

***Greater Raritan
Workforce Investment
System
Unified Regional Plan
ARRA Modification***

PY 2009

July 1, 2009 to June 30, 2010

**Submitted by
Greater Raritan Workforce
Investment Board**

**John Sansky, Chair
May 29, 2009**

I. Labor Market Analysis

A. Economic Overview

The national recession that began in December 2007 will be the longest post-war downturn in American history. Like all states, New Jersey has not been immune to the recession's effects, and the state's economy as a whole has contracted by 3.2 percent leading to a massive deterioration in jobs and an abrupt climb in unemployment levels to a 17-year high of 8.3 percent recorded in March 2009.

Locally the unemployment rates in Hunterdon and Somerset counties, which comprise the Greater Raritan Workforce Development area, have mirrored those of the state. Somerset and Hunterdon counties, respectively at rates of 6.3% and 6.8%, have seen the number of unemployed persons in the counties nearly double from 4,436 (April 2008) to 8,695 (April 2009), drastically altering the economic climate of the region. Those industries and sectors hardest hit by the economic downturn in Hunterdon and Somerset counties (as of April 2009) are Professional and Business Services (19.8%), Construction (12.4%), Manufacturing (11.6%), and Retail Trade (10.9%).

According to the New Jersey Department of Labor and Workforce Development – Labor Demand statistics, the bright spots in the Greater Raritan job market exist in the mid-level employment area and include Computer Network Engineering Specialist (1,136 openings), Computer Network Administration (718 openings), Computer Support Specialist (477 openings) and Electro Mechanical Engineering Technician (221 openings).

In addition, the healthcare field will continue to be a demand opportunity in the Greater Raritan Workforce Development region in Ambulatory Healthcare (projected 2,850 openings through 2016), Health Care and Social Assistance (projected 5,750 openings through 2016), Nursing & Residential Care Facilities (projected 1,100 openings through 2016).

Furthermore, those industries in which green jobs will be emerging over the next 1- 3 years will be prioritized in training or re-training opportunities specifically for the 48.5% of the unemployed in the region in which updated skills will enable them to be most competitive in the emerging job market. The majority of these opportunities will be pursued through Individual Training Accounts for claimants utilizing ARRA funding since “the largest number of green jobs will be in occupations that require an apprenticeship, professional certificate or one or two years of postsecondary education. (Cleary, Jennifer and Kopicki, Allison; “Preparing the Workforce for “Green Jobs” Economy”, John J. Heldrich Center for Workforce Development; February 2009)

B. Local Labor Pool Analysis

Of the 8,695 unemployment claimants in the Greater Raritan region, the local labor pool is 59.2% male, 73.5% white/Caucasian, the majority of the individuals, 49.1%, are between the ages of 35-54 and are most significantly from two very distinct educational backgrounds. The largest base of unemployed individuals have either an Associate's, Bachelor's or Master's degree and comprise 46.5% of the unemployed demographic, with the second largest demographic at 35.9% consisting of those with a high school diploma/GED.

This educated workforce (of which 14% = highly educated) creates the need for more individualized training strategies as many of those currently unemployed have been in the workforce for a significant period of time, earning higher than average salaries and whose goal is to update current skills and/or planning a career transition and a focus on placement in a mid-level or higher position, a local labor pool dynamic that differs when compared across New Jersey.

II. ARRA Planning

Planning for the ARRA funds commenced in March 2009 and was collaboration among GRWIB membership, committee members and key stakeholders within targeted sectors across Hunterdon and Somerset counties. The overarching goal of the planning process was to comprehensively leverage existing funds (including WIA, Wagner-Pyser, and Title II Literacy), and enhance the workforce programs in order to strategically maximize ARRA funding in training and education programs with placement in local, high demand occupations.

A. Planning Process

The following is a list of stakeholders/groups participating in the Greater Raritan Workforce Development local planning process.

