



**UNION COUNTY
WORKFORCE INVESTMENT BOARD**

**AMERICAN RECOVERY AND REINVESTMENT ACT
WORKFORCE DEVELOPMENT PLAN**

UNION COUNTY BOARD OF CHOSEN FREEHOLDERS

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Introduction

This is the Union County Workforce Investment Board's (WIB) plan to implement strategies and employment and training activities funded by the American Recovery and Reinvestment Act of 2009 (ARRA). This plan conforms to the guidelines issued by the New Jersey Employment and Training Commission (SETC) and is organized as follows:

- I) Executive Summary
- II) Labor Market Analysis
- III) ARRA Planning
- IV) Program Planning
- V) Staffing
- VI) Capacity Building

I) EXECUTIVE SUMMARY

Union County, like the nation, is currently in the grips of a deep prolonged recession. The County's urban centers, especially the City of Elizabeth and the City of Plainfield, continue to experience high foreclosure rates and rising unemployment. This Plan lays the groundwork for Union County to develop economic and workforce development strategies to contend with the unprecedented challenges to its economic vitality and residents' financial security. Wages have remained flat and coupled with high unemployment, the workforce system must respond in a coordinated manner with timely strategies that support local and regional businesses and strategically target resources that prepare workers with the skills necessary for current and future employment.

ARRA funding presents an opportunity to reinvigorate the One-Stop System by employing additional resources to serve more residents and provide more comprehensive services. With ARRA relaxed WIA regulations, the County can plan for the targeted use of these funds for the maximum benefit. This one time funding would go far to allow for the realization of an efficient education, training, employment services delivery system that was the intent of WIA legislation: to create a system that provides universal access to services, to assist individuals to advance in their careers, retraining for new jobs, and the ability to upgrade existing skills.

Dislocated Worker funding may make the difference in energizing the One-Stop System, although the County of Union's allocation of Youth and Adult funds is far below the amount that is truly needed to radically change the system. The One-Stop System is, and never will be a one-size fits all network of services, but Union County will strive to deliver workforce preparatory services efficiently with a breadth of service providers that will positively impact our current and future workforce.

Studies have demonstrated the effectiveness of targeted training and re-employment services to key industries within our local and regional economy. The Union County WIB has developed industry specific workforce development policies as a guide for the One-Stop System to implement effective delivery strategies to support the following

industry sectors: healthcare, education, environment/ “green jobs”, advanced manufacturing and transportation/logistics/distribution (TLD).

Given this opportunity, it is expected that the County, specifically the Department of Human Services, will inventory ARRA funding, with the intent to leverage these funds to provide a more comprehensive One-Stop System, thereby increasing employment and training opportunities beyond the USDOL’s funding allocation(s).

II) LABOR MARKET ANALYSIS

Local Economy

Union County is comprised of 21 municipalities with a total population of 523,249¹ residing within its geographic boundaries. The County is comprised of multi-cultural communities. Many of the schools in the inner cities have not performed as well as the more affluent areas and the inner cities continue to experience high drop-out rates. The needs of the inner cities are many, and the needs have grown as a result of the deepening recession.

Since 2002 employment levels in manufacturing, construction and transportation/ warehousing have declined in Union County and statewide. By comparison, employment levels in healthcare, education, accommodation and food services and other services have expanded within the county and across the state. Even in its decline, as of 2005 manufacturing accounted for 25.3% of the total average quarterly payroll in Union County.

Manufacturing, transportation/warehousing and construction are sectors with a significant employment base in Union County, compared to the state as a whole. Healthcare, retail trade and wholesale trade are about equally concentrated in Union County and in the state.

Manufacturing, once the mainstay of the Union County economy, is experiencing a long-term decline. By 2006, 15% of Union County jobs were in the manufacturing compared to 9% statewide. In addition, by 2006, job losses in transportation equipment manufacturing, fabricated metals, machinery manufacturing and other “Old Economy” production line jobs had been offset by growth in the more knowledge-intensive Chemical Manufacturing sector, which is dominated by Pharmaceutical Manufacturing. There have been high-profile plant closings and large-scale layoffs. But there exists a continuing need to replace workers in manufacturing production and repair fields.

