analysts	750	1,550	800	110.1	90	80	10
Reception/Information Clks	2,150	2,850	650	30.2	110	70	40
Hand Packers & Packagers	2,100	2,750	650	30.0	120	60	60
Cashiers	5,300	5,950	650	11.8	300	60	230
General Office Clerks	5,350	5,900	550	10.2	180	50	120
Salespersons, Retail	6,950	7,450	500	7.1	270	50	220
Medical Assistants	550	1,050	500	87.0	60	50	10

**Gloucester County, New Jersey
Occupations with the Greatest Employment Growth
1996-2006**

OCCUPATION	EMPLOYMENT		CHANGE		AVERAGE ANNUAL JOB OPENINGS		
	1,996	2,006	EMPL.	PCT.	TOTAL	NEW JOBS**	REPLACE MENTS
			-	-			
Salespersons, Retail	4,000	5,050	1,050	26.8	230	110	130
Cashiers	2,800	3,500	700	25.0	190	70	120
Marketing/Sales Supervisors	2,050	2,550	500	24.2	80	50	30
Hand Packers & Packagers	900	1,250	350	38.5	60	30	20
Teachers, Elementary	1,850	2,150	300	17.7	70	30	40
Food Preparation Workers	1,000	1,350	300	31.1	80	30	50
General Mgrs & Top Execs	1,650	1,950	300	17.4	70	30	40
Janitors & Cleaners	1,750	1,950	250	14.3	60	30	40
Teachers, Secondary School	1,400	1,650	250	17.3	70	20	40
Nursing Aides & Orderlies	850	1,100	250	28.4	40	20	10

Even though Cumberland County and Atlantic County are not as well integrated with the economy of Burlington County as the aforementioned neighboring counties, the job growth in certain sectors in these two counties can provide employment opportunities to people who are willing to commute. For Cumberland County, the majority of the job growth is anticipated in the public sector (government and education) and in the service sector (health care and food preparation). More than half of all of the job growth in the Atlantic/Cape May area is projected to be in service occupations and in the hotel/gaming industry. The skill sets for a number of those jobs are reflected in the occupations above, such as cashiers and food prep workers, while others are peculiar to the gaming industry. This is an argument for a regional way to deliver the more specialized training in dealing and other table games that the Atlantic Cape May Workforce Investment Board will be involved with.

In short, the overlap of occupations throughout the region indicates that cooperation 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 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, as summarized below, but none substitute for the need for input from the end-users of the labor supply system.

In short, the analysis of growth industries and occupational/skill needs can only be considered what it is, a snap shot in time, which is the most likely scenario. However, any piece of the process outlined above may break down if the projections are not monitored and updated as change occurs. Five years is far too long to anticipate skills, occupations and even industries to plan for programs and service delivery.

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. The School-to-Careers committee encouraged business to become partners with not only the Workforce Investment Board, but with other groups in the Burlington County Workforce Investment System arena. This committee held industry focus groups to assess employer needs and the information gleaned is still relevant and used on an ongoing basis. The Burlington County Welfare-to-Work planning process also involved an employer outreach that facilitated communication

between the Workforce Investment Board and the employer community. Most of the information on workforce readiness skill needs mirrored the information compiled through the School-to-Career efforts.

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.

Through the Burlington County One-Stop Career Center System, customers (particularly those with a poor work history) will be enlightened with the knowledge of the working world and the elements of successful employment, along with the available Core, Intensive and Training services they may need.

Business Surveys: Business Services representatives, Response Team representatives, Labor Market field analysts, Customized Training representatives, Department of Human Services field representatives, Community Transportation colleagues and representatives from Burlington County Economic Development agencies all serve as resource people and as contacts with the clients who can gather information and make it available to those responsible for adjusting the plan as the future unfolds. The Burlington County Workforce Investment Board's Labor Market Information committee and former Resource Analysis committee spent a formidable amount of time surveying the businesses of Burlington County to attempt to evaluate and monitor labor trends. However, this strategy has not been ongoing. The Burlington County Workforce Investment Board committees will again develop a formalized system for collecting this information. This systematic survey of the business community will be designed to reveal shifts in workforce needs and other pertinent trends that would be of value to the workforce development system of Burlington County.

Business Service Representative: Business Services Representatives are employed directly by the New Jersey Department of Labor and are assigned to work within local areas to interact directly with businesses with workforce needs. The representatives develop relationships with employers to overcome the reluctance of working with government. Additionally, they should be the direct link between One-Stop partners and businesses as well as, the direct link to customized training. Currently, and on and off for the past year, this position in Burlington County has been vacant. This position is vital to not only the current planning process, but to the effective operation of the Burlington County One-Stop Career Center System.

Response Team: This team was not directly involved in the planning process with the Burlington County Workforce Investment Board. However, in the event that a business intends to leave the region or state, the response team should assess the role that workforce issues play in that decision. This will alert the planners to weaknesses in the workforce development system or its service components. Additionally, the Response Team needs to establish a working relationship with the Burlington County One-Stop Career Center operator to not

only facilitate a process through the system in which they file Unemployment claims, but to maintain current knowledge of the services and/or benefits that are available to their audiences.

Labor Market Field Analysts: The field analyst for the Burlington County Workforce Investment Area is now working with the Workforce Investment Board and its various committees. Ideally, this person is instrumental in assisting the full Board with planning and completing projects that are labor market information based. They also have access to the lists of Perceivable Labor Demand that report the actual labor needs of companies through the NJ Employment Service and local newspapers. The information that they could provide to the Burlington County Workforce Investment Board is vital to keep current of the various industries and future projections. The Burlington County Workforce Investment Board staff will establish a relationship with the area's analyst and institute a method of reporting to the Board on a regular basis.

Customized Training: This program allows flexible program development for individual customers or a set of businesses with a common focus. These reflect the real time needs of businesses and should be used as indicators for other program development. The opportunity to create customized training activities is or should be facilitated through the Business Services representative, the Burlington County Workforce Investment Board, the Burlington County One-Stop Career Center, and ultimately with the New Jersey Department of Labor. As described in other sections of this plan, the use of customized training to upgrade workers skills is vital in the success of the overall Workforce Development System.

Department of Human Services Field Representatives: The Burlington County Workforce Investment Board has experienced a great amount of participation and involvement with this point of contact who are closest to the job readiness programs currently established with various Burlington County One-Stop Career Center system partners. The representative currently serves as a liaison to the Board's Welfare-to-Work committee, the Welfare-to-Work collaborative, the Burlington County Transportation and Steering committee, the Burlington County Youth Investment Council and the Burlington County Human Services Advisory Council. The representative reviews plans and committee activities to ensure that they are consistent with the Department of Human Services, while at the same time, communicating their perspective and direction. This information is vital to the overall planning processes of the Board and can help assess the needs of available labor for the easiest route to employment.

Community Transportation Coordinators: In regional planning, getting available labor to areas of labor demand is essential. The transportation coordinators play a large role in planning public transportation routes which best facilitate the workings of the labor market. The staff of the Workforce Investment Board sits on the County's transportation steering committee, which allows the Board to participate in their planning efforts. Additionally, the Coordinator is an involved member of several Workforce Investment Board committees and is active in all Board activities.

Economic Development Agencies: The Director of the Burlington County Workforce Investment Board also wears the "hat" of the Burlington County Economic Development Director. In addition, there are representatives from other economic development agencies located within the County who sit either on the Workforce Investment Board or on its committees. These Board members are directly involved with planning and are points of contact for updating the list of growth industries and the workforce needs of expanding or new companies. The daily contact that these various agencies maintain with companies who make decisions entailing the workforce of the County give them an important role in the Boards' continuous needs assessment processes.

The Burlington County Workforce Investment Board realizes that the need for broad based, timely labor market information is vital for the evolution of services to meet the needs of its workforce development system. The Board is also cognizant that labor market areas are not congruent with county and even state boundaries. Therefore, Burlington County will continue to work in regional area partnerships to maximize the opportunities and services that are available to its workforce development customers.

Burlington County
Workforce Investment System Plan

Administrative Information

Description of ITA System and Service Priority Needs Determination

The Workforce Investment Act of 1998 introduces a new concept in the provision of training services for customers of the workforce development system. A shift is required from spending training dollars on class size blocks of training to an individual training account system. In essence, where training and employment agencies have dealt with the training providers in the past, the new law emphasizes providing individual customers who are eligible for training through the One-Stop Career Center System with account and decision supporting information.

Through the individual training account, the customer is able to spend funds at any state and locally certified training provider. As training providers will be required to report performance information that will be made available to all customers of the One-Stop Career Center, informed customer choice will be the prevailing factor as to whether or not a certified training provider attracts any students.

The Workforce Investment Act also establishes higher levels of accountability than has ever been experienced before in the workforce development system. As evidenced by the new mandate that all training providers be required to be “certified” by the local Workforce Investment Boards and the State. This certification will be judged upon historical performance data of each program as well as, pricing information and other information needed to facilitate customer choice. Thus making the “new” workforce development system more responsive to the skill needs of individuals and the local labor market.

In order for an Individual Training Account system to be successfully implemented, quality consumer information to facilitate informed choices must be made available. Initial performance data that the Burlington County Workforce Investment Board will require from eligible training providers includes:

1) Completion or Graduation Rates:

The number of students who complete a program during the reporting year that includes all students enrolled.

2) Placement Rates:

The percentage of all program graduates who begin a job in a training-related field, continue studies at a higher education institution, enter the military, or become self-employed.

3) Wages at Placement:

The median starting hourly wage of all program graduates who begin a job in a training-related field.

4) Program Cost:

The total price of the program from start to finish.

Prior to designing an individual training account system for Burlington County, the New Jersey Department of Labor needs to develop the framework for the statewide Individual Training Account system. Once the framework for a statewide system is in place, the Burlington County Workforce Investment Board and the One-Stop Career Center partners will be able to design a system which is consistent, yet locally manageable, to that of the states.

The Burlington County One-Stop Career Center site will determine which customers are eligible to receive Workforce Investment Act funds for a training account based upon a customer's inability to find self-sustaining employment without an investment in additional training. Under the Workforce Investment Act, eligibility is not based on income level, unlike many of the programs that currently exist, but rather on the need for training to gain employment. Consistent with the law, priority will be given to people coming off of Welfare.

Additionally, if funds for individual training accounts are dramatically limited, the Burlington County Workforce Investment Board may give priority to those job seekers facing multiple barriers to employment and who are the most in need of training or skill enhancement in order to become employed. This may include individuals with disabilities, single parents and displaced homemakers who need additional help in order to become employed.

The amount of money to be obligated for a customer will be based on an assessment that includes a financial need determination of the customer and the customers' Individual Service Strategy. The amount of the individual training account will be determined on an individual customer basis and will fall within the Burlington County cap that is currently set at \$4000.00.

Workforce Investment Act supported individual training accounts are but one of several financial aid sources that can be used for training. The new law requires that prior to Workforce Investment Act funds can be drawn, other grant sources and financial aid options must be exhausted. To make this work, the Burlington County One-Stop Career Center is exploring the possibility to form a partnership with a provider of educational financing. This partnership will enable customers to reliably figure out eligibility and access to various financial aid resources. Thus, becoming another leveraging tool that will maximize the County's Workforce Investment Act funds.

As mentioned above, before an individual training account process or system can be designed at the local level, the State needs to make decisions regarding:

- 1) How much money is placed into each individual training account?
- 2) Is it a fixed amount or does it vary by customer and are there any imposed caps on the amount?
- 3) What will be the mechanics of the system?
- 4) How will liability issues be handled?

The Chief Elected Official of Burlington County is responsible and accountable for the receipt of all Workforce Investment Act funds, as well as, additional outside funding from related sources. The Chief Elected Official may designate one party as fiscal agent with the authority to make payments to vendors, approve vouchers, and determine the share of cost of each partner as appropriate. The Burlington County One-Stop Career Center System will not discriminate against any customer in the administration of the individual training accounts. Included in the policies of the One-Stop Career Center System is the mandate that no individual will be excluded from participation in the training programs for reasons of age, race, color, sex, disability, religion, national origin, or political belief or affiliation. All policies and procedures will comply with Federal and State laws prohibiting discrimination of any kind.

Procurement Process for Service Providers Other Than Individual Training Accounts

The Burlington County Workforce Investment Board, Youth Investment Council and the One-Stop Career Center System will use the public procurement law NJSA 40A 1151A2, governing all State agencies to award competitive and non-competitive contracts using any Federal or State funds.

The selection of service providers will also be consistent with existing Burlington County bidding procedures under the New Jersey Public Contract law as well as, the rules and procedures of the Departments of Labor, Human Services and Education.

The primary method of competitive bidding for contracts is referred to as the Request for Proposal (RFP) process. Potential bidders are made aware of available funding for competitive bids through notification in local newspapers and through public notices mailed to interested parties. Grant awards will be available to public, private non-profit and private for-profit entities through the RFP process.

As appropriate, “bidder’s” conferences will be held to clarify any requirements for the bid submittal and grant awards.

The Burlington County Workforce Investment Board has in place a process for the evaluation of new programs, requests for proposals and other initiatives. There are standard evaluation elements and review requirements that address the local goals, objectives and priority use of funding. A copy of the review questions and process will be made available to all bidders’ submitting a proposal.

All proposals will be submitted to and reviewed by the Workforce Investment Board or a subgroup (review panel) thereof. The review panels will either consist of volunteers drawn from the Board’s general membership or from the committee that directly relates to the program or proposal. Panel members will be those individuals who have no direct relationship to the entities submitting the bids and technical assistance personnel from the Workforce Investment Board staff to aid in the review process.

First and foremost, all review panels and committees review for consistency of the proposal in addressing the state and local goals, objectives, and uses of the funds. In addition, the review panels will evaluate all proposals as to their consistency with the Burlington County Workforce Development plan. Some of the areas, which will be covered in the review process, include, but are not limited to:

- Non-duplication of services;
- Labor market connections;
- Meeting community and target population needs;
- Past performance history;
- Reasonable and responsible financial/expenditure plans.

Procurement Process for Service Providers of Youth Activities

Applications from local providers of youth services will be solicited and selected by the Burlington County Workforce Investment Board’s Youth Investment Council using a competitive process similar to the one described above. The Youth Investment Council will make recommendations for possible grant awardees to the Workforce Investment Board who will provide final awarding of contracts.

To ensure high standards for both business and customer satisfaction, service providers must demonstrate their ability to provide and coordinate comprehensive services as outlined in the Workforce Investment Act.

The Burlington County Youth Investment Council will develop criteria to be used in awarding grants. The criteria to be developed will include, but not be limited to:

- Capacity to provide skills and needs assessments which will assist in identifying objectives which include Individual Service Strategies;
- Ability to provide follow-up services for at least 12 months;
- Provide evidence of the ability to coordinate and collaborate with other youth organizations, employers and school systems;
- Provide evidence of prior experience working with disadvantaged, special populations, adjudicated and out-of-school youth;
- Provide evidence of prior experience operating education, training and employment programs for youth;
- Demonstrate sound fiscal responsibility and provide their plans to leverage funding with other youth funding sources;
- Provide innovative youth program designs;

- Provide plans on the connection with the Burlington County One-Stop Career Center System.

In the absence of the provision of the final youth program performance measures by the State, the Burlington County Workforce Investment Board and its Youth Investment Council cannot identify minimum levels of performance at this time. However, at the minimum, the Burlington County Workforce Investment Board and Youth Investment Council will require assurances from youth providers that include:

- 1) A commitment to collect and maintain the necessary data;
- 2) A commitment to report on the Workforce Investment Act required performance measures according to the requirements when they are finalized by the State.

When the New Jersey Department of Labor issues the final youth performance measures and the Youth Investment Council completes its in depth needs assessment, the Burlington County Youth Investment Council and the Workforce Investment Board will adopt the appropriate youth performance measures. This will include whether or not there will be separate criteria utilized for providers of service to youth who have special needs.

In order to determine the most appropriate activities and programs to address the needs of the Burlington County youth, the Youth Investment Council will conduct an in depth needs assessment of the youth population. This assessment will not only provide the anticipated needs of youth, but will also identify the effective and ineffective youth activities and programs. The determination of whether a program is effective will be based on the following criteria:

- Past performance data;
- Customer satisfaction data of youth served;
- Provision of strong case management and the ability to track their program outcomes;
- Ability to provide support services to minimize the existing barriers of the youth;
- Ability to provide services, both academic and occupational, that assist the youth client in becoming self-sufficient;
- Demonstrate prior success in providing employment and training services to youth by securing a high level of involvement of the Burlington County business community;
- Ability to provide the necessary comprehensive guidance and counseling, including throughout the duration of the follow-up period;
- Ability to provide accommodations to special needs populations;
- Ability to effectively provide outreach to dropouts and other out-of-school youth.

Based on results of the needs assessment, the Burlington County Youth Investment Council will assure that eligible youth providers will provide the comprehensive range of services that are required to foster the overall and long range success of the youth population of Burlington County.

The staff of the Burlington County Workforce Investment Board will be responsible for developing the request for proposals for youth activities to be competitively sought. Youth services and activities that will be sought through this competitive process will be in compliance with the Workforce Investment Act and New Jersey State Plan criteria.

Proposals will be reviewed by those Youth Investment Council members who do not have a vested interest in the awarding of funding, thereby eradicating any conflict of interest or an appearance thereof.

Specific criteria to be used to award contracts include fiscal accountability demonstrated effectiveness in serving the population, previous success rates, and coordination with existing resources. Preference will be given to proposals which:

- Offer youth a comprehensive menu of services and activities;
- Focus on the education needs of youth;

- Provide youth exposure to the world of work through appropriate work experience;
- Provide youth support in meeting their career goals/pathways;
- Offer preparation for Postsecondary education and employment;
- Offer linkages between academic and occupational learning;
- Encourage leadership and citizenship development;
- Focus on the developmental needs of the youth population;
- Have strong connections to community resources and the business community;
- Provide follow-up support; and
- Provide assurances and methods to assess and evaluate their programs effectiveness.

Burlington County
Workforce Investment System Plan

Needs of the Business Customer

Description of how the Workforce Needs of Employers will be Addressed by the Burlington County One-Stop Career Center System

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.

Whether an employer or a job seeker accesses services electronically or through contacting One-Stop Career Center staff, their needs will be accommodated as efficiently as possible. Employer customers in particular will receive services tailored to meet their individual needs.

The Burlington County One-Stop Career Center System offers a variety of services to employers through a seamless approach. Through the One-Stop System, employers will have a single point of contact to provide information about current and future skills needed by their workers and to list job openings. They will benefit from a single system for finding job-ready skilled workers who meet their needs.

The Internet has changed the way everyone conducts business, from delivering information and services electronically, to performing financial and other transaction-based functions. The One-Stop is no exception. The Internet is a dynamic, cost-effective tool for communicating valuable One-Stop service information to job seekers and employers, as well as, to share information between partner agencies.

The Burlington County One-Stop system must actively engage in an employer outreach effort to increase the use of the One-Stop Career Center System and the valuable components of the Workforce New Jersey Public Information Network (WNJPIN). Marketing and education revolving around getting employers to use the One-Stop Career Center System and the Internet more often as their primary resource for meeting their business needs is a priority.

Convenience, ease, cost benefiting and the accessibility to quality employees will be the primary selling points to encourage local employers and human resource personnel to outreach to the local One-Stop Career Center System to fill openings in their companies. The employer customer must be made aware that most job seekers in New Jersey now post their resumes on the WNJPIN Internet site (this includes all people receiving public assistance). Businesses also need to realize that all types of employees, from entry level to executive level can be easily found via the One-Stop Career Center System and WNJPIN.

The One-Stop, will provide employers with the skilled workers they need and develop a high quality workforce that can adequately respond to employers needs. In turn, new employers will be attracted to the Burlington County area thus benefiting the Burlington County economy.

Burlington County's One-Stop Career Centers are committed to linking employers to qualified job applicants by offering the following standard services:

- Access to services regarding placement, recruitment, and other labor exchange services;
- Access to customized screening and referral of qualified applicants;
- Access to job listings, job orders, and aid in preparing job orders;
- Access to customized training services
- Access to America's Job Bank to post job vacancies;
- Access to America's Talent Bank for searching and screening resumes which can then be put through a computerized skills matching process;
- Information about tax incentives for hiring public assistance recipients, displaced workers, etc.;

- Access to an assessment of skills of current workers;
- Labor Market Information;
- Access to transportation information;
- New Jersey Occupational information;
- Information about unemployment and disability;
- Information about the Professional Services Group and other county or state business organizations.

Burlington County has expanded its focus on services provided to employers through the use of Wagner Peyser funds, which would include:

- Employer seminars and conferences;
- Interviewing facilities available at the One-Stop Career Center;
- Job fairs.