Somerset County Board of Social Services	Hunterdon County Board of Social Services
Center for Educational Advancement	Somerset County Superintendent's Office
Middle Earth (Youth Program)	Somerset County Youth Services Commission
Hunterdon County Juvenile Justice Office	Somerset County Drug and Alcohol Coordinator
Somerset County Department of Human Services	Hunterdon County Department of Human Services
The Jointure for Community Adult Education	Hunterdon Educational Services Commission
Hunterdon Cty Human Services Advisory Council	Somerset County Human Service Advisory Council
Greater Raritan One Stop Career Center	Raritan Valley Community College
Life Cell (business sector)	Viking Industries (Business Sector)
Superior Tools (business sector)	Human Resources Consultant (business sector)
Educational Consultant (business sector)	Somerset Cty Vocational and Technical Institute
Hunterdon County Polytech	NJ Employment Services
NJ Department of Veterans Affairs	NJ Department of Vocational Rehabilitation
Somerset County Department of Veterans Affairs	Somerset County Business Partnership
NJ Dept NJDLWD – Business Services	Somerset Home for Temporarily Displaced Children
Somerset County Department of Juvenile Justice	Literacy Volunteers of Somerset County
Advanced Solar Products (business sector)	

The Greater Raritan Workforce Investment Board's regional planning for the ARRA funds was comprised of the integration of current data from NJDWD on local demand occupations, demographics of current Unemployment Insurance (UI) claimants and localized business needs in conjunction with regional labor market trends and input. Members of the nonprofit, business, public and faith-based sectors were invited to participate in at least 1 regional planning meeting, given opportunity to review segments of the plan in draft form as posted on the GRWIB site and will be invited at the end of May 2009 to again provide public comment and feedback on the draft plan in its entirety for a period of 30 days.

In total, 10 meetings have been held to date to ascertain the needs, priorities and monitoring for each of the targeted populations cited in the ARRA legislation (Youth, low-income Adult and Dislocated Workers). The planning sessions yielded program specifications for the Youth

Funding that were determined to be best implemented through a vendor contract, which is currently in the contracting phase of the bid process for both Somerset and Hunterdon counties. Training and Education was determined to be the priority for the total Adult and Dislocated Worker ARRA funds of which the utilization and intent is detailed in the Adult and Dislocated Worker Planning Narratives (Section IV. A and B of this document).

B. Monitoring and Oversight

The GRWIB has created a Planning and Oversight Committee to support the creation of the ARRA plan as well as the ongoing monitoring of the ARRA (and regular WIA) contracts and programs. The monitoring and oversight process is a collaboration with the, Somerset County Department of Human Services, the WIB Chairperson, members of the GRWIB Executive Committee, One Stop Career Center Manger, GRWIB Director and WIB members-at-large. The committee will provide technical guidance to the contract vendors for program implementation as well as assess benchmark indicators for successful results. Reports from the vendors contracted with ARRA funds will be reviewed monthly with site visits scheduled for the beginning, middle and end of the program. Ongoing technical assistance will be provided through the fiscal agent to ensure that the youth programs meet the mandated payroll requirements as well as post summer work experience placements and participant follow up activities for a period of at least 12 months.

In addition, the planning and One Stop committees and business services council of the GRWIB will continually provide cross functional data to ensure that ARRA (and regular WIA funding) is supporting training and job place within the local high demand labor market. GRWIB/Business Council membership recruitment strategies have been targeted at those private sector leaders from healthcare, assisted living/skilled nursing facilities, biotech/pharmaceutical companies, solar power, et.al., to create “career plans” for individuals, from training to job placement, that will most accurately and efficiently meet the need of both the unemployed an the labor market in the Hunterdon and Somerset counties.

To further ensure transparency and integrity in the use of the ARRA funds, GROSCC staff and GRWIB volunteers will conduct monitoring and oversight for all ARRA funded training providers and vendors. Monitoring of ITA vendors will commence in the ARRA first quarter (or the first quarter that funds are expended) and occur quarterly thereafter, with each vendor monitored at least once over the 18 month ARRA period. Priority monitoring will be extended to new vendors of the GROSCC with the overall goal being the expeditious and most efficient use of ARRA funds for preparation and placement in local high demand job opportunities.

C. “Green Jobs” Planning

In order to best address the local job demand for “green jobs”, the Workforce Investment Board has prioritized defining and integrating this emerging field within the newly formed Business Integration Council. Various stakeholders from the primarily small and mid-size corporate community have been recruited to create a localized demand opportunity vision for the Greater Raritan Workforce Development system. Though this effort the Labor Demand data from the NJDLWD will be culled and integrated with the current business climate to identify and reconcile the emerging local “green jobs” within the “demand” labor openings detailed in the NJDLWD monthly Labor Demand reports.