Employer relations' representatives will work closely with the area businesses to identify employment needs. Employers who are seeking workers can contact the One-Stop Career Center and connect with the representatives to place a job order or they may want direction on how to enter the job order directly into WNJPIN. An employment counselor of the One-Stop Career Center will also be able to advise the employer of current labor market trends or conditions, as well as, explain the services available through the system.

Together the employment counselor and the employer will determine the minimum qualifications needed for the job, job specifications including wage, shift, work hours, job site location and minimum qualifications and directly record them into the job order bank. The One-Stop Career Center employment counselor can facilitate a job match at the time of entry of the job order. Customers meeting the qualifications are identified for immediate referral or further screening upon the employers' request. If there is an inadequate number of "matches", the employment counselor will work with the employer to modify the job specifications to identify more potential referrals.

The Burlington County One-Stop System will be geared to better understand targeted businesses and industries in order to refer appropriate applicants, who may potentially be successful in filling their needs while at the same time, utilizing workforce information and labor market information to educate employers on workforce issues.

Upon request, individual pre-screening, mass recruitment, and job fairs will be made available to employers through the One-Stop Career Center. The One-Stop will provide quality, accessible and comprehensive employment related services that will respond to the needs of the employers.

Employers need timely responses, qualified applicants, personalized service and direct access to applicants. If the employer would rather work on a self-service basis, the staff of the One-Stop will be able to educate the employer on how to conduct their own search for applicants.

Goals of the One-Stop Career Center System to foster strong relationships with the Business Community:

1. Set a standard for a high quality workforce by being the connection point for employers, job seekers and the community;
2. Every job seeker will be carefully screened before getting a job referral. All efforts and available information will be used to assure that the most qualified people are matched with and referred to an employer;
3. Foster long term business relationships with the employers. Follow-up with the employer customers will be conducted to insure that their needs have been met;
4. Personalized service will be provided to all employer customers to assure successful relationships with the employers. The One-Stop Career Center staff is responsible for facilitating and fostering the relationship with the employers and will be eager to provide the best possible service;

5. If possible, the employer customer will work with the same person from job order to hire. It will be critical for the staff to build strong relationships with the employers in order to effectively market and recruit appropriate applicants as well as recruit new business customers;

Within the Burlington County One-Stop Career Center facility, a Business resource library will be designed to meet the employment needs of employers will be furnished with computer resources, labor market information resources, and economic development information. This area will be staffed with a knowledgeable representative to assist the employers in reserving interview rooms, posting job openings, and accessing the appropriate labor market information and obtaining or accessing other information or supportive services they may need.

An effective system will provide many benefits to businesses. These benefits would include access to more, qualified job seekers, cost of using services is reduced in terms of time spent, fewer duplicate contacts made for the purpose of job development, employers will be educated on the wide array of services, and the realization that they only need to use one process to access job seekers.

Small and Midsize Businesses that do not have the appropriate training resources on site, will be provided access to training videos and other resources they may need regarding wage and hour laws, OSHA standards, Equal Opportunity information. If necessary, information can be directed through workshops or through printed mediums. In the future, the Workforce Investment Board's communications task force will be developing "Tool Kits" for businesses. These tool kits will be available through our WEB site and through Burlington County Business Resource Guides.

Description of how Work-Based Learning Programs (including school-to-careers initiatives) Customized Training Grants, On-the-Job Training and Work Experience Training will be used to Support Employers' Needs and the Needs of the Workforce

Improving the quality of the workforce is the underlying priority of the Burlington County Workforce Investment Board. In today's strong economy, employers face worker shortages, which range from unskilled to highly skilled positions. The Burlington County One-Stop Career Center System needs to be a system that can connect with and keep pace with the workforce needs of the County.

As certain workforce/employer needs are targeted, the Burlington County One-Stop System will identify the programs and services to support the requirements of the employer customer and the workforce. Employer participation will be aggressively sought as a key element in determining the direction of work-based learning programs provided through initiatives such as School-to-Careers and Welfare-to-Work. Work-based learning programs play a crucial role in the preparation of the workforce of the future. It is critical that employers can envision that their support and involvement in these programs will benefit their ability to meet their workforce needs.

Employers are the primary source for identifying the tasks and skills needed to perform in today's workplace. They will be encouraged to provide work-based learning opportunities and mentors through local school-to-career initiatives as well as other initiatives deemed appropriate by the Youth Investment Council. Within the School-to-Careers initiatives (student internships, youth apprenticeship programs etc.), it is imperative that the students' activities at the work site are reinforced through classroom instruction. Therefore, a system will also be developed to actively engage the employers to work with teachers to produce school curricula that reflect workplace demands.

In keeping with the work first approach, Burlington County Welfare-to-Work programs attempt to move individuals into employment quickly and then utilize work-based learning as an employment development tool. These along with post placement retention efforts give clients the opportunity to learn skills on the job while meeting the demand side needs of the employers.

Customized training grants made available through the New Jersey Department of Labor will be marketed to area employers to meet their needs to stay competitive and viable in a changing economy. These grants will support employers and the overall workforce by enhancing the creation or retention of high wage, high skill jobs and raising productivity. To a large extent, the employer customer designs training programs arising out of this venue. The training can take the form of on-the-job training and/or classroom training to assist in building a highly skilled, productive, globally competitive workforce.

Over the next five years, Burlington County will expand its effort to support the training of recently hired and existing personnel, while continuing to develop new methods of extending the benefits of customized training to more employers.

On-the-Job training will be an option for the employer who would like to provide knowledge or skills essential to the full and adequate performance of a job in their particular industry. The employer will be provided up to 50% reimbursement of the wage rate of the On-the-Job training client to cover the extraordinary cost of providing the training on site, and the additional supervision needed related to the training. Of course this option will be limited in duration as appropriate to the occupation for which the client is being trained.

On-the-Job training may also be utilized for already employed workers when it is deemed that he or she is not earning a self-sufficient wage as determined by the Workforce Investment Board. This will be available to incumbent workers only if the On-the-Job training relates to the introduction of new technologies, the introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy or other appropriate purposes that have been identified by the Workforce Investment Board.

On-the-Job training services will be solicited through following up on Economic Development contacts and through the employers requesting the services through the One-Stop Career Center System. Companies will be evaluated on their capability to provide appropriate employment opportunities for the County and its job seekers. Jobs must meet Burlington County wage rates and skill level requirements and must provide long-term employment for the client.

A system has been developed that effectively matches job-seeking individuals with the job opportunities that best fit their educational and skill profile. The participants who will be recommended to fill On-the-Job training openings will possess job ready skills so that the employer customer can concentrate on the critical aspects of the workplace training. These services will be marketed to the employers of Burlington County to help them retain qualified personnel through entry level and skill upgrade training.

Another viable activity to support the needs of Burlington County employers to be used is work experience training. Work Experience training is an activity designed to help job seekers develop positive work habits and brush up on work skills while working short term with a public or private non-profit agency. Work Experience will also be made available to customers who have not obtained unsubsidized work following the completion of core services but who are not deemed in need of intensive or training services. This support program ensures that an employer receives the appropriate candidate for the job openings they wish to fill.

A work experience program assists the customers in determining whether the occupation they are considering realistically matches their interests and abilities. This in turn will reduce the costs to employers by reducing the time and money spent on training an employee who is not job ready nor appropriate for that particular job.

Description of how Incumbent Worker Training, Post Employment Training or Job Retention Training Activities will be used to Support Business

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 the collaboration between employers and the critical entities in the workforce development system. Thus enhancing Burlington County's long-term economic success.

Historically much of the investment in company specific training has occurred outside the parameters of the public delivery systems for education and workforce development. The Burlington County Workforce Investment Board will encourage employers to work with the Burlington County One-Stop Career Center System in developing employer sponsored training programs at their sites so that training is directly related their specific needs and the needs of their incumbent workers.

In today's economy, employers recognize the importance of enhancing worker skills to maintain productivity and economic competitiveness. Traditionally, the responsibility of training existing workers has rested with the employers and the workers themselves. The Burlington County Workforce Investment Board through the One-Stop Career Center System along with its business customers will develop strategies to expand and strengthen training opportunities to improve worker's basic and occupational skills and prevent worker dislocation.

Since the majority of employers in Burlington County are small businesses, there is great importance in addressing their training needs. However, most employers are reluctant to provide training to their existing employees because they fear that once trained they will leave for higher paying jobs with other companies within the same industry. Although this may occur on an occasional basis, we must convince employers that training their workers leads to knowledgeable workers with the skills needed to not only improve the companies productiveness, but the ability to foster improved living standards for their workers.

Through incumbent worker training, employers can train existing workers for new jobs or new job duties. They may want to train people who already are in their employment that need to upgrade their skills to advance or to retain their existing job. Persons who are employed and expected to retain jobs with their current employer, are trained so that their skills are upgraded, preventing a possible future layoff, and making their employer more productive and more likely to remain in business, producing economic gain for the county and the state.

The One-Stop Career Center System of Burlington County can facilitate successful incumbent worker training through providing a link to teaching resources and/or computer based training materials for employers who lack the internal resources for training. The One-Stop System can also provide linkages with other employers that may have similar needs to defray the potential costs of industry specific specialized training.

Through the One-Stop Career Center System, the employers will have access to updated, reliable information about all vocational, secondary, post-secondary, two and four year colleges and universities and both public and private training institutions that employers can access to address their workforce needs. This will ensure that employers can make informed decisions about which training providers to select based upon their track record as documented through the availability of local provider performance information.

Several options of training to address varying needs, can be accessed through the Burlington County One-Stop Career Center System:

- Technical training needs;
- Basic skills improvement;
- Industry specific skill training;
- Employee retention services;
- Leading edge technology training;
- High-end skill development.

Post employment services including the support of continuing education and individualized counseling will be made available to the business customer. If the need arises, short-term intervention training and intensive services will be made available to businesses whose industry incurs cyclical demands (e.g. casino skills, nurses aid training, food preparation trades, office skill upgrading, etc.). The core services which are offered through the One-Stop Career Center System will also be offered as post employment services in order to keep the job seeking customer attached to the labor market as long as possible. The Burlington County Workforce Investment Board feels that utilizing the core services, as post employment services will help realize the ultimate goal of life long learning and the building of self-sufficiency.

Business customers want to find qualified employees quickly and cost efficiently. Through the One-Stop Career Center services and post employment services, businesses can be assured that unqualified candidates are filtered out, the candidates they receive through the Burlington County One-Stop Career Center System are “certified” job ready and/or job skilled and the candidates are already screened for work ethics and interpersonal skills. Businesses can also feel comfortable in knowing that they will receive good service and timely follow up from a single point of contact who will take the time to visit and understand their particular business, and if necessary they will have easy access to public tax and training incentives.

Burlington County
Workforce Investment System Plan

Needs of the Client Customer

Anticipated Need for Burlington County One-Stop Career Center System Services

Under the Workforce Investment Act, all Burlington County residents are considered customers of the workforce development system. However, among this broad customer base, there are certain customer segments, other than employers, who will be in a greater need of the services offered through the Burlington County One-Stop Career Center System.

The following customer segments have traditionally been the predominate individuals who have sought job seeking services.

- Economically Disadvantaged Adults
- Dislocated Workers
- Youth
- Older Workers
- Persons with Disabilities
- Public Assistance Recipients
- Veterans

Many individuals identified above may be deficient in one or more of the skills that enhance employability. After a period of operation and experience, a better sense of specific skill needs (i.e. academic, occupational, etc.) will be apparent. Burlington County proposes to meet the skill development needs of its customers by continuing its efforts to identify and close the gaps between employer skill needs and current and future workforce participant skill sets. Skill development needs of individuals in the above customer segments are presently, and will continue to be, widely varied. In order to gain a better sense of the specific skill needs of our customers (i.e. Work Ethics, Pre-Employment, Academic, Job, or Supportive Services) the Burlington County Workforce Investment Board will wait for the One-Stop Career Center to operate for a period of at least six months.

However, this plan identifies the core, intensive and training services that are offered through the Burlington County One-Stop Career Center System to aid customers in attaining the skills needed for employment, based on the what is required by the Workforce Investment Act and past history of County employment and training programs. The major shift from the previous employment and training system is to a work first philosophy. However, customers should not see a major difference in how the services are now provided. All Workforce Investment Act allowable activities will be available through the One-Stop Career Center System and will continue to be available to customers, depending on their needs and goals for employment. These labor exchange activities and a description of specialized populations are described in the One-Stop description section of this document.

Customers who require more assistance in their job search are provided with the necessary testing, counseling, job search skills and other services to help them become successful in their job search. All customers who move into training services will have received a comprehensive assessment and have an Individual Service Strategy outlining their goals and objectives. The types of training used most will be On-the-Job training and classroom training.

Burlington County is an area rich in supportive services. An examination of the Human Services Directory includes more than 300 programs and organizations available, providing a range of health and social services for the general public. Many of these services are available free of charge or on a sliding fee scale based on the customers' ability to pay. These services address many basic family needs that are barriers to employment and job retention. Support services will be provided as necessary and will be made available with Workforce Investment Act funding only if they are not available elsewhere. Although there are supportive services that address a myriad of needs, the greatest barriers of customers that require support are Literacy and Adult Basic Education, Childcare and Transportation.

Adult Basic Education and Literacy is now seen as a priority for the statewide implementation of the workforce development system. The Burlington County Workforce Investment Board has been partnering with the Literacy Volunteers of America and the Burlington County Adult Basic Education Consortium over the past several years to establish linkages with all Burlington County One-Stop Career Center System partners. The Literacy Volunteers of America, along with the Burlington County Workforce Investment Board's Literacy committee, have been conducting a countywide literacy needs assessment.

The purpose of the literacy needs assessment is to clearly identify adults in need of literacy education and to promote more effective adult basic education and literacy programs throughout the county. Historically, customers do not usually recognize that they possess deficiencies in literacy skills. Starting with the provision of core services through training services, the Burlington County One-Stop Career Center partnering staff will be trained to identify the characteristics of those individuals who need literacy skill enhancement. The Burlington County Workforce Investment Board's Literacy committee produced and actively maintains a directory of all available literacy services throughout the county. Each One-Stop Career Center System partner has copies of the directory and has been making them readily available to their customers.

From the initial findings of the literacy needs assessment, approximately 23% of the current Burlington County workforce development system customers (including public assistance recipients) have considerable literacy and basic education deficiencies. Burlington County will not be able to succeed in its endeavors to transition to a successful workforce development system with a high rate of illiteracy.

Common definition and measures of basic skills within Burlington County's adult basic and literacy skill programs are needed to enhance the provision of skills identified as critical by employers. The literacy needs assessment is still ongoing and a strategic plan and procedures will be developed and implemented once specific results have been identified. Adult Education and Literacy Skill needs will be a primary focus of the Burlington County Workforce Investment Board over the next five years. To correct any deficiencies and create a foundation of life long learning the Burlington County One-Stop Career Center System will need:

- A strong foundation of basic skills services;
- An expanded outreach system to identify the customers who need these services;
- An expansion of family literacy services that focus on employability and self-sufficiency;
- A coordination of the partners to provide uniform access to literacy services.

Childcare and transportation are the two biggest hurdles preventing customers in attaining and retaining employment. There has been an increase in the provision of childcare services for certain customer segments of the workforce development system; however, there is still an expansive gap in the availability of childcare services.

The Unified ChildCare Provider for Burlington County is a member of the Workforce Investment Board as well as, a member of the Welfare-to-Work and One-Stop Career Center System committees. Although Work First New Jersey customers are prioritized for services under the contracted activities, other customers are eligible to receive services. The Burlington County Workforce Investment Board is highly aware that without available and accessible childcare, customers of the workforce development system are not able to attain and retain employment. The Burlington County Community Action Program is the pivotal source for childcare services and is located at the One-Stop Career Center site.

Childcare services will be introduced to the One-Stop Career Center customer early in the client flow. Following initial assessment and registrations, customers may be referred to the unified childcare provider for services. This partner also offers educational and placement services for the Temporary Assistance to Needy Families recipients, as well as, transitional child care for the Work First New Jersey customers who have left the rolls because of employment. The New Jersey Care for Kids childcare Certification program, which is also operated

by the unified childcare program, can meet the needs of the working poor and other economically disadvantaged customers.

As Burlington County's childcare resource and referral service, the Burlington County Community Action Program is available to provide all types of childcare, whether subsidized, public or private. Also available to those customers, who may be interested, is the opportunity to explore childcare as an employment option. The One-Stop Career Center will have the information available to become a provider of care and/or to work within a childcare setting. Customers of the One-Stop Career Center System will be able to access the needed services with the assistance of the Burlington County Community Action program staff.

There is no greater barrier for finding and retaining employment than getting to and from work. Burlington County is the largest county in New Jersey covering more than 800 total square miles and is comprised of 40 municipalities. The County extends from the Delaware River to Great Bay on the Atlantic Ocean. Mercer County borders it on the north, Monmouth County on the northeast, Ocean County to the east, Atlantic County on the south and Camden County on the west. Within the County there are several distinct regions with traditional market patterns that operate almost exclusively of each other. Each of these regions has experienced very different growth in both jobs and population. This dispersion of populations and employment centers has been summed up for transportation purposes as "many people going many places". No one solution will create an easily accessible transportation system.

Easy access to transportation is amongst the many needs of the County. Based upon the County's prosperous economic situation, we have the ability to get jobs for people but we continue to struggle to sufficiently transport them to the needed childcare and workplace sites. For the customers receiving public assistance, there are some limited resources to pay for transportation when needed. Bus transportation runs regularly between Trenton and Camden/Philadelphia, Mount Holly and Camden/Philadelphia and from the Marlton area to Camden/Philadelphia. Surface trains do not run in Burlington County, although a Philadelphia to Atlantic City line does operate on a regular schedule just south of Burlington County. However, the distances that must be traveled using any of these mass transit modes is a formidable consideration for the low wage earner. With the added challenge of transporting children to childcare as part of the commute, it can easily become a two-hour ride without ever leaving Burlington County.

The Burlington County Workforce Investment Board encourages the inclusion of transportation services within the workforce development system. Collaborating with the Burlington County Transportation Coordination Steering committee, the Workforce Investment Board will map out various means to address the transportation needs of its customer base. The Board will continue its efforts to assist in the development of a plan for more coordinated and integrated local and regional transportation services within the County. The planning process will identify the services to respond to the transportation needs of employment related activities as well as, enhance the mobility for county residents in general.

Over the next 5 years, the Board through its involvement with the Transportation Steering Committee will continue to inventory and analyze existing transportation services and resources and identify the transportation gaps to estimate unmet needs.

The Workforce Investment Board is also looking towards a more coordinated relationship with the local housing authority and the Community Development program to address a plethora of needs, which includes public housing assistance. There are many programs that may be available through the Community Development program that the One-Stop Career Center System will need to leverage. The Burlington County Workforce Investment Board and the One-Stop Career Center System will be establishing a coordinated relationship with the Burlington County Community Development agency regarding the availability of the following programs:

- **Family Self Sufficiency Program:** Public Housing Authorities who have received additional units of assisted housing are obligated to offer job training and support services to interested, eligible customers.
- **Community Development Block Grant Program:** Funds available through this program may be made available to public housing authorities and other non-profit agencies for supportive services, including job retention assistance to help residents of assisted housing become self sufficient.
- **Tenant Opportunity Program, Economic Development and Supportive Services Programs, and HOPE IV:** All of these programs include funding opportunities for training and other supportive services to residents of public housing;
- **Empowerment Zones and Enterprise Communities:** Another initiative that the Workforce Investment Board must demonstrate awareness and possible leveraging of, is the stipulations placed on recipients of Housing and Urban Development funds for the establishment of Empowerment or Enterprise Zones. One such mandate under these funds is to hire low-income residents from within the local area.

The United Way of Burlington County and the Burlington County Office of Human Services recently conducted a countywide Needs Assessment using survey, specialized software, and a review of 14 human service based plans from various groups in the county, looking for common trends and issues. Based on the results, findings were grouped into two (2) priority levels.

Priority 1

- Housing Issues
- Substance Abuse
- Transportation
- Youth Issues

Priority 2

- Abuse and Neglect
- Child Care
- Mental Health

Since the compilation of the assessment information was just completed, only the issues can be related in this plan and not the strategic plans to conquer them. **(See Attachment D)**

In addition to the United Way membership of the Workforce Investment Board, the Burlington County Workforce Investment Board maintains a seat on the Human Services Advisory Council, and will be actively involved with the needs assessment planning process so that the issues can be properly addressed through the workforce development system.

Over the next 5 year planning process, the Burlington County workforce Investment Board or a committee thereof, will strategically develop processes for the identification and leveraging of any available resources which may be accessed to link customers with appropriate programs.

Burlington County
Workforce Investment System Plan

One-Stop Career Center System

General Description

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. The Burlington County Workforce Investment Board proposes to meet the skill development needs of its key customers by continuing efforts to identify and close the gaps between employer skill needs and current and future workforce participant skill sets.

Core skills have been identified for many of the Burlington County industries and occupations. These include reading comprehension, mathematics, problem solving, troubleshooting, active listening, judgement, and decision-making. In addition, high-technology occupations typically require operations analysis, programming and technical design skills. Health and social service occupations typically require service-oriented skills.

By empowering the customers with the information and resources they need to manage their own career, customers will be able to identify the career opportunities they are interested in. Information will be made available regarding the skills needed for that occupation and then the customer will have choices to obtain the necessary services through the Burlington County workforce development system to develop those skills. Each customer will have the maximum flexibility to pursue his or her individual occupational goals.

Using the following “Building Blocks” of a “new” workforce development system:

- Shared responsibility for improved performance;
- Continuum of services for job seekers and employers;
- Informed customer choice;
- Fact-based decision making through enhanced employment statistics and accountability;
- Life-long learning through continuous acquisition of skill enhancements and knowledge; and,
- Continuous improvement in the delivery system

The Burlington County One-Stop Career Center system will link education and training, economic and workforce development efforts to provide a quality workforce in Burlington County. The Workforce Investment Act of 1998 changes the existing public service delivery system of subsidized job training and job placement. Instead of ensuring that job seekers receive training before they find employment, the new workforce delivery system emphasizes job placement over training with customers being empowered to make informed choices about their career path and the education and training they need in order to achieve their career goals.

The services delivered through the Burlington County One-Stop Career Center System will 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.

In response to the Workforce Investment Act of 1998, Burlington County started designing and developing a “physical” One-Stop Career Center. This comprehensive One-Stop Career Center site is located in the Burlington County workforce investment area, serving the pre-employment and post-employment needs of job seekers, incumbent workers and businesses. Since most the required One-Stop Career Center program partners were already housed in the Burlington County Human Services Facility, it was a logical choice to incorporate the necessary physical One-Stop site at that location as well.

Burlington County is currently in negotiations with the New Jersey Department of Labor to complete floor plans and renovation requirements that would move Burlington Employment Service, Burlington Unemployment Insurance, and the Burlington Division of Vocational Rehabilitation into the actual One-Stop Career Center. The rest of the facility houses other required program partners as well as, supportive service organizations that can be easily accessed by One-Stop Career Center customers in need. Those agencies include, but are not limited to, the Burlington County Board of Social Services and the Temporary Assistance to Needy Families agencies, Community Development and Rental Assistance, Family Services and the Family Services Learning Center, Veterans Services, Office on Aging, Professional Services Group, and the Job Training Partnership Program.

Additionally, the Burlington County Workforce Investment Board, through grants awarded by the New Jersey Department of Labor, has been instituting and evolving a technology based and supported One-Stop System. Approximately 30 Burlington County One-Stop partner sites have been electronically linked with personal computers for staff and public access to the Workforce New Jersey Public Information Network and Burlington's One-Stop web page. (See Attachment D for a current list of sites)

Additionally, the One-Stop Career Center System committee will continue its efforts to equip partners with the technology necessary to achieve a no wrong door system. The current technology network, which electronically links One-Stop partners, will be enhanced where needed. The co-location of partners, the integration of services and the utilization of the current electronic system will enable Burlington County to provide a higher, more effective level of service to the customers of the County's workforce development system.

Years of experience in the delivery of employment and training services and related supportive services has shown that varying levels of staff support for job seekers is crucial in effectively delivering services. Over-serving job seekers wastes resources and under-serving job seekers makes services at best ineffective, and at worst, harmful.

Given the limited funding resources under the Workforce Investment Act, careful utilization of staff resources is needed to assure that the level of staff support provided to job seekers is congruent with their needs, while at the same time cost effective. The customer is the responsible party and needs to make informed choices with input from One-Stop Career Center staff when appropriate.

The delivery of program information and services is directed towards a self-service environment providing customer choice and satisfaction. Through the electronic One-Stop System, self-directed services are more accessible and efficient for those customers who do not need more intensive, personalized services. The Internet One-Stop System will also provide remote partner sites and other community access points with the identical access to services that are found at Burlington County's physical One-Stop Career Center site.

The One-Stop Career Center System will be the "gateway" of choice for all job seekers. Customers including those receiving public assistance and facing multiple barriers to employment, older workers seeking to reenter the workforce, students seeking career and educational information, incumbent workers seeking to improve their career potential and businesses seeking qualified employees will be able to access a range of services required to meet their goals. Utilizing the technology, as the initial interface of services will free staff resources to work with those customers who need tailored intensive and training services to meet their individualized needs.

Through the use of the Internet, Workforce New Jersey Public Information Network, and the Burlington County web page, many of the core services can be and will be provided through a self-service, easy access delivery system. The Burlington County Workforce Investment Board has a work first philosophy and encourages those job seekers that are job ready to access employment exchange services through the technology interfaces. For those who do not have access to computer technology at home, they can access the Internet at any of the public access sites and/or One-Stop public resource areas that have been set up throughout the County through the One-Stop Career Center technology grants.

Description of Workforce Investment Act Services to be Provided

The range of core services to be provided to all segments of the population aligns with those in the Workforce Investment Act of 1998 and New Jersey’s Unified State Plan.

CORE SERVICES FOR JOB SEEKERS	CORE SERVICES FOR EMPLOYERS
Universal Access to core services via the Internet or through multiple access points	Universal Access to core services via the Internet or through multiple access points
Orientation and Intake to the Burlington County and New Jersey One-Stop Career Center System	Orientation and Intake to the Burlington County and New Jersey One-Stop Career Center System
Registration and Application for services	Registration and Application for services
Resume Preparation and Dissemination to prospective employers	Access to resumes listed in America’s Talent Bank
Access to Job Opening Information	Access to Job Opening Information and America’s Job Bank
Job Referral Services – self service or staff assisted	Job Matching Services
Job Search and Placement Assistance	Pre-Screening and referral of qualified applicants
Access to training program information, training provider listings, and Consumer Reports on performance information of each certified training provider	Access to training program information, training provider listings, and Consumer Reports on performance information of each certified training provider
Employment Statistics Information on demand and growth occupations, wages and educational requirements	Employment Statistics Information on demand and growth occupations, wages and educational requirements
Unemployment Compensation Information	Labor Law Compliance Information
Access to Supportive Service Information and Referral Services	Information regarding Business Service Representatives
Program Eligibility Determination	Information regarding Tax Credits and other Incentives that apply
Aid in establishing eligibility for Welfare-to-Work activities and Financial Assistance for training and education that are not funded under the Workforce Investment Act	Follow-up Services
Follow-up Services	

Orientation and Registration:

Whether the person enters the One-Stop Career Center System through a personal computer, a Burlington County community based organization, or through the actual physical location, initial orientation to the One-Stop System will take place. General information and a listing of a customer Bill of Rights will be accessible through the Burlington County One-Stop Career Center Home Page and through distribution at the actual site. The customer will be knowledgeable from the point of access, the levels and quality of service that they can expect from the One-Stop System.

Orientation information will be made available through both individual and group format when needed. The facilitated orientation presentations will aid in servicing any specialized populations. The group sessions will be offered frequently so as to minimize waiting periods and will include an overview of all services.

The Burlington County One-Stop system will utilize the common intake system developed by the State once it is available for the registration process. Until a universal system is developed for all One-Stop programs throughout the State, general information about the customer will be gathered in order to assess their needs and then direct them to the most appropriate service.

Once an individual registers and/or attends an orientation a personal file will be created on the system and the automated tracking of services accessed or provided will be maintained.

Career Services:

It will be possible for an individual to look at available job opening, develop a resume, search out new career opportunities, access education and training requirements for specific occupations, obtain educational and training program provider information through self directed core services. If the customer accesses any of these services through staff facilitated means, more detailed information will be gathered for the customer file and tracking system.

Career assessment services which include a review of skills, apparent barriers to employment, job history, and overall qualifications will be utilized to direct the individual to the appropriate placement assistance, career counseling and/or support services. Assistance with resume writing and job search skills will also be made available along with the posting of the customers' resume on America' Talent Bank and America's Job Bank if desired by the customer.

If the customer requires assistance in searching for a job and obtaining employment, the individual can either accomplish this through self-directed activities or through a staff facilitated provision of services. One-Stop staff will match job seekers to existing job orders, while at the same time accomplish an initial screening process for the employer ensuring that only qualified candidates are recommended to fill the job openings. In other instances, the staff of the One-Stop system can provide all of the necessary information to the job seeker about the jobs that match the customer's skills and goals and aid in arranging interviews with those employers who are hiring.

If it is apparent at any of the preliminary stages of the One-Stop delivery of services that the customer is in need of more intensive services or training, the customer will be moved directly into those service continuums. Thus ensuring the customer receives the most beneficial services as soon as possible.

Supportive Services:

Supportive services will be made available to those customers who may have additional barriers to employment. In order for a customer to successfully obtain and retain employment they may be referred to specialized activities to help them overcome these barriers. Such support services include, but are not limited to, childcare provision, transportation assistance, mental health services and/or rehabilitative programs.

Follow-up:

In order to maintain continuous improvement and ensure customer satisfaction, customer feedback will be sought during and after each core service provision. Follow-up will be accomplished through personal interviews and various other customer satisfaction and data collection methods.

All services are available and offered with the intent of maximizing a customer's talent, skill and ability, and One-Stop resources to assist the customer in obtaining employment. In the case of customers unable to utilize the core-services through self-help, staff located at the One-Stop Career Center or one of the partnering agencies, will be available to assist the customer in accessing any one or all of the services.

Facilitated self-help services will provide the level of staff assistance required without the intensity of a full case management approach. Staff in the Burlington County One-Stop Career Center will be available to assist customers with the initial use of the computer system, as well as, aiding the customer in accessing any of the

services available. The “greeter” will also be able to refer the customer to the appropriate staff person within the Center for more intensive services.

For those individuals who do not obtain employment or employment that enables self-sufficiency, and meets any priority criteria established by the Burlington County Workforce Investment Board, intensive services will be offered.

Providing Intensive services to customers in need, will be made available through knowledgeable staff who will work with the individual in determining what services are needed, how and who will provide those services. All services provided in the intensive services continuum would be entered and tracked within the system.

Intensive Services for Job Seekers	Intensive Services for Employers
In depth assessment of skills, knowledge and career goals	Job profiling
Group/Individual Counseling and career planning	Use of facilities for testing or interviewing job seekers
Development of individual employment plan	
Short-term pre-vocation services	Linkages with other employers who have similar needs
Case management, including access to child care and transportation services	Business Services Account Management
Directed Job Search	Employer Relations and recruitment planning information

In-depth Assessment, Career Planning, and Individual Employment Plans:

An in-depth assessment of a One-Stop customer who did not obtain or retain unsubsidized and/or self-sufficient employment will be the first activity of intensive services. This in-depth assessment reviews the information acquired during core services and previous employment efforts. Assessment tools will include academic testing such as basic skills testing, interest and aptitude inventories.

A customer service staff person of the One-Stop Career Center will individually counsel the customer to interpret the results. A determination will be made as to what intensive services will be needed to carefully examine the customers intensive service needs.

The customer and the counselor will then develop an Individual Service Strategy on how best to meet their employability needs. The Individual Service Strategy will outline any of the customers needed intensive services and/or training requirements. Also included in the Individual Service Strategy will linkages to other One-Stop partners or community based organizations that can provide additional support services to overcome any additional barriers that the customer may have, including child care and transportation provisions.

Short-Term Prevocational Services:

If the customer is deemed to be in need of short-term prevocational services to prepare the customer for the employment world, the career counseling staff of the One-Stop Career Center will make the appropriate referrals. This may include, but is not limited to, work ready skills training to enhance the customer’s work ethics.

Directed Job Search/Return to Core Services:

When a customer has completed any/or all of their intensive service strategies, he or she may return to the Core Service continuum of services. This will include a self directed or assisted job search to match the customer with an employer in order to obtain employment as soon as possible. Thus becoming economically self-sufficient if they continue to receive core or intensive services.

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.

Training Services for Job Seekers	Training Services for Employers
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	

Although the Burlington County One-Stop Career Center System operates on a work-first principal, a customer may have a career goal or interest in entering a new labor demand field that requires additional education and training. Depending on an eligibility determination, a customer may be referred to a training program which best meets their needs.

Training Services will be limited to those customers who are unable to obtain other financial assistance for training, including Pell grants, or who require assistance beyond the assistance made available under the other financial assistance programs.

Under the Workforce Investment Act eligibility for adult services is not contingent on income, therefore, the Burlington County Workforce Investment Board reserves the right to establish a funding priority in order to maximize the funding allocation for adult employment training and dislocated workers. Priority populations include but are not limited to, recipients of public assistance and other low-income customers of the intensive and training service continuums.

All individuals requiring 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.

The importance of connecting the day-to-day operational needs of the employers in Burlington County to the economic development efforts and the services through the One-Stop Career Center System will be addressed through the Workforce Investment Board’s economic development committee. Marketing and developing the following services will improve Burlington County’s ability to serve the employers of the County:

- Build relationships with employers by addressing their needs successfully and thereby cultivating a trusting relationship to ensure repeat business;
- Use formal assessment tools to document the skill, attributes and other requirements of career positions within their business/industry;

- Use the aforementioned assessment results to prescreen candidates that will meet the employers needs;
- Respond in a timely manner to requests for additional assistance, such as training information and tax incentive information;
- Provide access to continuing education opportunities for new and incumbent workers;
- Provide timely, accurate labor market information and performance information regarding the Burlington County workforce investment system;
- Provide an easily accessible easy to use “Employer Resource Guide” which explains existing services and Tax incentives.

The design framework of the youth program will include all the requirements outlined in the Workforce Investment Act, specifically objective assessments, individual service strategy development and referral processes. All youth entering the Burlington County workforce development system will receive objective assessments. Assessments will follow the guidelines established in the Workforce Investment Act including a review of academic and occupational skills, interests, aptitudes, as well as, developmental and supportive service needs. Assessments will provide the needed information and data to complete individual service strategies that identify employment and educational goals in addition to the services needed to reach the identified goals. Assessment information and employment strategies will be shared with appropriate partners to encourage consistent and accurate information that will help foster a continuum of services rather than short interventions.

Information and referral processes will be implemented to help expose youth to the wide array of applicable services that are available through the Burlington County One-Stop Career Center System. Those youth applicants that do not meet the eligibility requirements, or otherwise cannot be served through the Workforce Investment Act, will receive further assessment as necessary to identify other programs and funding streams that can meet their individual needs.

Although the Workforce Investment Act stipulates that the elements listed in the chart below must be available to eligible youth, Workforce Investment Act funds are limited. Therefore, it is the intent of the Burlington County Youth Investment Council to coordinate with existing programs and leverage services in order to maximize available resources. Although the need assessment of the youth arena will be an ongoing comprehensive effort, the end result is the development of a local strategy to ensure that the appropriate education, training, employment, and support services are available to all youth.

WIA Required Program Elements	State Required Program Designs
Tutoring, study skills training, and instruction leading to the completion of secondary school, including dropout prevention strategies	In-school youth initiatives that incorporate the school-to-career model offering work-based and school-based learning activities
Alternative secondary school services	Connectivity of in-school youth to School Based Youth Services Programs
Summer employment opportunities directly linked to academic and occupational learning	Out-of-School youth initiatives that are consistent with the Youth Corp model that integrates solid academic learning experiences with workplace learning opportunities
Paid and /or unpaid work experiences	Initiate a Youth based One-Stop system that connects with the Burlington County One-Stop Career Center System and ensures universal access to basic information and services for all youth
Occupational skills training	
Leadership development opportunities	
Supportive services	
Adult mentoring for not less than 12 months, either during or post participation	
Follow up services for not less than 12 months	
Comprehensive guidance and counseling	

Tutoring, study skills training, and instruction leading to the completion of secondary school...

The assessment process will identify those youth who may be at risk of not completing their secondary education training as well as identifying those with the aptitudes and interests necessary to pursue Postsecondary educational opportunities. Youth customers will be supported in completing secondary school or continuing on to Postsecondary educational programs through tutoring services and study skills training programs made available through the Burlington County One-Stop Career Center System. The Burlington County One-Stop Career Center System maintains strong relationships with Burlington Community College to facilitate the transition into Postsecondary opportunities.

Alternative Secondary School Services:

Providing alternative secondary school services will be vital to re-engage youth who do not or have not responded to traditional educational settings. The Burlington County Youth Investment Council will coordinate with the Burlington County School System/District to develop the necessary linkages to provide this service. A referral process will be developed for the Burlington County One-Stop Center staff to utilize in referring youth to this particular service.

Summer Employment Opportunities directly linked to academic and occupational learning:

Although a summer youth program had been operated under the Job Training Partnership Program in the past, the Burlington County Youth Investment Council will be implementing innovative and creative summer employment practices under the Workforce Investment Act. Funding for youth had traditionally been given to the County in two separate allocations. Under the Workforce Investment Act there is only one allocation for youth and it is marginally less than what the County has received in the past for providing services to youth through year round and summer programs. Keeping in mind that under the law summer employment opportunities need to be directly linked to academic and occupational learning, the Burlington County Workforce Investment Board along with the Youth Investment Council is

exploring various design options that would not necessarily require the use of Workforce Investment Act funds.

For instance, strategic planning discussions are currently underway with the Burlington Employment Service office to develop a process by which Burlington County Youth (regardless of Workforce Investment Act eligibility) can be referred to employers for summer employment. The summer employment opportunities will be available to all youth desiring a summer job but Burlington County One-Stop Career Center staff will provide eligibility screening in order to identify youth needing Workforce Investment Act services. All summer employment opportunities for Workforce Investment Act youth participants will be screened to ensure that they are designed to help the youth customer acquire the skills and knowledge they need to locate and advance in employment. Additionally, screening of the job will be undertaken in order to ensure that it provides a structured learning experience that will tie into their academic learning.

Occupational skills training and On-the-Job training will be reserved for older youth or out-of-school youth. However, the particular service strategy for each youth customer will be guided by the needs identified through the various assessment processes.

Paid and/or unpaid work experiences:

As the summer employment opportunity element is part of a continuity of services, it will provide the necessary experience for youth to transition into other types of work experience and skill training. Youth customers will be provided access to work experience programs that are either paid or unpaid, in the private, public or non-profit sectors. Regardless of the type of work experience, the Youth Investment Council will ensure that they are structured learning experiences for the customer. Work experience programs/services may include internships, job shadowing and other appropriate opportunities that will help meet the goals identified in the Individual Services Strategy.

Occupational Skills Training:

Similar to the philosophy delineated in the Adult and Dislocated Worker provision of services, the work first principal will still be the underlying principal on which the Burlington County One-Stop Career Center System operates for youth. Occupational skills training will be reserved for those out-of-school youth who have completed a secondary education program and who requires additional education and training to obtain or retain employment.

Leadership development opportunities and Adult mentoring :

Youth customers will have access to a wide array of leadership development opportunities. The Burlington County Youth Investment Council will seek opportunities with caring adults to provide consistent support, mentoring and counsel. The primary focus will be on providing linkages with those activities and services that help improve the community, as well as, services that focus on citizenship and life skills training.

Supportive Services:

As indicated throughout various sections of this plan, the Burlington County One-Stop Career Center System will provide access to supportive services. These services are also available to the youth customers and will be expanded through the Burlington County Youth Investment Council's strategic planning and needs assessment. Required supportive services will be identified through the Individual Service Strategy developed for and by the customer along with a One-Stop Career Center staff person. Among the available support services in place is access to childcare, transportation and appropriate business clothing.

Comprehensive Guidance and Counseling:

Employment counselors will provide ongoing case management for all youth customers. If needed and based on assessment information, youth will be referred to specialized guidance and counseling. Personal problems, drug or other substance abuse will be addressed prior to providing any other comprehensive services. The Burlington County One-Stop Career Center System currently maintains strong relationships with and has clear referral processes in place with the agencies that are specialized in dealing with these additional barriers. The information from the assessments will be shared with other appropriate agencies and the school in order to help unify and streamline the guidance and counseling process.

Follow-up Services:

All youth customers will receive appropriate follow-up services for at least 12 months after program participation. The intensity and duration of follow-up services will be based upon individual customer need. Follow-up services will include, but not be limited to, adult mentoring, contact with employers to address work-related problems and assistance in career development and educational opportunities.

Priority Populations to be Served

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. As described in a previous section of this plan, all job seeking customers, those that are job ready and those needing intensive or training services to become employable, will be provided with the access to the quality services they need. Customized levels of services will be based upon individual needs.

Programs that target services to specialized populations currently exist throughout the various departments in the County and through the Burlington County One-Stop Career Center partnering agencies. With the exception of Youth Investment programs delineated in the Workforce Investment Act, the Burlington County Workforce Investment Board does not anticipate targeting Workforce Investment Act allocations toward establishing programs that exclusively serve special customer populations. Rather, the Workforce Investment Board will look toward leveraging services/programs that may already exist.