In addition, the youth programming will transition the focus to incorporating more “green technologies” into the requirements for obtaining youth funding through the ARRA (and subsequent WIA allocations). An emphasis and evolving integration of green concepts will be integrated into existing youth work experiences and training programs, as applicable, to ensure participants are receiving the most up to date “green job” training available through the local education and training ARRA funded programs.

III. Goals

Priority Population	Goal Narrative	Results
<p>Youth Youth ARRA Funds = \$118,762 100% Participant Funding Somerset County = \$74,153 Hunterdon County = \$44,609</p>	<p>Summer Youth Employment Program Incentive based job readiness and education program with work/community service experience and 12 month participant follow up – focus on green technology when applicable.(7/1/09 – 9/30/09)</p>	<p>Vendor Contracts (70% in-school/30% out-of-school) Maximum per Student = \$3,000 Somerset County 25 youth (17 in-school/8 out of school) Hunterdon County 14 youth (10 in-school/4 out of school)</p>
<p>Adult Adult ARRA Funds = \$68,854 Participant Funding (90%) = \$61,969 Program Expenses (10%) = \$6,885</p>	<p>Individual Training Accounts (ITA's) Counseling and placement of Adult ARRA eligible participants in training programs based on local High Demand Job data Bulk Training Placement of Adult ARRA eligible participants in pre-established state wide training programs in local high demand labor areas at a cost savings to the GRWIB. Based on customer choice, geography and course availability.</p>	<p>Individual Training Accounts (80% of Participant Funding) Maximum per customer = \$4,000 ARRA Adult ITA's \$49,756 = 12 ITA's Bulk Training (20% of Participant Funding) Estimated Cost per = \$2,500 ARRA Adult Bulk Training \$12,393 = 5 slots (est.)</p>
<p>Dislocated Workers (DW) DW ARRA Funds = \$858,665 Participant Funding (90%) = \$772,799 Program Expenses (10%) = \$85,866</p>	<p>Individual Training Accounts (ITA's) Counseling and placement of DW ARRA eligible participants in training programs based on local High Demand Job data Bulk Training Placement of DW ARRA eligible participants in pre-established state wide training programs in local high demand labor areas at a cost savings to the GRWIB.</p>	<p>Individual Training Accounts (80% of Participant Funding) Maximum per customer = \$3,750 ARRA DW ITA's \$618,239 = 165 ITA's Bulk Training (20% of Participant Funding) Estimated Cost per = \$ 3,000 ARRA DW Bulk Training \$154,556 = 51 slots (est.)</p>

	Based on customer choice.	
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The GRWIB local workforce system has added 4 new business sector members to the planning body in the last three months with the goal of an additional six new business sector members in the next 3 months. These targeted appointments will align with the high demand jobs information, the emerging sector information from the NJ Department of Labor and Workforce Development data and current local ITA data for customized training. The focus of the business engagement will be to integrate the current high labor demand positions with the current ITA and bulk training opportunities to create a more seamless path of training, education and job placement.

In addition, the Youth Investment Council has used the ARRA planning as a tool to recruit new Council membership through a community wide visioning and planning process. This information was used to issue and contract with a vendor for the youth summer employment program (a program not commonly offered to the youth in the Greater Raritan region) as well as use the information to spring board the re-tooling and re-engineering of the programs traditionally funded with the annual WIA allocation. This new model will focus more intently on developing a program that prioritizes “green jobs” training, increased credentialing and improved job placement and retention through the use of work readiness and community service components.

IV. Program Planning

A. Dislocated Workers

The GRWIB undertook a joint planning process for the Adult and Dislocated Worker funds received under ARRA. Over the course of 4 meetings, the committee and GRWIB membership reviewed the current GROSCC utilization data for Individual Training Accounts, current unemployment claimant demographics and current year WIA expenditures for training in conjunction with the local anecdotal information regarding job opportunities and vacancies from the business sector represented in the planning process. (See table in II. ARRA Planning for roster of participants)

It was determined that the best use of the ARRA funds was for individualized training accounts for the individuals in Hunterdon and Somerset counties based on the higher educational level and customized nature of the training needed for skill enhancement and increased employment marketability. The GRWIB and committee membership are in staunch support of enabling customer choice for additional training in conjunction with the high demand related career counseling provided through the GROSCC staff in the determination of the career path for the customers of the GROSCC.

While ITA's are the prioritized use of the Dislocated Worker ARRA funding, it was noted that the concept of bulk training for the customers of the GROSCC would enable the Greater Raritan region to maximize the ARRA funding, impacting the most individuals for the most efficient cost. Preliminary research has demonstrated that the core training requested from Greater Raritan GROSCC customers is for advanced certifications for customers with a bachelors or master's degree. Additional analysis of the local ITA historical data of the GROSCC is being conducted to determine those localized demand classes that would optimally be provided through a bulk contract.

The Executive Committee of the GRWIB is working with both Raritan Valley Community College, Somerset County Technical Institute and Hunterdon County Polytech to institute a local bulk contracting arrangement for the top 2 high demand training curriculum for the regional Dislocated Workers. This local bulk training arrangement is in the planning process and is targeted to be operational as early as this summer, as customer demand warrants. The

targeted training areas include project management certification, advanced nursing licensure and teaching certifications.

Furthermore, the Executive Committee has been empowered to authorize the purchase of “training slots” through the NJ Department of Labor and Workforce Development bulk training program to expand the efficient use of ARRA funding for a strong educational experience for the GROSCC customers.

The Oversight and Executive Committees of the Greater Raritan One Stop Career Center will review the ITA utilization and bulk training data to ensure that the maximum number of Dislocated Workers from Hunterdon and Somerset counties are serviced with appropriate training opportunities for positions in local high labor demand areas with a job placement rate equal to that of the local market.

	April-June, 2009	July-September, 2009	October-December, 2009	January-March, 2010	April-June, 2010	July-September, 2010
# of Dislocated Workers Enrolled NJDLWD Bulk Training	0	11	10	10	10	10
# of Dislocated Workers Enrolled Local Classroom industry strategies						
# of Dislocated Workers Enrolled ITAs	64	64	37	0	0	0
# of Dislocated Workers Enrolled OJT						
# of Dislocated Workers Enrolled in Apprenticeships						
# of Dislocated Workers Enrolled Other Initiatives						

B. Adults

The GRWIB undertook a joint planning process for the Adult and Dislocated Worker funds received under ARRA. Over the course of 4 meetings, the committee and GRWIB membership reviewed the current GROSCC utilization data for Individual Training Accounts, current unemployment claimant demographics and current year WIA expenditures for training in conjunction with the local anecdotal information regarding job opportunities and vacancies from the business sector represented in the planning process. (See table in Section II. ARRA Planning for roster of participants)

It was determined that the best use of the ARRA funds was for individualized training accounts for the customers of the GROSCC in Hunterdon and Somerset counties based on the higher functioning and literacy levels of the current Adult GROSCC customers. The GRWIB and committee membership are in staunch support of enabling customer choice for additional training in conjunction with the high demand related career counseling provided through the GROSCC staff in the determination of the career path for the customers of the GROSCC.

A secondary priority for these customers was determined to be a model of bulk training to enable the Greater Raritan region to maximize the ARRA funding with the potential to impact a greater number of individuals for the most efficient cost. Preliminary research has

demonstrated that the core training requested from Greater Raritan GROSCC customers is for Commercial driver’s licenses, certified health programs/nursing and culinary arts. Additional analysis of the local ITA historical data of the GROSCC is being conducted to determine those localized demand classes that would optimally be provided through a bulk contract with a local school to maximize both customer participation and allocation of ARRA resources.

The Executive Committee of the GRWIB is working with both Raritan Valley Community College, Somerset County Technical Institute and Hunterdon County Polytech to research, develop and institute a local bulk contacting program that is responsive to the needs of the GROSCC customers and in line with the high demand labor opportunities of the region. The program is targeted to be operational as early as this summer, as customer demand and warrants. The targeted training areas include culinary arts, home health aid/medical assistant training and basic computer operations.