Welfare Recipients:

Public Assistance recipients will be served using both Temporary Assistance to Needy Families and Welfare-to-Work formula funds. Comprehensive assessment strategies that are already in place identify the supportive services and skill enhancement needs of these customers. Emphasis is on finding a job, then a better job, then a career that enables self-sufficiency. The Burlington County One-Stop Career Center Systems focus on work first support services will aid in this goal.

Dislocated Workers:

Employer compliance with the advance notification of plant closings and mass layoffs is encouraged through New Jersey Department of Labor programs and services. Services to dislocated workers will be coordinated with the Rapid Response Team when layoffs occur. Agreements to provide services at the dislocation site are arranged when feasible and include supplying and explaining labor market and employment information, providing specialized job search workshops, registering for unemployment insurance and employment services, and providing counseling or placement services. Employment Services of Burlington County is a primary partner located in the One-Stop Career Center and the staff will effectively provide the assistance that the dislocated worker customer needs.

Displaced Homemakers:

Through the provision of core and intensive services, comprehensive assessment strategies will identify the supportive services and skills enhancement needs of the displaced homemaker customer. For those customers who need intensive and training services, emphasis will be given to education and assistance in accessing

technological and vocational training programs. Non-traditional fields will be explored and encouraged due to the opportunity for higher wages and self-sufficiency.

Persons with Disabilities:

Customer's self-disclosing disability information are identified as a special population group for receiving services through the One-Stop Career Center. The Division of Vocational Rehabilitation and Employment Services are both physically located at the Burlington County One-Stop Career Center. The staffs of these partners provide personalized, more extensive services to help customers with disabilities become employed. Services to job seekers with disabilities, like services to all job seekers, includes individualized counseling, job development, coordination with other available resources and services, and customized job referral and placement services.

The Burlington County One-Stop Career Center also works cooperatively with other agencies and organizations within the community, such as Goodwill Industries, Occupational Training Center, and the United Way of Burlington County to provide employment related services for individuals with disabilities. All of the above mentioned agencies are Burlington County One-Stop partners and affiliate sites. The Burlington County Workforce Investment Board and the One-Stop Career Center will encourage local program and service providers to use innovative approaches to ensure that information and services will be accessible to this customer group.

Older Workers:

Older Workers will be served in the One-Stop Career Center System through a number of resources in additional to Title V. Most of the partnering One-Stop agencies provide some services, educational and otherwise, to older workers. Services include, on-the-job training, classroom training, job preparation, and number of mentoring and community service projects. The Burlington County One-Stop Partnership has had a long established relationship with Green Thumb, Inc. and Senior Community Service Employment Programs to provide skills upgrading and retraining services to keep seniors working. These agencies also provide opportunities for more experienced workers to work and participate with employers by partially subsidizing their wages.

Non-English Speaking Customers:

Burlington County will meet the needs of the non-English speaking individuals through the One-Stop Career Center System in a variety of ways, primarily through referrals to English as a Second Language program partners and the Burlington County Adult Education and Basic Education Consortium partners. In addition to language skills, vocational training, and social skill training, partnering agencies will ensure that their programs also provide the necessary supportive services, including childcare and transportation and other program services made available through the One-Stop system.

To ensure universal access to required core services and other services in the One-Stop Career Center, translation assistance is made available through the Employment Service partner. To the fullest extent possible, interpretive one-on-one services will be made available through bilingual staff members.

Multiple Barrier Customers:

Comprehensive assessment and other intensive services are essential to identifying and servicing the needs of specialized populations. Individualized counseling, job development, coordination with other Burlington County One-Stop partner agencies, and customized referral and placement services are all used in meeting the needs of customers with multiple barriers to employment.

Youth:

See the youth service provisions section of this plan.

Veterans:

The New Jersey Department of Labor and the Secretary of the Department of Labor through the Veteran's Employment and Training Service have entered into an agreement to provide services to veterans in accordance with the Workforce Investment Act. The Veteran's Employment and Training Service has initiated new guidelines for categorizing veterans seeking assistance from the Disabled Veteran's Outreach Program (DVOP) or Local Veterans' Employment Representative (LVER), which provide the standards by which the veteran customers are prioritized and served.

Veterans will be encouraged to self-identify to establish eligibility for priority of services. When it is determined that a customer is a veteran, that customer will be provided information regarding services especially for veterans. Veteran customers who need little or no assistance from the DVOP or LVER and are simply looking for job referrals or general information can utilize the self-help services. Veteran customers who require intensive assistance and have major barriers to finding employment will be referred to specially trained veteran program staff, Local Veteran Employment Representative and/or the Disabled Veteran Outreach Program specialist, for more intensive services.

Wagner-Peyser staff will continue to provide universal access and priority of service to veterans in accordance with applicable provisions of federal law and regulations. Other Burlington County One-Stop partners will be encouraged, through the Memorandum of Understanding, to provide the same level of priority services to veterans. All Burlington County One-Stop Partners will notify veterans of their legal right of priority of service under the Wagner-Peyser Act. Notice can be provided through a public display of veteran fact sheets that contain detailed veteran employment and training information and the locations of the nearest dedicated Wagner-Peyser funded staff or veteran program staff who could provide these services.

The Burlington County One-Stop Career Center System will provide priority services to all veterans. Like all customers of the One-Stop Career Center, those identified at the point of reception or during the intake process will be served in a "triage" methodology. This will involve screening of new veteran applicants to determine whether they can benefit from self-service, facilitated services, or case management services. The Burlington County One-Stop Career Center Staff will provide services to those veterans that will best benefit from self-service and facilitated services. The Local Veterans' Employment Representative or the Disabled Veterans' Outreach Program staff will provide the intensified customer centered employment services using one-on-one case management. Case management services for veterans will be customer focused and customer driven. Veterans, like all other Burlington County One-Stop customers, will be provided choices based upon need and the resources available to meet those needs. When necessary and appropriate, customers will be assisted in accessing resources outside of the Burlington County One-Stop Career Center System.

How will Youth access the One-Stop Career Center System

Youth can access the Burlington County One-Stop Career Center System through various ways. A youth may get connected through any of the partnering youth agencies or training providers located in the community, through visiting the One-Stop Career Center site, or through their school. Many, if not all, of the school systems in Burlington County have made available through their Perkins funding, computer and internet access that create an electronic linkage to the One-Stop Career Center System.

The Burlington County Workforce Investment System will seek to help those out-of-school youth that are entering the workforce to be better prepared for the challenges of work. Youth entering the labor market needing additional help to orient them to the local demands of the labor market can receive on site counseling, job referral and placement assistance through the Burlington County One-Stop Career Center. Additionally, if the need arises, the Burlington County One-Stop Career Center can provide job search workshops designed to specifically assist youth.

At-risk youth will be provided additional support services or coordination with other services that may benefit them. The Burlington County Youth Investment Council is facilitating relationships with the County's juvenile justice agencies to form linkages or establish programs for at-risk youth.

The Burlington County One-Stop Career Center System along with the aid and support of the Burlington County Youth Investment Council will expand their One-Stop initiative to provide a vehicle to connect students to the services/program elements they need for appropriate career exploration. Included in these expansion activities, is the development of a catalogue describing the resources of the Burlington County One-Stop Career Center System and a guide for parents to help their children start planning for their educational and career goals after high school. These resource materials will be a joint venture of the Burlington County Workforce Investment Board's communications task force, the Burlington County One-Stop Career Center Operator and the Burlington County Youth Investment Council and will be widely marketed throughout the school systems and community.

The Burlington County Workforce Investment Board, in partnership with its Youth Investment Council, will develop and enhance the relationship with the Burlington County One-Stop Career Center System, local youth agencies and service providers. This will ensure that the necessary ancillary services are available to eligible youth in addition to the Workforce Investment Act required service elements. Through the Youth Investment Council's needs assessment and strategic planning, specific protocols will be established as to how Burlington County will develop and deliver a comprehensive system of youth services. One option to ensuring a successful youth program design may be to institute a Burlington County Youth One-Stop Career Center that is connected to the existing Burlington County One-Stop Career Center.

Expected Performance Levels for the One-Stop Career Center System

Performance is a basic foundation of the workforce investment system emerging from the Workforce Investment Act. Programs and providers will be measured upon the results they achieve. The magnitude of the change from the old workforce investment system to the new system prohibits the establishment of performance standard levels prior to further experience. However, one can be assured that the final performance measurement system will ensure accountability and continuous improvement as well as, be compatible with the seamless delivery system the Burlington County One-Stop Career Center System is striving for.

Performance levels for the Burlington County workforce development system will be developed upon receiving further direction from the New Jersey Department of Labor. Once developed, the performance measurement system will provide data/information about how the system is working to meet the needs of its customers, both directly served through the One-Stop Career Center and through its partnering agencies.

In following with the Workforce Investment Act, the system will be based on the four broad principles of universality, customer choice, integrated systems, and accountability. The Burlington County Workforce Investment Board, in collaboration with the Chief Elected Officials, will work with the State to negotiate performance measures that can address the system as a whole. Yet assurances will be made so that the measurements are flexible enough so that they are not affected by specific economic, demographic and other characteristics of the customers to be served. Once established, the system will be shared and understood by all partners and customers, foster accountability, focus on outcomes and promote continuous improvement. The purpose of the performance accountability system established through the Workforce Investment Act is to assess the effectiveness of the local system in achieving continuous improvement of workforce investment activities. A predominate concern is whether or not customers are prepared for and obtain/retain meaningful, unsubsidized employment.

The Workforce Investment Act identifies core performance indicators to be measured in the emerging workforce development system. The State, as well as the Burlington County Workforce Investment Board, will incorporate these core indicators of performance into its overall workforce development system. The following is a list of the

core performance indicators that are cited in the Workforce Investment Act Section 136 (b)(2)(A). Definitions and formulas will be made available upon the release of the Final Regulations.

Adult Employment & Training Activities and Dislocated Worker Programs	Youth Programs
Entry into Unsubsidized Employment Rate	Attainment of Basic Skills and, as appropriate, Work Readiness or Occupational Skills
Earnings Received in Unsubsidized Employment 6 Months After Entry into Employment	Attainment of Secondary School Diplomas and Their Recognized Equivalents
Retention in Unsubsidized Employment Six Months After Entry into Employment	Placement and Retention in Postsecondary Education or Advanced Training or Placement and Retention in Military Service, Employment, or Qualified Apprenticeships
Attainment of Recognized Credentials Relating to the Achievement of Education or Occupational Skills	Customer Satisfaction of Employers and Participants with Services Received from the Workforce Investment Activities
Customer Satisfaction of Employers and Participants with Services Received from the Workforce Investment Activities	

The Burlington County Workforce Investment Board and Chief Elected Officials will focus on the vision of the County’s system as a whole, including refining the current performance measurement and accountability systems in place. Thus, ensuring our ability to adequately track and reflect the needs of the County’s workforce development system.

The Burlington County One-Stop Career Center System partners will assess and monitor, on a continuing basis, the identified program measures to ensure that they are not only met but exceeded where and when possible. All partners are and will be held accountable for the results of the Burlington County One-Stop Career Center System. These parameters will be spelled out in the Memorandum of Understanding between the Burlington County Workforce Investment Board and the One-Stop Career Center partners.

The Role of a Continuous Improvement Process in Planning, Program Development, and Staff Development

Burlington County Workforce Investment Board is intent and dedicated to providing the customers of our workforce development system with the highest quality of services. This involves not only quality assurance and assessment of the system, but more importantly a working philosophy of continuous improvement. Continuous improvement is a cyclical, never-ending process of planning, implementing, evaluating and improving services. Simply measuring performance alone does not guarantee service/program improvement. This philosophy is not only centered on the customers and their outcomes of the system, but also emphasizes interdisciplinary teamwork and focus on continuing education for all staff.

Starting with the definition of a “system” from Webster’s New World Dictionary, Third College Edition, “a set or arrangement of things so interrelated or connected as to form a unity or organic whole; an established way of doing something; method; procedure.” Currently what exists is a collection of federal and state agencies and programs each with its own operating procedures, services, products, policies, mandates and regulations. As a result, customers (both individuals and businesses) who accessed any one of these agencies or programs found that the range of possible services was limited to whatever that agency or program had to offer. Under the

Workforce Investment Act of 1998 the emphasis is on creating and maintaining a cohesive employment and training system.

Burlington County through its Workforce Investment Board and its One-Stop Career Center are striving to create a system which includes agencies and programs that are connected in such a way that they are perceived by our customers as an organic whole, operating toward common goals and objectives.

Quality can be defined as the characteristics of a product or service that bear on its ability to satisfy stated or implied needs, and that the product or service is free from deficiencies. The delivery of quality services is dependent upon the collaboration of all members of the One-Stop Career Center System. Keeping in mind that the partners are establishing an integrated service system organized around the needs of customers and not the turf of agencies and programs. The customers are the central participants in the system. Quality improvement is a continual process that involves participation at all levels of the organization and is concerned with moving beyond regulatory compliance in order to promote improved customer satisfaction as well as professional growth for the One-Stop partner staff.

With that in mind, the Burlington County Workforce Investment Board and its One-Stop Career Center System partners are developing a method of quality assurance for the Burlington County Workforce development system based on the principals underlying the Malcolm Baldrige National Quality Award criteria. The decision to use a method based on the Baldrige criteria was supported by the following criterion:

- 1) Widely known and accepted...Department of Labor's Simply Better series of tools and guidebooks are all based on the Baldrige framework;
- 2) It was predominately utilized in the private sector;
- 3) It is not prescriptive;
- 4) It is universally known.

Two very important concepts that are related to quality are customer satisfaction and continuous improvement. The first step to be undertaken is an assessment of the following:

- Who are our customers or end-users of our services?
- What is it about our services that they find the most useful?
- Are they satisfied with the services offered? If not, how can we improve them?
- Are we reaching all of the customers that we want to reach?
- If not, how do we reach out to the customers we want and what do we have to do to make them come to us, repeatedly?

To continuously improve our system and services, we must have knowledge of what customers want and need, why they want and need them, and how they want to access the services. The customers of the Burlington County One-Stop Career Center System must get the information, services and products to help them achieve their education, career or workforce development objectives in order to truly have a quality workforce development operation.

Performance is a basic foundation of the Workforce Investment Act and of Burlington County's workforce development system. Programs and providers will be held to measurements of their results in achieving a high level of customer satisfaction and positive results. The final performance management system to be adopted by the Burlington County Workforce Investment Board and its One-Stop Career Center system will need to ensure accountability in order to maintain continuous improvement throughout its operations.

All program providers will be accountable for positive results and encouraged to adopt their services to our customers needs. A system of continual checks and balances will need to be instituted in order for us to be sure the appropriate programs are in place or developed in order to successfully serve the customer.

The Workforce Investment Act grants the local Workforce Investment Boards the responsibility to oversee the entire One-Stop Career Center System and see that it provides the highest quality of services to its customers. Therefore, the One-Stop Career Center System operator, partners, and members should expect the Burlington County Workforce Investment Board to provide the ongoing oversight they need in order to meet and exceed the performance expectations that will be set.

Over the next year, the Burlington County Workforce Investment Board or a committee thereof, will work closely with the One-Stop Career Center Operator to develop a framework of quality assurance standards and measures, which will be an integral part of the functions and characteristics of the One-Stop Center and system. At this time the Burlington County Workforce Investment Board's executive committee is investigating the implementation of a formal certification process, which would further ensure the One-Stop Career Center's ability to deliver services of the highest quality, and promotes a high level of customer satisfaction.

The One-Stop Career Center operator and partners detailing their strategies for not only achieving, but also exceeding the career center goals, customer satisfaction and continuous improvement will develop a business plan. This plan will be a living document that can be and should be modified at any given time and should convey the staff development needs. The Burlington County Workforce Investment Board encourages staff training and support. The Board along with the One-Stop operator is committed to providing the necessary technical assistance, training, and ongoing support to any and all staff of the One-Stop Career Center System.

The process for the selection of the One-Stop Operator

The Burlington County Workforce Investment Board utilized two methods in their process to select a One-Stop Career Center operator. First and foremost, the Executive committee solicited recommendations from the One-Stop Career Center System partners through the Workforce Investment Board's One-Stop committee. Secondly, after the actual sight was decided upon and the realization that four of the One-Stop partners would be housed at the physical center; the consortium of three One-Stop partner criteria was also adopted.

With input from the Burlington County Workforce Investment Board, One-Stop partners and the One-Stop site consortium members, the Burlington County Board of Chosen Freeholders established a County department for the One-Stop Career Center System. The Workforce Investment Board's executive committee developed criteria, in compliance with the Workforce Investment Act and the State's vision of the One-Stop Career Center System, for the One-Stop operator to follow.

The One-Stop Career Center System manager is a county employee who reports to the Director of Economic Development and is responsible for the day-to-day operations of the One-Stop Career Center System and is held accountable to meet the roles and responsibilities set forth for the Burlington County One-Stop Career Center System.

Now that the hurdles of selecting a site and an operator have been overcome, several initiatives are to begin to make the One-Stop Career Center an official operative entity. The first undertaking is to integrate the various cultures of the organizations involved in the partnership. Since the integration of the organizations needs to be done rapidly, key strategies must be mapped out and accomplished so that the key organizations work cultures can live in harmony. The senior management of the consortium partners along with the One-Stop Career Center Systems manager have formed a task group to develop a mission, vision and unified principles for which the One-Stop Career Center will operate under. The task force will receive input from all staff levels of the organizations involved. To further assist the employees of the One-Stop Center to adjust to their new environment, change training and customer service training will be initiated.

Through an ongoing planning process, procedures for delivering each of the One-Stop Career Center services will be established. Once these processes are defined and implemented, feedback will be sought from all parties involved on what is or is not working. The biggest challenge will be initiating these processes into the dynamics of employees delivering the services.

Key support process will also have to be integrated into the system so that it can function efficiently and effectively. Areas such as finance, administration, personnel, workforce information technology and public affairs need to be designed to provide the needed support services for the system. Most, if not all, of these components are spelled out in the Memorandum of Understanding with the One-Stop Career Center System partners.

An obstacle that is still looming is the integration of various information technology systems. Services, which migrate between the Department of Human Services and the Workforce New Jersey departments, are tracked on different systems. With the future implementation of New Jersey's One-Stop Operating System, a unified case management and tracking system will be in place.

From the early stages of this One-Stop System integration process, it is apparent that an integrated services review methodology needs to be developed and implemented as soon as possible. The focus of the review process will be the customer and how the customer is being served. The key principals to be reviewed in an ongoing manner are 1) customer service; 2) integration of services to assist the customers, and; 3) the integrity of the services (adherence to key policies, accuracy and timeliness of services, etc.). This process will not only serve as a monitoring tool but will also aid in the realm of continuous improvement.

Finally, the collocating of the various agencies means not only changes in the service delivery processes, but actual site remodeling so that services can and will be delivered in an integrated, customer focused manner. The customer needs to be provided with a seamless delivery of information and services from all One-Stop partners regardless of the what "door" they enters through. Additionally, plans have been underway to develop common signage that all One-Stop partners (not only at the "core" site but also at member sites) will utilize.

A Description of How Resources of all Partners will be Pooled

The Burlington County Workforce Investment Board, under the authority of the Workforce Investment Act has the ability to leverage the needed resources from One-Stop Career Center partners for the purpose of developing a strong workforce development system. This not only ensures that services are not duplicated but also expands the impact of resources that currently exists.

Currently the Burlington County Workforce Investment Board and the One-Stop Career Center System committee is undertaking the arduous task of identifying the available resources from all of the One-Stop partners. The committees have run into difficulty determining the various funding sources and the amount of resources available to meet the needs and objectives of the One-Stop Career Center system. However, the determination of how funds should be leveraged has been strategically planned out.

One-Stop administration costs are to be shared among the various funding streams that are a part of the Burlington County One-Stop Career Center System. These funding streams include Temporary Assistance to Needy Families, Welfare-to-Work, Wagner Peyser and Workforce Investment Act. In addition, the service levels of veterans, vocational rehabilitation and other workforce development programs will be taken into consideration and these funding streams may also be used in pooling resources. These funds are the primary streams that will be pooled to provide core, intensive and training services.

The use of the multiple funding streams will allow for the Burlington County One-Stop Career Center System to provide more services in assisting job seekers to develop the necessary skills to become employed in demand

occupations. The development of a leveraged funding system will eradicate the duplication of administration costs and services provided. For example, individuals who meet the eligibility requirements of the Temporary Assistance to Needy Families program will be provided core, intensive and training services funded by the Temporary Assistance to Needy Families funding dollars. Therefore, Workforce Investment Act funds will not be needed for these particular customers. This leaves more Workforce Investment Act funds available to assist One-Stop Career Center customers who do not meet the eligibility requirements for services provided by Temporary Assistance to Needy Families or other programs that may require eligibility criteria.

The use of multiple funding streams will also allow the expansion of One-Stop career Center services to employers. By leveraging with the Wagner Peyser funding stream, Burlington County's Workforce Development System can enhance its business based services including: screening for qualified applicants, employer seminars and training, interviewing facilities, job fairs, and customized training.

Each Burlington County One-Stop Career Center partner will use its funds to provide the mandated services that it has the resources to carry out. Through the partnerships described in the Memorandum of Understandings, partner staff will be cross-trained in the provision of services by other partners. Staff will be able to identify a customer's need and determine an initial eligibility for services and then refer the customer to the appropriate partnering agency either on location or at a member site. If the customer is indeed eligible for a particular program, the costs for core, intensive and training services will come from that particular partner agency.

All Burlington County One-Stop Career Center partner agencies must realize their connectivity to the workforce development system of Burlington County and fully support a cohesive, interrelated, holistic system. A team concept is vital to the underlying philosophy in which all partners need to buy into, both financially and programmatically. Otherwise, the One-Stop Career Center System will fail to appear as a single entity capable of meeting the customers' needs. The partnering agencies need to continue fostering strong collaborative ties amongst themselves so that a seamless delivery of services can be achieved.

The Burlington County Workforce Investment Board and the One-Stop partners will continue to explore cost sharing arrangements and agreements for expanding services using leveraged resources. Prior to July 1, 2000, an agreed upon cost sharing plan for the One-Stop Career Center System and its partners will be developed, incorporated and outlined in the Memorandum of Understanding for One-Stop partners.

The Role of the Local One-Stop Team

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. However, State and Workforce Investment Act mandated partners are members of the committee. The additional members include community-based organizations and other entities that are needed in linking customers of the One-Stop Career Center System to social, health and employment related services.

Since its inception, the One-Stop Committee has been undertaking the challenge of establishing universal policy for customer flow, orientation, intake/eligibility screening, delivery of core, intensive, and training services and the referral process to additional services. The partners meet at least monthly to continue their efforts to create a customer responsive workforce development system which all residents of Burlington County can utilize.

The One-Stop committee/team is the basis of an ongoing process of developing the vehicle in which a full range of services can provided to individuals seeking first, new or better jobs and to employers seeking to retain or hire employees. The team is striving to attain a fully integrated system for Burlington County that includes common intake, uniform administrative procedures, job counseling, monitoring, and ease of access. They also concentrate on the capacity building needs of the partnering agency staff to enable them to provide more direct services and focus on the service needs that act as a barrier for people attaining and retaining employment.

The Burlington County One-Stop committee/team will develop a process of cross agency training that will allow the core front-line staff of all One-Stop partners to be knowledgeable about all services available. This will facilitate a “No Wrong Door” philosophy and allow for the reduction in duplicative services a customer encounters.

All partners involved in the One-Stop committee/team are involved in the coordination and integration of services that control the customer flow into and through the One-Stop Career Center System. The main emphasis of the design is a user-friendly seamless delivery system. Through the work of the State facilitated One-Stop Technical Assistance Team meetings, the committee has had a chance to be involved and comment on the State’s proposed customer flow through One-Stop services. The Burlington County One-Stop Career Center partners and committee will utilize this flow of services with the intent of monitoring and evaluating its efficiency. Suggestions for modifications will be welcomed by any partner and implemented upon full agreement of the One-Stop Career Center partners.

The One-Stop committee partnership is viewed as a communication line that affords an opportunity to define what is missing or needed in the One-Stop Career Center System and the overall Burlington County workforce development system. (**Attachment E is a listing of the Burlington County One-Stop committee/team**)

The Members of the One-Stop Career Center System, Their Roles and Resources

Since its inception the Resource Analysis task force of the Burlington County Workforce Investment Board has attempted to review all publicly funded employment and training programs. The ultimate goal of collecting and analyzing this data is to provide recommendations for directing funding to systems and programs where they will most effectively serve the customers of the workforce readiness system.

The delivery of services throughout the One-Stop Career Center System considers multiple funding streams, regulations and requirements. The responsibility for maintaining and developing services rests with the administering management agencies. The task force will continue to review and analyze program goals, service levels and performance standards to evaluate the effectiveness of these strategies and services in concert with the overall Workforce Investment Board goals and standards.

The Resource Analysis task force will also be involved in the oversight, review, monitoring and evaluation of all employment and training programs to assure their accountability and performance in compliance with the Memorandum of Understanding. This task force will also recommend policy changes based on accountability findings. The task force will conduct forums, involving the One-Stop Career Center partners, to gather information in order to develop a successful process for making recommendations and informed decisions on how best to allocate the existing resources.

The One-Stop Partnership Memorandum of Understandings (**Attachment F**) will detail the resources of the system and the mechanisms for sharing, communicating and maximizing resources and services in the Burlington County One-Stop Career Center System. One of the many task force responsibilities is to assist Burlington County workforce development programs and/or institutions to become more responsive to both long and short-term labor market needs. In doing this, focus can be on the services available to all populations including marginalized populations such as displaced workers, new entrants to the labor force, the economically disadvantaged, minorities, women, welfare recipients, people with disabilities and at-risk youth. This is an ongoing function of various committees of the Burlington County Workforce Investment Board in coordination and cooperation with the various agencies and employers within the county.

The following pages indicate services and available numerical service levels of the Burlington County One-Stop Career Center partners. Based on the information in the matrices, all Core, Intensive, Training and Employer Services will be addressed. The evolution of the system may indicate the need for additional or combined

services. As the planning process continues throughout the next several years, the availability and levels of services will continue to be evaluated to determine gaps in service, duplication, and resource efficiency.

Burlington County One-Stop Partners Service Delivery Matrix

	WIA Adult	WIA Youth	WIA DW	WDP	Welfare-to- Work	Wagner Peys er/E S
<i>Core Services</i>						
Registration and Information	◆	◆	◆	8200	◆	◆
Orientation for Job Seekers	◆	◆	◆	◆	◆	◆
Prima Facie Assessment	◆	◆	◆	◆	◆	15000
Career Assessment for Job Seekers	◆	◆	◆	◆	◆	◆
Career Counseling	◆	◆	◆	470	◆	980
Job Matching Services	◆	◆	◆	◆	◆	◆
Provision of Provider Information	◆	◆	◆	470	◆	◆
Provision of Local Performance Information	◆	◆	◆	470	◆	◆
Provision of Supportive Service Information	◆	◆	◆	◆	◆	◆
Provision of Unemployment Information	◆	◆	◆	◆	◆	◆
Eligibility Assistance and Determination	◆	◆	◆	◆	◆	◆
Referral to Intensive Services	◆	◆	◆	940	◆	◆
Retention Services	◆	◆	◆	◆	◆	◆
Follow-up Services	◆	◆	◆	260	◆	◆
<i>Intensive Services</i>						
Comprehensive and Specialized Assessments	◆	◆	◆	260	◆	
Development of Individual Employment Plan	◆	◆	◆	260	◆	980
Group Counseling	◆	◆	◆	◆	◆	◆
Individual Counseling/Career Planning	◆	◆	◆	260	◆	980
Case Management	◆	◆	◆	◆	◆	◆
Short Term Pre-Vocational Services	◆	◆	◆		◆	
Other						
<i>Training Services</i>						
Occupational Skills Training	◆	◆	◆	260	◆	◆
On-the-Job Training	◆	◆	◆		◆	◆
Workplace Training	◆	◆	◆		200	◆
Skill Upgrading and Retraining	◆	◆	◆	◆	◆	
Entrepreneurial Training						◆
Job Readiness Training	◆	◆	◆	◆	360	◆
Adult Education/Literacy Activities	◆	◆	◆	◆	◆	
Customized Training						◆
Retention Services	◆	◆	◆	◆	◆	
Follow-Services	◆	◆	◆	235	◆	◆
<i>Employer Services</i>						
Employer Outreach	◆	◆	◆	◆	◆	◆
Access to WNJPIN Information	◆	◆	◆	◆	◆	◆
Employer Job Listing Services	◆	◆	◆	◆	◆	◆
Employer Job Matching Services	◆	◆	◆	◆	◆	◆
Retention Services	◆	◆	◆	◆	◆	◆
Follow-up Services	◆	◆	◆	◆	◆	◆
Level to be Served	261	357	324	8200	1700	15000

	WIA Adult	WIA Youth	WIA DW	WDP	Welfare-to-Work	Wagner Peys er/E S
Total Funding Available	415,600	455,818	603,491	242,070	250,000	701,196

Burlington County One-Stop Partners Service Delivery Matrix

	Older Worker	UI	TANF	FS/GA	Vocational Rehab.	Veterans
<i>Core Services</i>						
Registration and Information	◆	◆	◆	◆	475	2100
Orientation for Job Seekers	◆	◆	◆	◆	475	2100
Prima Facie Assessment	◆		◆	◆	475	2100
Career Assessment for Job Seekers	◆		◆	◆	◆	◆
Career Counseling	◆		◆	◆	◆	120
Job Matching Services	◆		◆	◆	◆	◆
Provision of Provider Information	◆		◆	◆	◆	
Provision of Local Performance Information	◆		◆	◆		
Provision of Supportive Service Information	◆	◆	◆	◆	◆	◆
Provision of Unemployment Information	◆	◆	◆	◆		
Eligibility Assistance and Determination	◆	◆	◆		400	◆
Referral to Intensive Services	◆		◆	◆	400	◆
Retention Services	◆		◆		◆	
Follow-up Services	◆	◆	◆	◆	◆	2100
<i>Intensive Services</i>						
Comprehensive and Specialized Assessments	◆		◆	◆	400	◆
Development of Individual Employment Plan	◆		◆	◆	360	116
Group Counseling	◆		◆	◆		
Individual Counseling/Career Planning	◆		◆	◆	◆	116
Case Management	◆		◆	◆	760	111
Short Term Pre-Vocational Services	◆		◆	◆	◆	
Other						
<i>Training Services</i>						
Occupational Skills Training	◆		◆	◆	298	
On-the-Job Training	◆		◆	◆	◆	
Workplace Training	◆		◆	◆	◆	
Skill Upgrading and Retraining	◆		◆	◆	◆	
Entrepreneurial Training						
Job Readiness Training	◆		◆	◆	◆	
Adult Education/Literacy Activities	◆		◆	◆	◆	
Customized Training						
Retention Services	◆		◆		◆	
Follow-Services	◆		◆	◆		
<i>Employer Services</i>						
Employer Outreach	◆		◆	◆	◆	◆
Access to WNJPIN Information	◆	◆	◆	◆	◆	◆

Employer Job Listing Services	◆		◆		◆	◆
Employer Job Matching Services	◆		◆		◆	◆
Retention Services	◆		◆		◆	◆
Follow-up Services	◆		◆		◆	◆
Level to be Served			1700	1300	900	2100
Total Funding Available			247,805	161380	1,100,000	282,415

Burlington County One-Stop Partners Service Delivery Matrix

	CSBG	HUD	TAA	Carl Perkins	Adult Education	Post Secondary
<i>Core Services</i>						
Registration and Information			◆			
Orientation for Job Seekers			◆			
Prima Facie Assessment			◆		◆	◆
Career Assessment for Job Seekers			◆		◆	◆
Career Counseling			◆		◆	◆
Job Matching Services			◆		◆	
Provision of Provider Information					◆	
Provision of Local Performance Information						
Provision of Supportive Service Information			◆		◆	◆
Provision of Unemployment Information			◆			
Eligibility Assistance and Determination			◆			
Referral to Intensive Services			◆		◆	
Retention Services						
Follow-up Services					◆	
<i>Intensive Services</i>						
Comprehensive and Specialized Assessments			◆		◆	◆
Development of Individual Employment Plan			◆		◆	
Group Counseling			◆			
Individual Counseling/Career Planning			◆		◆	◆
Case Management			◆		◆	◆
Short Term Pre-Vocational Services					◆	
Other						
<i>Training Services</i>						
Occupational Skills Training			◆		◆	◆
On-the-Job Training			◆			
Workplace Training			◆		◆	◆
Skill Upgrading and Retraining			◆		◆	◆
Entrepreneurial Training						
Job Readiness Training			◆		◆	◆
Adult Education/Literacy Activities			◆		◆	◆
Customized Training					◆	◆
Retention Services						
Follow-Services					◆	
<i>Employer Services</i>						
Employer Outreach					◆	◆

Access to WNJPIN Information				◆	◆	◆
Employer Job Listing Services					◆	◆
Employer Job Matching Services					◆	◆
Retention Services					◆	
Follow-up Services					◆	
Other						
Total Funding Available						

Burlington County One-Stop Partners Service Delivery Matrix

	Welfare Board	Library System	Green Thumb	Rapid Response	PSG	PROS
<i>Core Services</i>						
Registration and Information	◆		◆	◆	280	1450
Orientation for Job Seekers	◆		◆	◆	280	1450
Prima Facie Assessment	◆		◆	◆	280	1450
Career Assessment for Job Seekers	◆		◆			◆
Career Counseling	◆		◆			
Job Matching Services	◆		◆		280	1450
Provision of Provider Information	◆	◆		◆		
Provision of Local Performance Information				◆		
Provision of Supportive Service Information	◆	◆	◆	◆	◆	◆
Provision of Unemployment Information				◆	◆	◆
Eligibility Assistance and Determination	◆			◆		
Referral to Intensive Services	◆		◆	◆		
Retention Services	◆					
Follow-up Services	◆		◆		280	1450
<i>Intensive Services</i>						
Comprehensive and Specialized Assessments	◆					1450
Development of Individual Employment Plan	◆					1450
Group Counseling						1450
Individual Counseling/Career Planning	◆					1450
Case Management	◆					◆
Short Term Pre-Vocational Services						
Other						
<i>Training Services</i>						
Occupational Skills Training	◆					
On-the-Job Training						
Workplace Training	◆					
Skill Upgrading and Retraining						
Entrepreneurial Training						
Job Readiness Training	◆					
Adult Education/Literacy Activities	◆					
Customized Training						
Retention Services	◆					
Follow-Services	◆					
<i>Employer Services</i>						

Employer Outreach			◆	◆	◆	
Access to WNJPIN Information	◆	◆	◆	◆	◆	
Employer Job Listing Services				◆	◆	
Employer Job Matching Services				◆	◆	
Retention Services				◆		
Follow-up Services				◆	◆	
Level to be Served					280	1450
Total Funding Available	*15,497, 161				80,690	403,450

The Workforce Investment Act Title 1 programs are a very important source of training and job development programs for the Burlington County community. These funds will be a vital source for moving customers of the Burlington County One-Stop System into unsubsidized employment.

The Workforce Investment Act Title 1 programs will continue what the Job Training Partnership Act established and be an integral partner in developing services, such as On-the-Job training opportunities, for all eligible customers of the One-Stop Career Center. The Workforce Investment Act Title 1 program will provide assessment for customers entering the system including but not limited to Basic Skills; Interest; and Aptitude. All other core, intensive and training services available through the Workforce Investment Act will also be made available for customers to access through this partnering agency.

Burlington Workforce New Jersey Employment Service Program will provide the following services to not only One-Stop Career Center customers but to all constituents of Burlington County:

- Currently contracted to provide the four (4) week job search component to include an orientation, group and individual job search, community work experience with on-going job referral and job placement activities;
- Perform the registration of One-Stop Career Center customers for Employment Services and facilitate the matching of job ready clients with jobs on America’s Job Bank. The staff will conduct job development, referral and placement with continuous monitoring of the status of all clients;
- Public access to America’s Job Bank at all Employment Service locations through the Automated Labor Exchange System (ALEX) or via the Internet through the Workforce New Jersey Public Information Network (WNJPIN);
- Provide access to information on job opportunities, careers, training, services available through the Departments of Labor, Human Services, Education, Community Affairs, Military and Veterans Affairs, and Commerce and Economic Development. This information is available via the Internet and WNJPIN;
- Mass recruitment and screening for existing, new or expanding employers at either the employers site or at an Employment Service location;
- Employer job orders will be entered in the statewide computerized Job Bank availing the client the ability to access the Job Bank via the ALEX system and/or WNJPIN;
- Creating the availability to America’s Talent Bank and for employer selection of resumes for further screening;
- Mini resume system which is a database for resumes that employers can access through a P.C.;
- New Jersey tuition free college certification for New Jersey residents, including all State and County colleges;
- Dislocated worker certification which includes dislocated worker student aid grant eligibility;
- Automated call in system which generates automated calls to registered job seekers with messages concerning job referrals, appointments, and requests for information regarding work status;

- Work Opportunity Tax Credit (WOTC) is available for eligible clients which include county welfare recipients, veterans, ex-felons, high risk youth, vocational rehabilitation referrals, summer youth employees, and food stamp recipients;
- Urban Enterprise Zone certification for welfare clients seeking employment in the Mt. Holly and/or Pemberton Urban Enterprise Zones. An employer may receive a tax credit for \$1,500.00 per certified individual that they hire;
- Federal Bonding Program assistance for employers and job applicants providing fidelity bonding for qualified workers in permanent, full-time jobs when the inability to obtain commercial bonding is the only barrier to employment;
- The Career Information Delivery System (CIDS) is available to list vocational and technical schools, colleges and universities, child care resources, occupational requirements and projections;
- The Professional Services Group is a self-help group for individuals looking for work using resumes, networking, and job development;
- Provide clients who are veterans with in-depth information on veterans services and benefits available;
- The New Jersey Workforce Development Partnership Program (WDP) provides classroom training and extended unemployment benefits to eligible dislocated workers to foster employability development for demand occupations;
- General Assistance Employability Program provides monitored work search, referral to and monitoring of public work sites, referral to training and/or vocational rehabilitation, job development referral and placement;
- Provide Able-Bodied Adults without Dependents (ABAWDS) customers with an orientation, job search workshops, job clubs, monitored work search and referral to intensive and/or training services;
- Provide Food Stamp Employment and Training Program customers with job search techniques, labor market information, monitored work search, and referral to intensive and/or training services.

The Carl D. Perkins programs provide secondary, post secondary and adult vocational education programs with federal financial assistance. The purpose of this program is to make the United States more competitive in the world economy by developing more fully the academic and occupational skills of all segments of the population. The Carl Perkins awardees in the County of Burlington will concentrate these resources on improving educational programs leading to academic and occupational skill competencies needed to work in a technologically advanced environment. This grant program emphasizes services to specialized populations, including people who are academically and economically disadvantaged, disabled, individuals in correctional facilities, those with limited English proficiency and those in non-traditional training programs for their gender.

Currently in Burlington County there are several comprehensive High Schools, the County Institute of Technology, and the County College, which are approved under the Carl Perkins spending plan. All of these entities are valuable partners in the Burlington County One-Stop Career Center System.

The School-to-Careers Program of Burlington County takes an active role on the Youth Investment Council and is charged with developing an effective school-to-work opportunity strategy that will serve all students in the County. Using strong business leadership, comprehensive representation from the education community, and participation of organized labor and community based organizations as guidance, this program examines many issues involved in building a comprehensive, unified school-to-careers system in Burlington County. This program along with the Youth Investment Council will provide the necessary leadership to encourage business to become partners with not only schools but with training institutions, labor exchange agencies, and all partners of the One-Stop Career Center System. Thus the Burlington County One-Stop Career Center partners can leverage off of the programs undertakings with the private sector to encourage close collaboration with their agencies and programs.

The Literacy Volunteers of America (LVA) is a very active group in Burlington County not only through the Workforce Investment Board but also through many other community agencies. Their goal is to combat illiteracy through a network of community volunteer literacy programs. LVA programs provide individualized, student-centered instruction in basic literacy and English as a second language for adults and teens. Their individualized, needs-oriented approach is most effective in serving the hard to reach adult audience with reading levels below the fifth grade and those who are not prepared for a traditional classroom situation. The services provided by the Literacy programs in the county are intrinsic in moving clients into job training and/or the workforce.

The Literacy programs in Burlington County have linkages with not only the county college and other educational facilities, but with all primary partners in the One-Stop Career Center System. Training takes place at times and locations that are convenient to the client in need.

The Burlington County workforce development system resources include many Adult Education programs in area high schools, the Institute of Technology and the county college. Burlington County Institute of Technology (BCIT) and Burlington County College have an expansive listing of course offerings for career and personal enrichment. Program offerings range from Introduction to Computers, Computer Programming, Auto Body, and Electronics to Horticulture. Both BCIT and BCC offer convenient scheduling during the day or evening, part-time or full-time hours and provide an excellent way to upgrade skills for career advancement. As partners in the One-Stop Career Center System, BCIT and BCC will be accessible to One-Stop Career Center customers on an on going basis.

Many local High Schools offer similar programs although not on the scale that BCIT and BCC are able to offer. The local schools often concentrate on basic remedial education, GED preparation courses, and citizenship study. These also will be accessible to customers of the One-Stop Career Center.