Furthermore, the Executive Committee has been empowered to authorize the purchase of “training slots” through the NJ Department of Labor and Workforce Development bulk training program to expand the efficient use of ARRA funding for a strong educational experience for the GROSCC customers. These slots will be allocated to GROSCC customers based on choice and geography permits.

The Oversight and Executive Committees of the Greater Raritan One Stop Career Center will review the ITA utilization and bulk training data to ensure that the maximum number of Dislocated Workers from Hunterdon and Somerset counties are serviced with appropriate training opportunities for positions in local high labor demand areas with a job placement rate equal to that of the local market.

	April-June, 2009	July-September, 2009	October-December, 2009	January-March, 2010	April-June, 2010	July-September, 2010
# of Adults Enrolled NJDLWD Bulk Training	0	3	2	0	0	0
# of Adults Enrolled Local Classroom industry strategy						
# of Adults Enrolled ITAs	10	3	0	0	0	0
# of Adults Enrolled OJT						
#of Adults Enrolled in Apprenticeships						
# of Adults Enrolled Other Initiatives						

C. Youth

The Greater Raritan Youth Investment Council (GRYIC) was the lead planning body for the Youth ARRA allocation. The GRYIC consists of GRWIB members as designated by the Greater Raritan WIB Executive Board. In addition community providers and youth services staff from both counties were encouraged to participate. Members were selected for the committee based on their expertise in certain specialized areas serving at risk youth. Both Somerset and Hunterdon counties share strong linkages among collaborating partners in order to maximize both program and financial resources while creating a continuum of services to all eligible youth.

Furthermore, the YIC reviewed national, state and local trends to benchmark the needs and goals of critical concern regarding youth in Somerset and Hunterdon counties and the growing need to reach a larger number of youth in the Greater Raritan area.

This current ARRA plan is the result of the collaborative effort of the YIC members listed below.

John Sansky, GRWIB Chair – Business Sector	Michelle Mazzagatti, Advantage Coordinator-Middle Earth Advantage Program
Ed Braunig, CEO Superior Tools; GRWIB Executive Committee Board Member	Patricia Lake, Administrator of Fiscal & Contract Operations Somerset Cty Dept of Human Services
Denise Childers, Juvenile Justice Planner-Hunterdon Cty Dept of Human Services	Brenda Pateman, Coordinator-Somerset County Alcohol & Substance Abuse
Joanne Kunz, Vice President-Center for Educational Advancement (CEA)	Janet Perantoni, Dean Corporate & Continuing Education - Greater Raritan One-Stop-Raritan Valley Community College
Gayle Kaufman, Juvenile Case Manager-Juvenile Institutional Services, Somerset County	Jan Goodman, Program Coordinator -Greater Raritan WIB
Monica Mulligan, Program Coordinator-Juvenile Institutional Services, Somerset County	Wendy Packard , One Stop Operator-Greater Raritan One-Stop Career Center
Christine Rose, Director-Somerset County Youth Services	Perry Tchorni, Administrator of Operations-Somerset Cty Department of Human Services

Through the planning process for the Youth ARRA Funding, the Greater Raritan Workforce Investment Board (WIB) prioritized services that offer youth education, training and employment services that not only support and prepare youth for success in employment and improved educational achievement; but also, through intensive service strategies, have a long-term impact on a youth’s future as members of both the community and the workforce. In particular, the GRWIB is giving weight to programs use an industry-focused approach designed to prepare youth for an in-demand occupation in Hunterdon and Somerset Counties. The ARRA summer youth employment program will be implemented through contracted vendors, with an emphasis on agency/organizational collaborations to maximize ARRA funds.

ARRA funds will be used to support summer employment programs in Hunterdon and Somerset counties with allocations to each county based on the percentage of GRWIB county statistical allocations. Summer youth programs will center on activities that are designed to encourage participants to take responsibility for their learning, to understand and manage their career options, and to develop social skills and a maturity level that will help them interact positively with others. This is especially true for at-risk students and high school dropouts, as summer employment may be one of the few opportunities they come across to learn how to enter the world of work. In addition, services provided to youth participants and the work readiness goals set for these individuals should be age appropriate.