Several other community organizations are able to devote resources to job skills and job development, that the One-Stop Career Center customer can utilize if necessary. For example: the Hispanic Social Services provides assistance to many in the Hispanic community; several homeless service providers, Salt & Light, Christian Caring Center, Emergency Services will work with clients to secure homes and/or employment in the clients locality with little or no public funds. Another example, Advancing Opportunities (a division of the UCPA/NJ) provides employment services to individuals, and/or their family members, with all types of disabilities. In the near future, Burlington County will be exploring the use of local temporary services and employment agencies to interface with the Burlington County One-Stop Career Center System.

The Burlington County Workforce Investment Board, through its One-Stop Career Center Operator, will obtain assistance from the New Jersey Department of Labor to improve the coordination between State level rapid response activities and the local level dislocated worker programs. The Board will be involved in the rapid response efforts to identify services that should be provided to the employers and employees that are effected in the County. A process will be developed where the Chair of the Workforce Investment Board, the Local Elected Official, the One-Stop Career Center Operator and the Director of Economic Development will meet with the employer or other representatives to investigate the potential for averting the layoffs or closure and/or to facilitate and coordinate rapid response activities. All rapid response activities will be coordinated through the Burlington County One-Stop Career Center System.

The staff of the Burlington County One-Stop Career Center System will be responsible for contacting the employer and representatives of the affected workers to coordinate an effort to assess the employment history and needs of the affected workers. Additionally, the One-Stop Career Center staff will develop reemployment prospects for the affected workers, provide information and access to services, and make available any required resources to meet the short and long term assistance needs of the workers.

The Burlington County Workforce Investment Board or a committee thereof, will be developing coordinated rapid response roles and responsibilities that are to be made available through the One-Stop System. Once developed, these responsibilities will be integrated into the Memorandum of Understanding between the Board and the One-Stop partners.

Burlington County
Workforce Investment System Plan

Future Planning
Information

Five Year Timeline

April –July 2000	Proposed Implementation Activities
X	Complete local WIB appointments and ensure compliance of membership with the Workforce Investment Act and State Guidelines
X	Incorporate the reorganization of WIB committee structure and functions
X	Complete establishment of the Burlington County Youth Investment Council
X	Solicit and incorporate public comments and refinements to the Burlington County Workforce Investment System Plan/Strategy
X	Complete the establishment of a physical One-Stop Career Center location
X	Continue local technical assistance and capacity building efforts for all Burlington County One-Stop Career Center System partners
X	Develop and implement a youth referral process to employers for summer employment opportunities
X	Identify continuum of services available by the Burlington County One-Stop Career Center Partners
X	Incorporate mandated partners into the Burlington County One-Stop Career Center System and site
X	Implement local training provider certification and selection process
	Prepare financial resource strategy based on identified needs and establish a One-Stop Career Center System Cost Sharing Agreement

Five Year Timeline

Year 1	Proposed Implementation Activities
July 1, 2000 – June 30, 2001	Design and develop a local Individual Training Account (ITA) system consistent with the State’s ITA framework
X	Negotiate, in coordination with the Burlington County CEO, with the State Department of Labor local system performance measures and integrate them into the Burlington County workforce delivery system
X	Begin an in-depth needs assessment of the Youth population
	Design a Business Resource Library to meet employer customer needs
	Expand Literacy and Adult Basic Education services and develop an outreach system to identify those customers in need of Literacy and Adult Basic Education services/programs
X	Continue the Literacy Needs Assessment
X	Develop stronger linkages with Support Service groups within the County (e.g. Transportation Steering Committee) to inventory and analyze existing services and resources
X	Strategically develop processes for the identification and leveraging of available resources to link customers with appropriate support programs
X	Strategically plan a Summer Youth Employment Opportunity program and initiate business partnerships based on identified priorities and needs
X	Develop marketing and resource materials for the Youth Investment Council and the One-Stop Career Center
X	Develop a customer satisfaction assurance strategy
	Develop criteria to be required in the Burlington County One-Stop Career Center business plan as described on page 51 of the local plan
X	Adopt the appropriate youth performance measures
X	Continue local technical assistance and capacity building strategies
	Evaluate the integration of programming into the Burlington County Workforce Development System, identify system gaps and develop action plans for improvement
X	Update and refine the Burlington County Workforce Investment System Plan

Five Year Timeline

Year 2	Proposed Implementation Activities
July 1, 2001 – June 30, 2002	Fully implement a Business Resource Library
	Develop a Burlington County Youth Investment Council strategy to ensure that the appropriate education, training, employment and support services are available to all youth
	Develop and incorporate a Youth One-Stop Career Center into the Burlington County One-Stop Career Center System
	Further align customer services (both employer and job seeker) provided by the Burlington County One-Stop Career Center System according to the needs identified in Year 1
	Evaluate attainment of performance goals
	Continue the Literacy Needs Assessment
	Continue to develop stronger linkages with Support Service groups within the County (e.g. Transportation Steering Committee) to inventory and analyze existing services and resources
	Strategically develop processes for the identification and leveraging of available resources to link customers with appropriate support programs
	Modify customer service protocols based on customer service feedback
	Begin to phase in non-mandated partners into the Burlington County One-Stop Career Center System
	Evaluate the Burlington County One-Stop Career Center Business Plan and develop action plan for meeting gaps and improvement
	Complete local Workforce Investment Board appointments and ensure compliance of membership with the Workforce Investment Act and State guidelines
	Continue local technical assistance and capacity building strategies
	Evaluate the integration of programming into the Burlington County Workforce Development System, identify system gaps and develop action plans for improvement
	Update and refine the Burlington County Workforce Investment System Plan

Five Year Timeline

Year 3	Proposed Implementation Activities
July 1, 2002 – June 30, 2003	Modify customer service protocols based on customer service feedback
	Reevaluate the Burlington County Youth Investment Council strategy to ensure that the appropriate education, training, employment and support services are available to all youth
	Develop and incorporate a Youth One-Stop Career Center into the Burlington County One-Stop Career Center System
	Further align customer services (both employer and job seeker) provided by the Burlington County One-Stop Career Center System according to the needs identified in Year 2
	Evaluate attainment of performance goals
	Continue the Literacy Needs Assessment
	Continue to phase in non-mandated partners into the Burlington County One-Stop Career Center System
	Evaluate the Burlington County One-Stop Career Center Business Plan and develop action plan for meeting gaps and improvement
	Complete local Workforce Investment Board appointments and ensure compliance of membership with the Workforce Investment Act and State guidelines
	Continue local technical assistance and capacity building strategies
	Evaluate marketing and outreach materials and tools and revise if necessary
	Evaluate the integration of programming into the Burlington County Workforce Development System, identify system gaps and develop action plans for improvement
	Update and refine the Burlington County Workforce Investment System Plan

Burlington County
Workforce Investment System Plan

Attachment A:
WIB - CEO
Memorandum of Understanding

Memorandum of Understanding

Among the Burlington County Board of Chosen Freeholders

And

The Burlington County Workforce Investment Board

WHEREAS, Burlington County is designated a Workforce Investment Area for the receipt and distribution of Federal Funds under the Workforce Investment Act of 1998; and

WHEREAS, on May 12 1995, Governor Christine Todd Whitman signed Executive Order 36 creating a statewide system of local Workforce Investment Board's which coordinate planning, policy guidance, and oversight for workforce readiness programs in accordance with the State's overall unified State Plan for New Jersey's Workforce Readiness System; and,

WHEREAS, the Burlington County Board of Chosen Freeholders, in the best interest of the County, have appointed the members of the Burlington County Workforce Investment Board; and,

WHEREAS, it is the joint responsibility and authority of the Burlington County Board of Chosen Freeholders and the Burlington County Workforce Investment Board to ensure effective service delivery which provides the most beneficial mix of program services to the residents and businesses of the Workforce Investment Area; and

WHEREAS, it is further the shared responsibility and authority of the Burlington County Board of Chosen Freeholders and the Burlington County Workforce Investment Board to stimulate the active and effective participation of all sectors of the community in the provision of workforce readiness activities; and,

WHEREAS, the main mission of the Burlington County Workforce Investment Board is to develop a well-educated, highly skilled workforce to provide enhanced opportunities for individuals and to ensure that businesses within the County will succeed and excel in a highly competitive, rapidly changing economy; and,

WHEREAS, the Burlington County Board of Chosen Freeholders recognize that increasing the skills and knowledge of the Burlington County's workforce are the keys to maximizing employment opportunities, by providing employers with the skilled workers they need and develop a high quality workforce which can adequately respond to employer needs.

NOW, THEREFORE, BE IT RESOLVED, that this agreement is made and entered into and between the Burlington County Board of Chosen Freeholders, hereinafter referred to as "CEO", and the Burlington County Workforce Investment Board, hereinafter referred to as "WIB", pursuant to the Workforce Investment Act of 1998.

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

- A) Develop and submit a local strategic workforce investment plan in partnership with the WIB;
- B) Approve budgets developed by the WIB;
- C) Agree to Memorandums of Understanding negotiated by the WIB;
- D) Negotiate and reach agreement on local performance measures with the WIB and the Governor;
- E) Designate or certify the Burlington County One-Stop Operator in agreement with the WIB;
- F) Shall receive and be responsible for the administration of grant funds;
- G) Shall be responsible for the disbursement of grant funds at the direction of the WIB;

- H) In partnership with the WIB, conduct oversight with respect to local programs of youth activities and local employment and training activities for adults and the One-Stop delivery system of Burlington County;
- I) Nominate and endorse all members of the WIB through the established State process.

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

- A) Develop and submit, in partnership with the CEO, a local strategic workforce investment plan, coordinating workforce investment and economic development strategies;
- B) Negotiate Memorandums of Understanding in partnership with the CEO;
- C) With the agreement of the CEO, designate or certify the Burlington County One-Stop operator;
- D) Identify eligible providers of youth activities, eligible training service providers for adults and dislocated workers, and providers of intensive services and negotiate contracts and purchase orders;
- E) Develop a budget for the purposes of carrying out the WIB duties which is subject to the approval of the CEO;
- F) Coordinate audit resolutions and incident reports;
- G) In partnership with the CEO, monitor the effectiveness of local youth activities, employment and training activities for adults and the One-Stop delivery system of Burlington County;
- H) Negotiate and reach agreement on local performance measures with the CEO and the Governor;
- I) Assist the Governor in the development of a statewide employment statistics system;
- J) Promote private sector participation in the workforce investment system and conduct other public relations activities.

The CEO, as the employer of the Burlington County Workforce Investment Board, retains the right in accordance with applicable laws and regulations directly and by way of delegation to designated personnel:

- 1) To direct all operations of the County;
- 2) To direct all employees of the County;
- 3) To hire, promote, transfer, assign and retain employees in positions within the County, and to suspend, demote, discharge, or take other disciplinary action against employees;
- 4) To determine the methods, means, and personnel by which operations are to be conducted;
- 5) To contract and/or sub-contract work including but not limited to professional and other specialized services;
- 6) To take whatever action may be necessary to comply with State and Federal law and regulations;
- 7) To maintain the efficiency of the government operations entrusted to it.

Rights, Benefits and Privileges of Employees:

All full-time Workforce Investment Board staff shall adhere to and be covered by the terms and conditions of employment as set forth in the Agreement between the Burlington County Board of Chosen Freeholder and Communications Workers of America, AFL-CIO. All matters affecting the wages, hours, and other terms and conditions of employment which are not specifically governed by this agreement, remain within the discretion of the Employer. Benefits to be afforded to the employees of the Workforce Investment Board include, but are not limited to, the following:

- 1) Health Benefits: Family Hospital, Surgical and Major Medical or other medical benefits shall be available for all full-time employees on the first of the month after three (3) months of service;
- 2) Dental: The employer will pay for and provide a 80/20 family dental plan preventive, diagnostic and basic benefits;
- 3) Eye Care: Employees will be offered participation in the Eye Care Plan of America;
- 4) Annual Vacation: Full-time employees in the County will be entitled to annual vacation with pay subject to the County's schedule of computation based on length of employment;

- 5) Sick Leave: Full-time employees in the County will be entitled to sick leave with pay in accordance with the County's schedule of computation based on the length of employment;
- 6) Family Medical Leave: Family leave as set forth in 29 U.S.C., Section 2601 et seq., N.J.A.C. 4A: 6-1.21 or any amendments thereto shall be available to all employees pursuant to the terms of the Act and/or regulations;
- 7) Personal Leave: All employees shall be eligible for three (3) personal leave days with pay for personal business with no accumulation of such form year to year;

A copy of the Agreement that covers the rights, benefits and privileges of County employees is on file with the Burlington County Board of Chosen Freeholders, the Burlington County Workforce Investment Board and a copy is given to all employees.

Equal Treatment:

The employer agrees that there will be no discrimination or favoritism practiced upon or shown employees for any reasons of sex, age, nationality, race, religion, marital status, political status, political affiliation, sexual orientation, national origin, color, handicap, Association Membership, Association activities, or the exercise of any concerted rights or activities.

Duration:

The duration of this Agreement shall commence on the date of execution by the parties and shall remain in effect until the Workforce Investment Act is repealed by an Act of Congress or until the Governor of the State of New Jersey redesignates the Workforce Investment Area.

Use of Funds:

This Agreement stipulates that all funds specifically designated by the Governor, the Commissioner of Labor or their designee is for the specific use of the WIB, including transition funds, and is to be provided to the WIB to be utilized in a manner which is consistent with the budget developed by the WIB and agreed to by the CEO.

Funds awarded to the Burlington County Workforce Investment Area will be used to:

- Assess the economic and workforce needs of the County and develop a strategic plan to meet these needs;
- Consistent with section 121(d) of the Workforce Investment Act of 1998, designate or certify a One-Stop operator;
- Consistent with section 123 of the Workforce Investment Act of 1998, identify eligible providers of youth activities in the County by awarding grants or contracts on a competitive basis, based on the recommendations of the Youth Investment Council;
- Consistent with Section 129 of the Workforce Investment Act of 1998, provide the required elements of a local youth program to eligible youth of Burlington County;
- Consistent with section 122 of the Workforce Investment Act of 1998, identify eligible providers of training services;
- Identify eligible providers of intensive services and if necessary, award contracts to said providers;
- Adult and Dislocated Worker funds will used to provide training services which could include; Individual Training Accounts, Customized Training, On-the-Job Training and Training for Special Populations.
- The types of training services which will be made available with the funding for Adult and Dislocated workers include:
 - a) Occupational skill training, including training for non-traditional employment;
 - b) On-the-Job training;
 - c) Training programs provided by the private sector;
 - d) Skill upgrading and retraining;

- e) Entrepreneurial training;
 - f) Job readiness training;
 - g) Adult education and literacy training;
 - h) Customized training
- Conduct oversight with respect to local programs of youth activities, local employment and training activities and the one-stop delivery system of the County;
 - Negotiate local performance measures;
 - Develop an employment statistics program in coordination with the State of New Jersey;
 - Coordinate activities to develop a workforce development system that is market-driven and responsive to the needs of employers;
 - Establish a workforce development system that utilizes training resources to address the skill requirements for today's economy and that of the future;
 - Provide Core Services through the Burlington County One-Stop Career Center System;
 - Provide access to intensive services and training services through the One-Stop Career Center System;
 - Provide support services to customers who are participating in programs and who are unable to obtain supportive services through other programs;

The Burlington County Board of Chosen Freeholders and the Burlington County Workforce Investment Board recognize and acknowledge that the State of New Jersey may require the Burlington County Workforce Investment Board to participate in regional planning and service delivery activities. These activities may include the sharing of employment statistics, information regarding employment opportunities and trends, and other types of labor market information that would assist in improving the performance of all local areas in that region.

Severability:

If one or more of the terms, provisions, promised, covenants or conditions of this agreement shall to any extent be adjudicated by the court of the competent jurisdiction, illegal or unenforceable, then each and all of the remaining terms, provisions, promises, covenants of this Agreement, not affected by such unenforceable and illegal terms, shall be deemed valid and enforceable to achieve the purposes of the Agreement.

This Agreement shall be construed and interpreted in accordance with the laws of the State of New Jersey. No part of this Agreement shall be construed to limit or otherwise infringe upon the WIB or CEO's ability to exercise options under the Workforce Investment Act or the regulations thereof.

IN WITNESS WHEREOF, the undersigned hereby agree to be bound by the foregoing terms and conditions on this _____ day of _____, 2000.

BURLINGTON COUNTY
WORKFORCE INVESTMENT BOARD

BURLINGTON COUNTY
BOARD OF CHOSEN FREEHOLDERS

CHAIRMAN

DIRECTOR

Burlington County
Workforce Investment System Plan

Attachment B:
Current Burlington County
Workforce Investment Board
Membership Roster

Burlington County WIB
Current Membership

Private Sector Members:

- Robert Santare – Champion Fasteners
- Cyril Collins – Bell Atlantic
- Luis Rogers – Lease Group Resources
- Stephen Adler – Sybron Chemicals
- Joseph Barton – PSE&G
- Darryl Caplan – Cureton, Caplan, & Clark
- Jonathon Shevelew – Independence Cherubini Co., Inc.
- Donald Cook – Cittone Institute
- Joan Major – It's In the Box
- Mildred Gama – Burlington County Chamber of Commerce
- Robert Earl – Express Personnel Services
- John Hall – Commerce Bank
- Michael Zolty – Okidata
- Ken Mancini – Cornerstone Bank
- Rick Riccia – Installation Plus Car Stereo & Alarm

Non- Private Sector Members:

- Dr. Robert Messina – Burlington County College
- Robert Ghaul – Joint Burlington's Economic Development Corporation
- Silas Townsend – Burlington County Community Action Program
- Joseph Bender – Occupational Training Center
- Bruce Conway – United Way of Burlington County
- Dr. Walter Rudder – Burlington County Institute of Technology
- Ann Saboe – Burlington County Board of Social Services
- Walter Keiss – Burlington County Superintendent of Schools
- H. Leif Knudsen – NJ Department of Vocational Rehabilitation
- Dennis Doyle – IBEW, Local #269
- John Shinn -
- Joseph Dill – United Association of Plumbers & Pipefitters
- Vernon Hill – Burlington County One-Stop Career Center System
- Rich Angelotti – Burlington Employment Services
- Gail Sweet – Burlington County Library System
- Dan Hanson – Goodwill Industries of Southern New Jersey
- Dr. Carmine DeSopo – Burlington County Special Services School
- Karen Cherness – Pemberton Township Adult High School
- Linda Cataldi – Literacy Volunteers of America

Burlington County
Workforce Investment System Plan

Attachment C:
Burlington County Youth Investment Council
Membership Roster

Burlington County Youth Investment Council Roster

1. Ann Pickens, Protech Systems – WIB Private Sector Member
2. Jonathon Shevelew, Independence Cherubini Co., Inc. – WIB Private Sector Member
3. Curtis Myers, Family Y of Burlington County – Non-profit Employer
4. Dr. Walter Rudder, Burlington County Institute of Technology – School Superintendent
5. Brigette Satchell, Burlington County College – County College
6. Vernon Hill, Burlington County One-Stop Career Center Coordinator
7. Jane Guillard, Juvenile Justice Commission – Adjudicated Youth Agency
8. JoAnn Schlindwein, Burlington County Youth Services Advisory Council
9. Marsha Hannah, Burlington County Division of Youth & Family Services
10. Gloria Kraft, Burlington County 4-H – Community Based Organization
11. Eleanor Coleman, Burlington County Community Development – Public Housing Agency
12. Mark Whitehead, Junior Achievement – School-based Youth Services
13. Diane Zierler, Burlington County PTA President – Parent Advocacy Group
14. Jim Green, Lenape High School Student – Youth Representative
15. Kari Oriolo, Lenape High School Student – Youth Representative
16. Tom Fannelli, Department of Developmental Disabilities – Advocate for Youth with Disabilities
17. Leif Knudsen, Burlington Department of Vocational Rehabilitation
18. Suzanne Menges – Burlington County Substance/Alcohol Abuse Agency Coordinator
19. Neal Sternberg, Burlington County Institute of Technology – Apprenticeship Coordinator
20. Sanford Schneider, Burlington County School-to-Careers Project Director
21. Karen Cheress, Pemberton High School – Adult High School Principal & Abbott District Representative
22. Rich Angelotti, Burlington County Employment Services
23. Sue Ryan, Crossroads – Teen Parenting Community Based Organization
24. Amy Dean, Director of Youth & Social Activities/Out-of-School Youth Specialist
25. Kenila Xavier, Burlington County Community Action Program
26. Pauline Glenn, Burlington County Board of Social Services – TANF
27. Edward Colona, Burlington County Special Services School
28. Michelle Vernamonti, Young Adults in Transition – Community Based Organization
29. Beth Dunlap, Burlington County Family Services – Community Based Organization
30. William Stewart, Burlington County Office of Human Services
31. Fred Aiken, Burlington County Institute of Technology
32. Jane Berezow, New Jersey Department of Human Services

Burlington County
Workforce Investment System Plan

Attachment D:
Burlington County
Human Services
Needs Assessment

Human Service Needs in Burlington County
January 2000
Presented by:
United Way of Burlington County
&
Burlington County Department of Human Services

Process:

United Way used United Way of America's COMPASS, which is a system designed for conducting a Needs Assessment using surveys and specialized software. United Way used the same software in past Needs Assessments in both 1989 and 1994.

The County Department of Human Services and the County Community Development Department reviewed fourteen (14) Human Service plans from various groups in the County, looking for common trends and issues.

The committee also reviewed one year of calling statistics from CONTACT. CONTACT of Burlington County is an agency that is available to assist customers in finding available resources to assist with barriers that may be impeding them from employment. CONTACT has a 24-hour telephone hot-line serving people in need of help, guidance, reassurance and crisis intervention.

Survey Instruments:

- 1) Key Informant Survey
 - Survey by Mail
 - Groups surveyed included United Way Board, Educators, Elected Officials, Clergy, and Union Leaders
 - Sent 310, 100 returned
 - Response Rate of 32%
- 2) Agency/Providers Survey
 - Survey by Mail
 - Included a comprehensive list of Human Service agencies, including Government agencies
 - Sent 179, 84 returned
 - Response Rate of 47%
- 3) Household Survey
 - Survey by telephone
 - 2200 phone calls placed by trained CONTACT volunteers
 - Calls representative of the County geographically
 - +/-4% Accuracy
 - 399 Surveys Completed
- 4) Community Leaders Survey
 - Face-to-face Interviews
 - Representatives from business, clergy, government, human services, and labor leaders
 - 24 Interviews Completed
- 5) Review of 14 County/Agency Plans

Findings:

Level 1 Priorities:

- Housing Issues
- Substance Abuse
- Transportation
- Youth Issues

Level 2 Priorities:

- Abuse and Neglect
- Child Care
- Mental Health

<i>LEVEL 1 PRIORITY: HOUSING ISSUES</i>
--

Definition:

Services and Programs that enable people to live in and attain decent, safe, and sanitary homes.

Profile:

- There are 10,369 extremely low and low-income owner households comprised of two household types: elderly and all other households.
- There are 8,096 extremely low and low-income renter households comprised of four household types: elderly, small related households, large related households, all other households.
- Most common housing problems:
 - Cost Burden/Severe Cost Burden: housing costs, rent and utilities that exceed 30% of household income; Severe cost burden represents housing costs exceeding 50% of household income.
 - Substandard Conditions: Substandard housing units that do not meet the standards set by locally adopted housing codes and/or as defined for Section 8 Existing Housing; Substandard but suitable for rehabilitation housing units where the basic structural elements are sound and where the cost for improvements necessary to make the unit standard is financially feasible.
 - Overcrowding: housing units having more than one person per room occupancy;
- People with a Need for Supportive Housing:
 - Elderly
 - Frail Elderly
 - Persons with Disabilities
 - a) Severe Mental Illness
 - b) Developmentally Disabled
 - c) Physically Disabled
 - d) Persons with Drug or Alcohol Addictions
 - e) Persons with AIDS & Related Diseases

LEVEL 1 PRIORITY: SUBSTANCE ABUSE

Definition:

Services and programs designed to combat the damaging effects of alcohol and drugs through education, intervention and treatment.

Profile:

- Studies show a low average of first-time users of alcohol and drugs among adolescents in Burlington County and that alcohol is the drug most commonly used in the group ages 12-17;
- A disproportionate number of those who enter the court, prison, juvenile justice and mental health systems have grown up in substance-abusing homes;
- Most recent statistics show increases in:
 - number of youth using alcohol/drugs as identified in surveys and police reports;
 - juvenile drug violations;
 - underage drinking violations
 - adult arrests for drug violations;
 - number of cross-addicted individuals (alcohol and drug abuse)
 - admissions to drug and alcohol treatment facilities;
 - number of senior citizens with isolation and loss problems related to substance abuse issues;
 - complaints at township meetings concerning underage drinking and drug use;
 - smoking in reproductive-age women;
 - binge drinking
- It is estimated that 13,239 Burlington County residents ages 18+ are in need of alcohol treatment
- It is estimated that 7,453 Burlington County residents age 12+ are in need of drug treatment.

LEVEL 1 PRIORITY: TRANSPORTATION

Definition:

Services designed to provide transportation options to county residents in general and access to specific transit dependent populations such as people with advanced age, mobility limitations, low income, and limited or no access to an automobile.

Profile:

- Approximately 10,000 Burlington County residents identify themselves as having mobility limitations:
 - 3.5% of population;
 - highest concentrations of persons with mobility limitation are found in most of the same sections of the county in which the general population and senior citizens are found: Beverly, Riverside, Bordentown, Burlington, Mount Holly. Other areas with high concentrations include: Florence, Willingboro, Maple Shade, Southampton, and Pemberton.
 - Approximately 42,000 Burlington County residents are 65 or older;
 - Approximately 4.9% of Burlington County housing units Do Not have an automobile;
 - Transportation is a key link to employment opportunities; approximately 10.9% of Burlington County residents have incomes below \$15,000.

- Key origin and destination areas with service gaps for transit dependent populations include:
 - a) local service within and between municipalities;

- b) service to rural areas;
- c) service to employment destination;
- d) service to human services and county agencies;
- e) service during evenings and weekends;
- f) service to adjacent counties

<i>LEVEL 1 PRIORITY: YOUTH ISSUES</i>
--

Definition:

Programs and services designed to mobilize community resources to promote the development and well being of youth.

Profile:

- 54,266 Burlington County residents are between the ages of 10 and 19; this represents 14% of the county's total population;
 - 28,373 male
 - 25,893 female
 - 74% white
 - 19% African American
 - 3.8% Hispanic
 - 3.2% Asian
- Although the percentage of crime is down in both Burlington County and the State, juvenile arrests increased by 15% between 1992-1997 (County Statistics);
- There has been a steady increase in lesser juvenile offenses that are usually diverted from the formal court; these include Drug Abuse Violations, Liquor Laws—Disorderly Conduct, and Curfew and Loitering Violations.

<i>LEVEL 2 PRIORITY: ABUSE & NEGLECT</i>

Definition:

Services and programs designed to address issues of abuse, neglect, domestic violence, exploitation or other harm to children, family members, domestic partners, or elders.

Profile:

- There is a strong correlation between abuse and neglect situations and substance abuse, also with mental health and a general lack of coping skills and personal support systems.
- Domestic Violence and poverty are frequently linked:
 - it can be prompted through the stress of poverty;
 - poverty can be the consequence of domestic violence when a woman leaves an abusing wage earner.
- There is a lack of recognition and identification of the problems of abuse and neglect by physicians;
- Families at risk for domestic violence often do not receive the necessary intervention services;
- Rehabilitation services for perpetrators are limited; the response to their actions is primarily punitive;
- The identified risk factors (NCPA) for child abuse and neglect are:
 - a) substance abuse
 - b) lack of supportive services for families
 - c) single parenthood
 - d) economic stress and poverty

- e) lack of knowledge of child care and development
- f) domestic violence
- g) fragmented families.

LEVEL 2 PRIORITY: CHILD CARE

Definition:

Services and programs designed to provide children and parents with affordable, quality alternative child care including supervision, age-appropriate educational and developmental experiences and personal care in a group setting during a portion of the day when they would otherwise be alone.

Profile:

- Birth rate is 13 and 15 births per 1,000 in Burlington County;
- 6.7% of all births in Burlington County in 1993 were to teen mothers;
- 13,609 children between the ages of 3-5 enrolled in pre-primary school in Burlington County (1990 Census);
- 125 child care centers with 8,984 slots in Burlington County, 240 family day care homes serving infants through school age children in Burlington County;
- The continuum of services for at-risk families of young children should include prenatal, pediatric, child development, day care and counseling services;
- Lack of affordable childcare is a barrier to achieving educational and employment goals.

LEVEL 2 PRIORITY: MENTAL HEALTH

Definition:

Services and programs that target individuals and their families who, due to life stresses or psychiatric disorders, need assistance in order to live healthy emotional lives.

Profile:

- Demographic trends in Burlington County indicate:
 - a moderate increase in the 5-20 age group thus indicating a continued need for child and adolescent service programs;
 - a significant increase in the 45-64 and 75+ age groups thus indicating a significant need for development of programs geared toward the specific needs of older adults.
- The growing elderly population will create a future need for:
 - hospital based gero-psychiatry programs;
 - service relationships with area nursing homes.
- Dual and sometimes triple diagnoses (e.g. Drug and Alcohol, Psychiatric, and Medical) are not uncommon;
- 50.3% of the call received by CONTACT in 1999 were classified as “Mental Health” (depression, loneliness, mental/emotional);
- Insufficient transportation options impact the ability of patients to access the programs of the mental health agencies in Burlington County;
- Special Needs populations such as the mentally ill who are developmentally disabled, substance abusers, and elderly require special programmatic attention;
- The strong links between people with mental health problems and substance abuse, and the ties of both of these health problems to other social problems including family violence, dysfunctional families and crime make this one of the most complex service areas. The nature and effectiveness of prevention in the mental health and substance abuse area are poorly understood.

WHERE TO TURN FOR HELP: INFORMATION & REFERRAL

Definition:

Access to information about services and programs designed to respond to calls for help or information on basic need issues. In Burlington County CONTACT staffs a 24-hour telephone referral services and maintains an up-to-date resource database of human service providers.

Emphasis in Surveys and Plans:

Information and Referral emerged as a critically important issue consistently throughout interviews with community leaders and human services professionals. In addition, the need for access to information about services and programs was frequently mentioned in the agency plans studied throughout this assessment process.

Profile:

- Between 7/1/98 and 6/30/99 CONTACT received 16,613 calls for assistance
- Call classifications include 7 major service categories:
 - 1) Mental Health (50.3% of all calls)
 - 2) Interpersonal (13.5% of all calls)
 - 3) Suicide (.3% of all calls)
 - 4) Physical Health (5.3% of all calls)
 - 5) Abuse/Violence (1.65%)
 - 6) Basic Necessities, including employment, financial aid, food, fuel/utilities, medical, legal, transportation, shelter and clothing (15.1%)
 - 7) Sexual (4.2%)
 - 8) Other (9.4%)
- In the majority of plans and focus group summaries, lack of information about resources and where to turn for help was repeatedly mentioned;
- Outreach is difficult in an area as widespread and diverse as Burlington County. We must take into account the way people search for and use information about human services. It needs to be easy and quick to use in a crisis, personalized, and connect to their own informal “lay referral” networks such as churches, schools, neighborhoods, and health care providers.

Burlington County
Workforce Investment System Plan

Attachment E:
Burlington County
One-Stop Partner Sites & Team Roster

Burlington County
One-Stop Career Center Site Partners

Burlington Employment Services
220 West Broad Street
Burlington, NJ 08016
Contact Person: Rich Angelotti (609) 386-0224
(Includes Westampton and Ft. Dix Outstations)

Professional Services Group
795 Woodlane Road
Westampton, NJ 08060
Contact Person: Dave Allen (609) 518-0275

Burlington Unemployment Insurance Office
220 West Broad Street
Burlington, NJ 08016
Contact : (609) 386-6407

Burlington County Workforce Investment Act Program
795 Woodlane Road
Westampton, NJ 08060
Contact Person: Vernon Hill (609) 265-3126

Burlington County Library System
5 Pioneer Blvd.
Westampton, NJ 08060
Contact : (609) 267-9660
(Includes Westampton, Browns Mills, Bordentown,
Cinnaminson, and Evesham Branches)

Burlington County Community Action Program
718 South Rt. 130
Burlington, NJ 08016
Contact Person: Silas Townsend (609) 239-4000

Burlington County Board of Social Services
795 Woodlane Rd.
Westampton, NJ 08060
Contact Person: Ann Saboe (609) 261-1000

Burlington County Work First Program
795 Woodlane Road
Westampton, NJ 08060
Contact Person: Pauline Glenn (609) 261-1000

Division of Vocational Rehabilitation
Route 541 - Kmart Plaza
Burlington, NJ 08016
Contact Person: Leif Knudsen (609) 387-7600

Occupational Training Center
130 Hancock Lane
Mt. Holly, NJ 08060
Contact Person: Joe Bender (609) 267-6677

Burlington County Institute of Technology
Westampton Campus
695 Woodlane Rd.
Mt. Holly, NJ 08060
Contact Person: Dr. Walter Rudder

Burlington County Institute of Technology
Medford Campus
10 Hawkins Rd.
Medford, NJ 08055
Contact Person: Judy Ruilova

Burlington County College
County Rt. 530
Pemberton, NJ 08068
Contact Person: Dr. Robert Messina

Burlington County College
JFK High School Willingboro Campus
429 JFK Way & Levitt Parkway
Willingboro, NJ 08046
Contact Person: Barbara Nearn

Burlington County College Career Development
Center
60 High Street
Mt. Holly, NJ 08060
Contact Person: Carolyn Rumowicz

Burlington County Veterans Services
795 Woodlane Road
Westampton, NJ 08060
Contact Person: Sam Podietz (609) 265-5008

Goodwill Industries of Southern New Jersey
2835 Route 73 South
Maple Shade, NJ 08052
Contact Person: Joseph Doney
(Includes Willingboro, Maple Shade, and Bordentown Sites)

Girl Scouts of Southern New Jersey
Springfield Shopping Center
2670 US Hwy 206
Mt. Holly, NJ 08060
Contact Person: Deanna Wells (609) 261-8900

Ms. Lisa Herman
Green Thumb

Mr. Steve Adler
Sybron Chemicals Inc.

Burlington County
Workforce Investment System Plan

Attachment F:
Burlington County One-Stop Partnership
Memorandum of Understanding

WORKFORCE INVESTMENT ACT
BURLINGTON COUNTY ONE-STOP PARTNER
MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) is entered into as of this _____ day of _____, _____, by and among the Burlington County Workforce Investment Board, hereafter referred to as the “BCWIB” and the Burlington County One-Stop Career Center System signatory partners, hereafter referred to as the “Partners”, pursuant to the Federal Workforce Investment Act (WIA) of 1998, Section 121(c).

- A. The BCWIB is the entity appointed and designated by the Governing Board of elected officials within Burlington County to be the local “workforce investment board” as defined in WIA Section 117. The BCWIB shall have those functions and responsibilities as are defined in the Workforce Investment Act of 1998, Section 117(d) as codified in 20CFR Section 661.230 without limitation. The Board shall provide system oversight, ensure that the data collection and reporting methodologies and processes are managed appropriately, and shall ensure that the coordination of the services between the Burlington County One-Stop partners and other service providers is functional. The WIB shall develop the Workforce Investment System Five Year Plan, appoint/certify the One-Stop Career Center Operator, and negotiate performance standards for the system, in partnership with the Chief Elected Official. The WIB requires that the Burlington County One-Stop Career Center System function in a way that supports continuous quality improvement in all elements of the operations. The WIB shall establish policies and procedures for the administration of the Burlington County One-Stop Career Center System, and shall authorize any activity performed in the system.
- B. The Partners have been designated by the BCWIB to be a “One-Stop partner” as defined in WIA Section 121(b), and to participate with other such partners and the Burlington County One-Stop Career Center Operator in creating a comprehensive workforce development service system for job-seeker and employer customers within Burlington County.
- C. Nothing in this MOU shall be construed in a way which limits the right of the One-Stop Career Center System or One-Stop Career Center, or the WIB or any Partner to develop, provide, implement or evaluate any service in addition to those enumerated above. Likewise, the Partner may identify and negotiate any service in addition to the Core Services that shall be provided to the customers either under the terms of proportional support, or to be supported by a fee for the particular service.
- D. Each party enters into this MOU as provided in WIA for the purpose set forth therein and above.

The Purpose of this agreement is to coordinate resources to prevent duplication and ensure the effective and efficient delivery of workforce services in Burlington County. In addition, this agreement will establish joint processes and procedures that will enable partners to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human service, job training and other workforce development services to Burlington County.

One-Stop Career Center System Description:

The purpose of the One-Stop Career Center System is to advance the economic well being of the Burlington County Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce investment, education, and economic development services for job seekers, incumbent workers, and employers.

The Burlington County One-Stop Career Center System as described in the Burlington County Workforce Investment System Plan, including modifications thereto, is incorporated into this MOU by reference.

Parties:

The following are the agencies that will form the Burlington County One-Stop Career Center System. The entity that carries out the program and activities represents the One-Stop.

Partner Programs	Entity Representation	Site Location
Programs Under Title I of WIA serving:		
1. Adults	Burlington County WIA Administrative Entity	795 Woodlane Road Westampton, NJ
2. Dislocated Workers		
3. Youth		
4. Job Corps	N/A at this time	
5. Native American Programs	Powhatan Renape Nation	Rancocas Indian Reservation
6. Migrant & Seasonal Farm Worker Programs	New Jersey Employment Service	795 Woodlane Road Westampton, NJ
7. Veteran's Workforce Programs	New Jersey Employment Services & Burlington County Veterans Services	795 Woodlane Road Westampton, NJ
8. Programs Authorized under the Wagner-Peyser Act	New Jersey Employment Service	795 Woodlane Road Westampton, NJ
9. Adult Education and Literacy Activities (Authorized under Title II of WIA)	Burlington County College, Burlington County Institute of Technology and the Burlington County Adult Education and Literacy Consortium	Pemberton, Willingboro, and Westampton
10. Vocational Rehabilitation Programs	Burlington Division of Vocational Rehabilitation	795 Woodlane Road Westampton, NJ
11. Welfare-to-Work Programs	Burlington County Board of Social Svcs.	795 Woodlane Road
12. Senior Service Activities under Title V	Senior Community Service Employment Program	795 Woodlane Road Westampton, NJ
13. Postsecondary Vocational Education Activities	Burlington County College & Burlington County Institute of Technology	695 Woodlane Rd. Westampton, NJ
14. Trade Adjustment Assistance	New Jersey Department of Labor	795 Woodlane Road
15. NAFTA Transitional Adjustment Assistance	New Jersey Department of Labor	Westampton, NJ
16. Local Veteran's Employment & Disabled Veteran's Outreach Programs	Burlington County Veteran's Services and New Jersey Employment Service Veteran's Programs	795 Woodlane Road Westampton, NJ
17. Employment & Training Activities Under the Community Services Block Grant	Burlington County Community Action Program	Rt. 130 and 795 Woodlane Rd.
18. Employment & Training Activities carried out by the Department of Housing & Urban Development	Burlington County office of Community Development	795 Woodlane Rd.
19. Programs Authorized Under State Unemployment Compensation Laws (WIA Section 121(b)(1))	New Jersey Unemployment Insurance	795 Woodlane Road Westampton, NJ
20. Temporary Assistance to Needy Families	Burlington County Board of Social Services	795 Woodlane Rd.

* Anticipated site location on July 1, 2000, is 795 Woodlane Road, Westampton, NJ

Period of Performance:

This agreement shall commence on the date it is executed and shall remain in effect until terminated by the repeal of the Workforce Investment Act of 1998, or in accordance with this section.

Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 180 calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be submitted to the Burlington County WIB and the Chief Elected Official of Burlington County.

Should any Burlington County One-Stop Partner withdraw, this MOU shall remain in effect with respect to other remaining Burlington County One-Stop Partners.

Modifications & Amendments:

1. The MOU can be modified by mutual agreement of partners and the Burlington County Workforce Investment Board. Written notice of intent to modify and the purpose of such modification will precede any such modification.
2. Any party to the MOU can request a modification to the agreement by making such request in writing to the Burlington County Workforce Investment Board. If such a request affects any other party to the agreement, the WIB will follow notification procedures specified in #1 above for notifying the other parties in the event that the modification request is to be approved.
3. The MOU can be modified at any time to add additional Burlington County One-Stop partners who will sign the agreement in its current form at the time they are being added. All parties to the MOU will be notified in writing of additional parties joining the agreement.

Resource Sharing:

The parties agree to share resources in accordance with the attached Resource Sharing Agreement. It is expressly understood that this MOU does not constitute a financial commitment, but rather intent to commit specific resources in the future as the parties' allocations and budgets are known and the One-Stop System evolves. The One-Stop Career Center System is a work in progress and its costs and the partners' resource contributions will not remain static from month to month or from year to year.

Performance Goals:

The Burlington County One-Stop Career Center will be expected to meet performance standards and each partner will be accountable for meeting those standards. Upon the establishment of performance standards by the State, this MOU will be modified and/or renegotiated,

Methods of Referral:

Referral of customers among partner agencies will be done through various methods until such time as all partners share a common data and communication system enabling automated referrals. Current referral methods include telephone, fax, e-mail, scanning, and mail. Referral should include the basic client information common to all partner agencies as well as, any pertinent confidential information accompanied by the Release of Information form (Attachment A). The basic information form can be used until automated sharing of data is available. All parties to this agreement agree to receive referrals from and make referrals to the Burlington County One-Stop Career Center System in accordance with this agreement.