Work experience is the core component of the ARRA summer employment program. All contracted vendors will ensure that participating worksites introduce and reinforce the rigors, demands, rewards, and sanctions associated with holding a job. And every effort will be made to match worksites with participants’ interests and goals. The educational component will include work experience activities where the learning of work readiness skills is acquired on the job and is considered to be an acceptable model for older youth who already possess the necessary academic skills.

ARRA funded programs will provide for each of the 39 youth served through the program the following:

- An objective individualized assessment of each youth participant, including a review of the academic and occupational skill levels as well as the service needs for each youth.
- An individual service strategy for each youth participant, including identifying an age appropriate career goal.
- Ensure that academic and vocational training is linked.

The summer ARRA youth employment program will enable 39 youth participants (25 Somerset county/ 14 Hunterdon County) to gain employment readiness skills through classroom based instruction 2 days per week and a pre-apprenticeship or community service work experience 3 days per week in an industry based environment. The students will focus on the development of new skills and technologies in emerging high demand regional labor markets.

Program providers will execute weekly case updates and worksite on-site visits to ensure that the youth are participating fully in the work experience to generate the work history vital to their continuing employability at the conclusion of the summer program. Post program, the vendor will continue to work/follow-up with the program participants for up to 12 months to ensure placement in appropriate skills based training and /or work experience programs.

	April-June, 2009	July-September, 2009	October-December, 2009	January-March, 2010
# of Youth Enrolled in Private Sector Employment and/or organized labor				
# of Youth Enrolled in Summer Work Experience with not-for-profits, FBCOs, government, etc.	10	39	0	0
# of Youth Enrolled in Academic Learning				
# of Youth Enrolled in NJDLWD Bulk Contracting				
# of Youth Enrolled in Local WIB Classroom/Industry-Based Training	0	39	0	0
Total Amount of Funds For Summer Youth	\$118,762			
Total amount to be spent by September 30, 2009	\$118,762			
Total amount to be spent after September 30, 2009	\$0			

D. Green Jobs

In order to best address the local job demand for “green jobs”, the Workforce Investment Board has given priority to incorporating the definition and integration of this industry in the GRWIB strategic plan and scope of work for the newly formed Business Integration Council. Various stakeholders from the primarily small and mid-size corporate community have been recruited to create a localized demand opportunity vision for the Greater Raritan Workforce Development system. Through this effort the Labor Demand data from the NJDLWD will be culled and integrated with the current business climate to identify the emerging “green jobs” in the local

industries as well as to identify the locations of the “demand” labor openings detailed in the NJDLWD monthly Labor Demand reports.

In addition, the youth programming will transition the focus to incorporating more “green technologies” into the requirements for obtaining youth funding through the ARRA (and subsequent WIA allocations). As detailed in the Youth ARRA Section of this plan, green concepts will be integrated into exiting work experiences and training programs to ensure the most “competitively prepared” participants benefitting from ARRA funded programs. Estimates for numbers of available positions and labor pool are unknown at this time due to the nature of the emerging technology and integration into the current labor market.

V. Staffing

The GROSCC is currently operated by Raritan Valley Community College and is scheduled to transition to the new vendor, Somerset County Department of Human Services, on July 1, 2009. In the interim, staffing and oversight of the GROSCC has been a collaborative effort since March 2009, with all pertinent partners engaged in a “team based” approach of operations to ensure program continuity and excellence.

In conjunction with Employment Services, the GROSCC/GRWIB currently employs 2 full time counselors/case managers, a One Stop Administrator and a One Stop Operator and is operating at maximum customer capacity with a waiting list of more than 80 individuals. It has been deemed necessary, in order to meet the unprecedented demand for education and training services due to the record unemployment in the Greater Raritan region, to provide additional staff support to the One Stop Career Center on a temporary basis (4/15/09 through 12/31/09). In order to maximize the ARRA funds (90% going directly toward program participants), the One Stop has instituted a “per diem” counselor position using 10% of the ARRA program funds to ensure effective, efficient and uninterrupted services to the GROSCC customers.

The position is comprised of a roster of up to 15 NJDLWD certified and experienced case managers/counselors from various departments within the Somerset County Department of Human Services who each work up to 4 hours per week (at a flat market rate - in excess of their normal job functions) to support the increased customer demand in the areas of orientation, training and educational waivers.