It is agreed that the Burlington County One-Stop Career Center System Partners of this signed MOU will conduct referral for services in the following manner. All customers referred for services will:

- 1) Receive a written referral form with the date, time, and place of appointment;
- 2) All appointments will be scheduled within three (3) working days;
- 3) The individuals making the appointment will follow-up within two (2) working days of the scheduled appointment.

Confidentiality:

The parties agree to honor the attached Information Release form. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the parties collecting, receiving or sharing information.

Indemnity; Insurance:

Each party hereto which itself or whose employees, elected and/or appointed officials, officers, agents or representatives (collectively "related persons"), through any act or neglect connected with performance hereunder, cause(s) or contribute(s) to any losses, does hereby indemnify, hold harmless and agree to defend each other party and its related persons from and against all such losses. As used herein, "losses" shall mean all claims and awards of damages due to death, personal injury or property damage, and all costs and expenses incurred defending such claims (including without limitation attorney's fees, discovery costs, and court costs at trial and on appeal). Each party hereto shall purchase and maintain in effect all commercially reasonable or legally required forms and amounts of insurance coverage applicable to its activities hereunder, including without limitation worker's compensation insurance for its employees engaged in providing services described herein; premises liability insurance for facilities accommodating those employees and services; and general liability insurance covering all associated activities of the party and its related persons.

Nondiscrimination and Equal Opportunity Provision:

1. The Parties to this agreement and respective staff assure that applicants, claimants and participants of the One-Stop programs shall not be discriminated against on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, or belief and, if receiving WIA program benefits, citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity (Section 188 of WIA and 29CFR Part 37.20 identifies civil right laws).
2. Parties to this agreement will agree on a single One-Stop Career Center Equal Opportunity Officer who will process local complaints of discrimination and attempt to address same as prescribed by 29CFR Part 37, "Implementation of the Nondiscrimination and Equal Opportunity Provisions of WIA".
3. The parties to this agreement will provide "ongoing and continuing notification (29CFR Part 37.29)" that "Equal Opportunity is the Law". (See Attachment) and also provide the same notice in the form of a flyer.
4. The parties to this agreement will abide by 29CFR Part; Section 188 of WIA, and, implementing directive issued by the State.

Assurances and Certifications:

1. Each member will assure that it will follow its affirmative action plan to assure nondiscrimination, written personnel policies, and grievance procedures for complaints and grievances form applicants, subcontractors, employers, employees, and other interested persons, all in accordance with applicable statutes and regulations.
2. The Partnership will not expose employees or customers to surroundings or working conditions that are unsanitary, hazardous, or dangerous; staff employed or trained for inherently dangerous occupations shall be assigned to work in accordance with reasonable safety practices.
3. Each member will assure that it will follow a Drug Free Workplace policy.
4. Parties to this agreement agree to develop and use a collaborative marketing strategy informing job seekers, training and education seekers, employers, employed individuals and the community at large about the services available through the One-Stop Career Center system of Burlington County. All press releases, brochures, flyers, print ads, posters, electronic messages, public service announcements, reports and newsletters related to services under this agreement shall recognize the One-Stop Career Center System and shall be cleared by the Burlington County One-Stop Career Center Committee and WIB prior to release.
5. Parties to this document agree and resolve to maximize services to Veterans following the priority to Veterans described in the Secretary's Agreement Governing Services to Veterans, which is incorporated into this MOU by reference.

Site Supervision:

Parties to this agreement recognize that a number of practices and philosophies related to agency practices, as well as, day-to-day One-Stop Career Center System site supervision are negotiated as a result of implementing operations. Local factors among partner agencies include:

- Differing pay scales for similar positions;
- Functions for similar classifications among agencies, which may differ;
- Off-site supervisors vs. site-based supervisors at the One-Stop Career Center;
- Union vs. non-union employees in similar classifications on site;
- Hours of operation, including possible evening and weekend hours;
- Varied legal holiday schedules;
- Sharing of space, equipment, information and materials.

Parties to this agreement, agree to work out in advance (and specify in relevant agreements) arrangements for supervision, addressing at a minimum the issues listed above, and modifying said practices over time in accord with new or changing business or agency needs and requirements.

Conflict Resolution:

The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve disputes.

Should informal resolution efforts fail, the dispute shall be referred to the Chair of the Burlington County WIB who shall place the dispute upon the agenda of a regular or special meeting of the WIB's Executive committee. Requests for formal dispute resolutions shall be made in writing to the WIB Chairperson within 15 days of initial occurrence. The Executive committee shall attempt to mediate and resolve the dispute within 60 days of receipt. The Executive Committee's findings shall be summarized in writing within 5 days of resolution.

Miscellaneous:

This agreement fully expresses all agreements and understandings of the parties hereto relating to its subject matter, and there exists no prior or contemporaneous agreement or understanding regarding this subject which is not stated herein. The parties to this agreement are each an independent contractor of the others, and none shall be considered or construed to be the agent or employee of another. This Agreement is personal as between the parties hereto, and shall not be assignable in whole or in part; any attempt to assign any right or obligation hereunder shall be void at its inception.

Severability:

If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

Authority and Signatures:

The individuals signing below have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing.

For The Burlington County Workforce Investment Board

Signature and Date

Name and Title

For The Burlington County Chief Elected Official

Signature and Date

Name and Title

For (insert name of One-Stop Partner)

Signature and Date

Name and Title

For (insert name of One-Stop Partner)

For (insert name of One-Stop Partner)

Signature and Date

Signature and Date

Name and Title

Name and Title

For (insert name of One-Stop Partner)

For (insert name of One-Stop Partner)

Signature and Date

Signature and Date

Name and Title

Name and Title

Attachment A

BURLINGTON COUNTY
ONE-STOP CAREER CENTER SYSTEM
RELEASE OF INFORMATION

Customer's Name: _____

Legal Guardian's Name, (if appropriate): _____

This document, as executed below, authorizes the following agencies to release, exchange and discuss among the partners medical, social, psychological, employment, educational, progress and other information concerning the customer named above for the purpose of making appropriate referrals for services. The sharing of this information will enable the Burlington County One-Stop Career Center Partners to effectively work together to better assist you and your family.

Burlington County One-Stop Career Center System Partners and/or Participating Agencies:

- Workforce Investment Act – Adult, Youth and Dislocated Worker Programs
- Division of Vocational Rehabilitation Services
- New Jersey State Employment Services
- New Jersey Unemployment Insurance
- Division of Workforce Development
- Burlington County Board of Social Services
- Veterans Services
- Senior Community Service Employment Program
- Burlington County Community Action Program
- Burlington County TANF Program
- Burlington County College
- Burlington County Institute of Technology

I understand that I have the right to exclude any agency from this release by drawing a line through its name and initialing. I understand that I may revoke this consent at any time, except to the extent that action has already been taken in reliance thereon. I also understand that the above consent may be revoked at any time by my written communication to any of the listed agencies. Communications should be forwarded to: _____

I understand that all information will be handled confidentially in compliance with the Federal Privacy Act (PL930575). This consent will expire one (1) year from the date of my signature as dated below, or on the date of _____.

The Burlington County One-Stop Career Center System Partners will keep all information strictly confidential.

Date: _____ Authorized Signature: _____
Circle one: 1 – Client 2 – Parent 3- Guardian

Person Obtaining Consent: _____

Name of Agency: _____

Attachment B

Glossary of Terms

- Burlington County Workforce Investment Board(WIB)- The WIB is appointed by the Chief Elected Official and works with the chief elected officials to plan and oversee workforce development programs funded under the WIA.. The majority of the WIB members are business/private sector representatives.
- Chief Elected Official (CEO)- The Elected Executive Officer of a unit of general local government in the in the designated local workforce investment area charged by the Governor with primary responsibility to execute the CEO role mandated by the Workforce Investment Act of 1998.
- Core Indicators- Specific measures that the State and local Workforce Investment Board agree to use to measure the effectiveness of the workforce development system. The Workforce Investment Act requires the following core indicators of performance for adults: rates of entry into unsubsidized employment by participants, retention in such employment and earnings 6 months after entry, and skill educational attainment documented through a recognized credential for those who enter unsubsidized employment.
- Core Services- Employment-related services that are available to any adult, regardless of income or job status. They include: job search and placement assistance, including career counseling; labor market information identifying job vacancies, skills necessary for occupations in demand and relevant employment trends in the local, regional and national economies; initial assessment of skills and needs; provision of information on available services and programs; and follow-up services to assist in job retention.
- Eligible Training Providers- Programs that are eligible to receive adult or dislocated worker funds to provide skills training to job seekers. Any Postsecondary education institution certified under the Higher Education Act that provides a program leading to a two or four-year degree or certificate is automatically eligible the first year.
- Individual Training Account(ITA)- A line of Federal credit that eligible adults and dislocated workers may use to cover the costs of training programs offered by an eligible provider.
- Intensive Services- Services to unemployed adults who are unable to obtain jobs through the core services, and to employed workers who may need additional assistance to obtain or retain employment. Intensive services include comprehensive assessments, development of an Individual Services Strategy, group and individual counseling, case management, and short-term prevocational services.
- Memorandum of Understanding (MOU)- An agreement developed and executed at the local level between the Burlington County WIB and the One-Stop Career Center System partners, with the agreement of the Chief Elected Official, relating to the operation of the One-Stop Career Center delivery system in Burlington County. The MOU describes the services to be provided, how the costs of the services and operating costs of the system will be funded, methods for referral of individuals between the Burlington County One-Stop Career Center Operator and the partners for appropriate services and activities and other matters deemed appropriate.
- One-Stop Career Center System- A local system through which job seekers can obtain comprehensive employment related and training services funded through WIA and related programs.
- One-Stop Career Center Operator- The entity designated and certified by the Burlington County WIB, with the agreement of the CEO, to perform the role described in 20 CFR 662.400, including the coordination and management of services provided within the Burlington County One-Stop Career Center.
- Partner (Required)- The entities that operate the workforce development programs identified in the Workforce Investment Act of 1998 Section 121(b)(1) and 20 CFR Part 662.200 if the Workforce Investment Act Regulations and are named as required participants in the provision of core services in the One-Stop Career Center Delivery System.
- Partner (Affiliated)- Other entities that carry out human resource programs, including Federal, State or Local programs, and programs in the private sector.
- Performance Measures- Criteria, established by the Governor, that demonstrates that the local Workforce Investment Board is making continuous progress in providing effective workforce development services. The measures include the rate of completion; the percentage of all such individuals who obtain unsubsidized employment; and the wages at placement of such individuals. The WIB may modify the performance criteria

for programs of providers in the local area by increasing the levels of performance above the minimum levels established by the Governor. Levels will also consider special economic and demographic factors. Failure to meet the expected levels of performance will lead to sanctions, and exceeding expected levels may lead to receipt of incentive funds.

- Resource Sharing Agreement- A local document that describes the methodologies for the equitable allocation of costs among benefiting cost objectives in the Burlington County One-Stop Career Center.
- Workforce Investment Act of 1998- Public Law 105-220 (August 7, 1998) which provides the framework for a unique national workforce preparation and employment system that consolidates, coordinates and improves employment, training, literacy and vocational rehabilitation programs in order to meet the needs of employers and job seekers.
- State Employment and Training Commission (SETC)- The role of the SETC is to meet the responsibilities of the State Workforce Investment Board as outlined in the Workforce Investment act of 1998 Section 111(d) and to assist the Governor in the development of the statewide workforce investment plan.

Attachment C

Resource Sharing Agreement

1. The Burlington County One-Stop Career Center Partners who have signed this MOU agree to contribute to the delivery of the following core services in the Burlington County One-Stop Career Center System:
2. The core services, plus any intensive services, training, supportive services or other services listed in Attachment D of this Memorandum of Understanding shall be delivered by the One-Stop Partner(s) indicated.
 - ***Briefly describe the service, the method of delivery, and the resources that the partner expects to contribute to the delivery of each service (i.e., cash, staff, space, overhead, equipment, supplies, etc.)***
 - ***Be sure to include where the service will be provided.***
3. The _____(Burlington County One-Stop Partner) expects to derive the following benefits from the Burlington County One-Stop Career Center System:
 - ***List benefits using general language.***
4. This Memorandum of Understanding is neither a cost allocation plan nor a financial document. On an annual basis a cost allocation plan and/or a financial agreement with specific line items will be arrived at separately and will reference this Memorandum of Understanding. This Memorandum of Understanding is part of the Burlington County Workforce Investment System Five-Year Plan.
5. The parties agree that the contributions and benefits set out in this Resource Sharing Agreement are in proportion to each other. To the extent that the resources contributed or benefits derived become disproportionate, the parties agree to revisit and revise this Resource Sharing Agreement as necessary.

Attachment D

Burlington County One-Stop Partners Service Delivery Matrix

	WIA Adult	WIA Youth	WIA DW	WDP	Welfare-to-Work	Wagner Peys er/ES
<i>Core Services</i>						
Registration and Information	◆	◆	◆	◆	◆	◆
Orientation for Job Seekers	◆	◆	◆	◆	◆	◆
Prima Facie Assessment	◆	◆	◆	◆	◆	◆
Career Assessment for Job Seekers	◆	◆	◆	◆	◆	◆
Career Counseling	◆	◆	◆	◆	◆	◆
Job Matching Services	◆	◆	◆	◆	◆	◆
Provision of Provider Information	◆	◆	◆	◆	◆	◆
Provision of Local Performance Information	◆	◆	◆	◆	◆	◆
Provision of Supportive Service Information	◆	◆	◆	◆	◆	◆
Provision of Unemployment Information	◆	◆	◆	◆	◆	◆
Eligibility Assistance and Determination	◆	◆	◆	◆	◆	◆
Referral to Intensive Services	◆	◆	◆	◆	◆	◆
Retention Services	◆	◆	◆	◆	◆	◆
Follow-up Services	◆	◆	◆	◆	◆	◆
<i>Intensive Services</i>						
Comprehensive and Specialized Assessments	◆	◆	◆	◆	◆	
Development of Individual Employment Plan	◆	◆	◆	◆	◆	◆
Group Counseling	◆	◆	◆	◆	◆	◆
Individual Counseling/Career Planning	◆	◆	◆	◆	◆	◆
Case Management	◆	◆	◆	◆	◆	◆
Short Term Pre-Vocational Services	◆	◆	◆		◆	
Other						
<i>Training Services</i>						
Occupational Skills Training	◆	◆	◆	◆	◆	◆
On-the-Job Training	◆	◆	◆		◆	◆
Workplace Training	◆	◆	◆		◆	◆
Skill Upgrading and Retraining	◆	◆	◆	◆	◆	
Entrepreneurial Training						◆
Job Readiness Training	◆	◆	◆	◆	◆	◆
Adult Education/Literacy Activities	◆	◆	◆	◆	◆	
Customized Training						◆
Retention Services	◆	◆	◆	◆	◆	
Follow-Services	◆	◆	◆	◆	◆	◆
Employer Services						
Employer Outreach						
Access to WNJPIN Information	◆	◆	◆	◆	◆	◆
Employer Job Listing Services	◆	◆	◆	◆	◆	◆
Employer Job Matching Services	◆	◆	◆	◆	◆	◆
Retention Services	◆	◆	◆	◆	◆	◆
Follow-up Services	◆	◆	◆	◆	◆	◆

Burlington County One-Stop Partners Service Delivery Matrix

	Older Worker	UI	TANF	FS/GA	Vocational Rehab.	Veterans
<i>Core Services</i>						
Registration and Information	◆	◆	◆	◆	◆	◆
Orientation for Job Seekers	◆	◆	◆	◆	◆	◆
Prima Facie Assessment	◆		◆	◆	◆	◆
Career Assessment for Job Seekers	◆		◆	◆	◆	◆
Career Counseling	◆		◆	◆	◆	◆
Job Matching Services	◆		◆	◆	◆	◆
Provision of Provider Information	◆		◆	◆	◆	
Provision of Local Performance Information	◆		◆	◆		
Provision of Supportive Service Information	◆	◆	◆	◆	◆	◆
Provision of Unemployment Information	◆	◆	◆	◆		
Eligibility Assistance and Determination	◆	◆	◆		◆	◆
Referral to Intensive Services	◆		◆	◆	◆	◆
Retention Services	◆		◆		◆	
Follow-up Services	◆	◆	◆	◆	◆	◆
<i>Intensive Services</i>						
Comprehensive and Specialized Assessments	◆		◆	◆	◆	◆
Development of Individual Employment Plan	◆		◆	◆	◆	◆
Group Counseling	◆		◆	◆		
Individual Counseling/Career Planning	◆		◆	◆	◆	◆
Case Management	◆		◆	◆	◆	◆
Short Term Pre-Vocational Services	◆		◆	◆	◆	
Other						
<i>Training Services</i>						
Occupational Skills Training	◆		◆	◆	◆	
On-the-Job Training	◆		◆	◆	◆	
Workplace Training	◆		◆	◆	◆	
Skill Upgrading and Retraining	◆		◆	◆	◆	
Entrepreneurial Training						
Job Readiness Training	◆		◆	◆	◆	
Adult Education/Literacy Activities	◆		◆	◆	◆	
Customized Training						
Retention Services	◆		◆		◆	
Follow-Services	◆		◆	◆		
Employer Services						
Employer Outreach	◆		◆	◆	◆	◆
Access to WNJPIN Information	◆	◆	◆	◆	◆	◆
Employer Job Listing Services	◆		◆		◆	◆
Employer Job Matching Services	◆		◆		◆	◆
Retention Services	◆		◆		◆	◆
Follow-up Services	◆		◆		◆	◆

Burlington County One-Stop Partners Service Delivery Matrix

	CSBG	HUD	Welfare Board	Library System	BCIT	BCC
<i>Core Services</i>						
Registration and Information			◆			
Orientation for Job Seekers			◆			
Prima Facie Assessment			◆		◆	◆
Career Assessment for Job Seekers			◆		◆	◆
Career Counseling			◆		◆	◆
Job Matching Services			◆		◆	
Provision of Provider Information			◆	◆	◆	
Provision of Local Performance Information						
Provision of Supportive Service Information			◆	◆	◆	◆
Provision of Unemployment Information						
Eligibility Assistance and Determination			◆			
Referral to Intensive Services			◆		◆	
Retention Services			◆			
Follow-up Services			◆		◆	
<i>Intensive Services</i>						
Comprehensive and Specialized Assessments			◆		◆	◆
Development of Individual Employment Plan			◆		◆	
Group Counseling						
Individual Counseling/Career Planning			◆		◆	◆
Case Management			◆		◆	◆
Short Term Pre-Vocational Services					◆	
Other						
<i>Training Services</i>						
Occupational Skills Training			◆		◆	◆
On-the-Job Training						
Workplace Training			◆		◆	◆
Skill Upgrading and Retraining					◆	◆
Entrepreneurial Training						
Job Readiness Training			◆		◆	◆
Adult Education/Literacy Activities			◆		◆	◆
Customized Training					◆	◆
Retention Services			◆			
Follow-Services			◆		◆	
<i>Employer Services</i>						
Employer Outreach						
Access to WNJPIN Information			◆	◆	◆	◆
Employer Job Listing Services					◆	◆
Employer Job Matching Services					◆	◆
Retention Services					◆	

Follow-up Services					◆	
Other						

Burlington County One-Stop Partners Service Delivery Matrix

	Green Thumb	PSG	PROS			
<i>Core Services</i>						
Registration and Information	◆	◆	◆			
Orientation for Job Seekers	◆	◆	◆			
Prima Facie Assessment	◆	◆	◆			
Career Assessment for Job Seekers	◆		◆			
Career Counseling	◆					
Job Matching Services	◆	◆	◆			
Provision of Provider Information						
Provision of Local Performance Information						
Provision of Supportive Service Information	◆	◆	◆			
Provision of Unemployment Information		◆	◆			
Eligibility Assistance and Determination						
Referral to Intensive Services	◆					
Retention Services						
Follow-up Services	◆	◆	◆			
<i>Intensive Services</i>						
Comprehensive and Specialized Assessments			◆			
Development of Individual Employment Plan			◆			
Group Counseling			◆			
Individual Counseling/Career Planning			◆			
Case Management			◆			
Short Term Pre-Vocational Services						
Other						
<i>Training Services</i>						
Occupational Skills Training						
On-the-Job Training						
Workplace Training						
Skill Upgrading and Retraining						
Entrepreneurial Training						
Job Readiness Training						
Adult Education/Literacy Activities						
Customized Training						
Retention Services						
Follow-Services						
<i>Employer Services</i>						
Employer Outreach	◆	◆				
Access to WNJPIN Information	◆	◆				
Employer Job Listing Services		◆				
Employer Job Matching Services		◆				
Retention Services						
Follow-up Services		◆				