All seasoned “per diem” staff are provided intensive on site, on-the-job training in WIA, WDP, job counseling and One Stop operations followed by a period of job shadowing/interning prior to being independently scheduled with One Stop customers. To date 6 seasoned case managers/counselors have been added to the “per diem” rotation and have enabled the One Stop to schedule an additional 3 training orientations to accommodate the 100 individuals that were on training “waiting lists”.

The management, effectiveness, and long term viability of the “per diem” position will be monitored and evaluated at least monthly by the One Stop Manager, Operator, Administrative Assistant and “per diem” counselors to ensure service quality, customer flow and program capacity needs after 12/31/09.

VI. Capacity Building

The Greater Raritan Workforce Investment Board and GROSCC is currently undergoing a vendor transition that upon completion will establish a solid foundation for workforce development, planning and access to training based on local employment demand opportunities. A pivotal component in this process is the successful recruitment and retention of the business community as well as the short and long term career path planning and support afforded through the GROSCC to the unemployed residents of Hunterdon and Somerset counties. While these two functions are seemingly separate, each of their success relies heavily on the other and herein lies a pressing capacity building need.

Models and best practices of the successful engagement, sales, retention and integration of the business sector into the local workforce development system for the small, mid-size and large employers is needed in order to help supplement the *NJ Department of Labor's Real Time Jobs in Demand* data with the vacancies of the local job market. The business sector needs to be accessed in the model and fashion in which they are accustomed, with shortened timelines, pertinent benchmarks and outcomes based on a return on investment to the employer. The current WIB system does not inherently function in this capacity and the system has subsequently disenfranchised and marginalized the primary sector in workforce development planning.

A second key area of capacity building needs to focus on the “career pathing” of customers serviced through the One Stop Career Center. The expansion and successful creation of a life long learning path based on immediate work needs of the customer would help to create a fluid local workforce focused on both immediate job opportunities as well as moving individuals along the path in terms of training and education to meet the emerging labor demand of the future. Capacity building in both the creation of identifying labor high demand locations as well the creation of the private/public partnerships crucial to successfully supporting customers holistically through each career evolution is pertinent to long term success.

**NJ Department of Labor and Workforce Development
 ARRA Spending Plan - Youth**

Youth Budget Amounts	FY 2009 April - June, 2009	FY 2010 July - June, 2010	FY 2011 July - June, 2011
Youth 10% Administration			
Youth in Private Sector Employment and/or organized labor			
Youth in Summer Work Experience with not-for-profits, FBCOs, government, etc.	29,691	89071	
Youth in Academic Learning			
Youth in Local WIB Classroom/Industry Based Training			
Total Youth:	29,691	89071	
% of Youth Budget per Year	25%	75%	

**NJ Department of Labor and Workforce Development
 ARRA Spending Plan – Dislocated Workers**

	FY 2009	FY 2010	FY 2011
Dislocated Workers Budget Amounts	April - June, 2009	July - June, 2010	July-June, 2011
Dislocated Workers 10% Administration			
Dislocated Workers LWD Bulk Training	0	154,556	
Dislocated Workers Classroom Industry Strategy			
Dislocated Workers ITAs	168,993	535,116	
Dislocated Workers OJT			
Dislocated Workers Other Initiatives			
Total Dislocated Worker:	168,993	689,672	

% of Dislocated Worker Budget per Year	20%	80%	
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The ITA costs above include counseling salary and fringe benefit costs of \$ 85,886 and direct training costs of \$ 772,799.

**NJ Department of Labor and Workforce Development
 ARRA Spending Plan - Adult**

	FY 2009	FY 2010	FY 2011
Adult Budget Amounts	April - June, 2009	July - June, 2010	July-June, 2011
Adult 10% Administration			
Adult LWD Bulk Training			
Adult Classroom Industry Strategy			
Adult ITAs	\$ 28,854	40,000	
Adult OJT			
Adult Other Initiatives			
Total Adult:	\$ 28,854	\$ 68,854	

% of Adult Budget per Year	42%	100%	
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The ITA costs above include counseling salary and fringe benefit costs of \$ 6,885 and direct training costs of \$ 61,969.