The Port is pivotal to the future economic growth of the region. As noted in the Heldrich Center Union County Economic & Workforce Competiveness Study published in 2007, which projections remain relevant today, the sources of future economic growth are industry areas that include: transportation/ distribution/ wholesale trade; healthcare services; education; green jobs; retail trade and accommodations and food services.

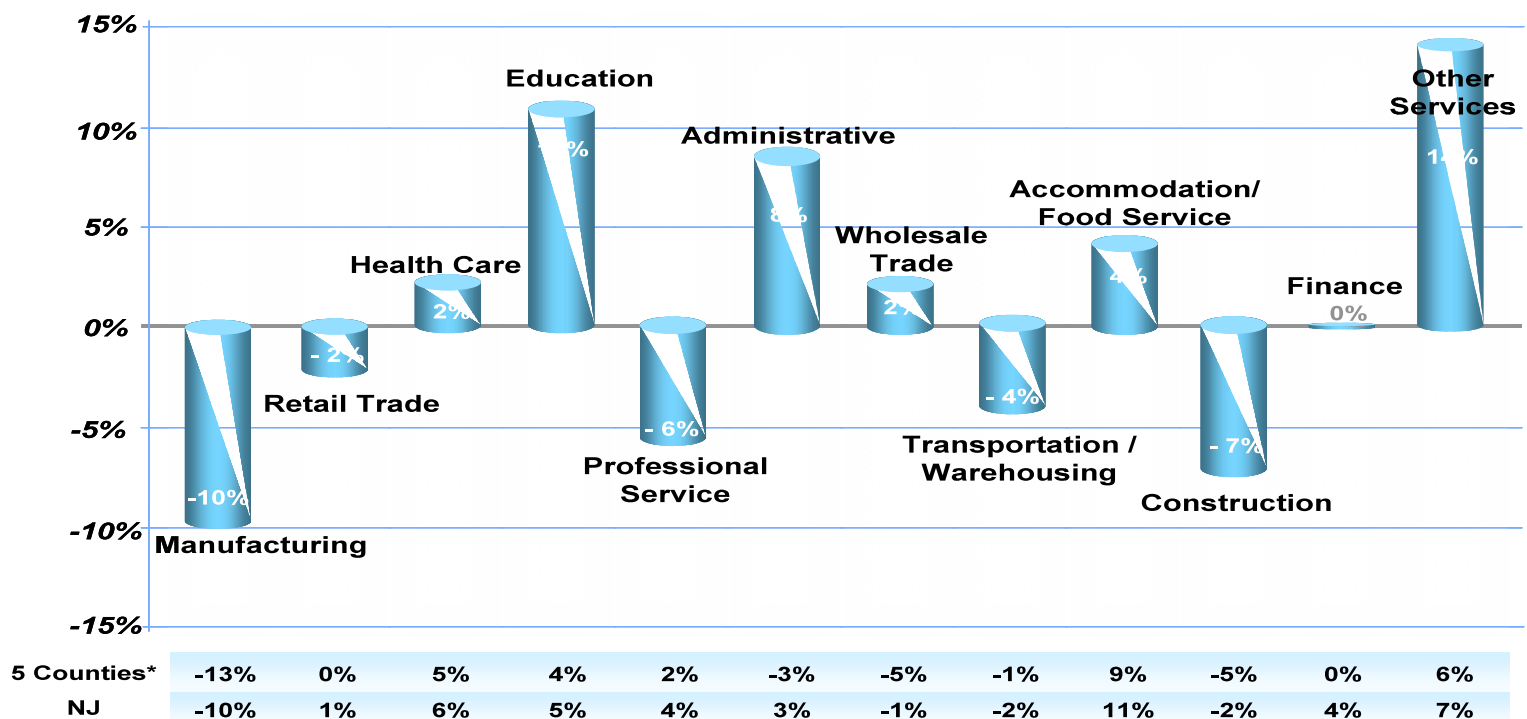
¹ US Census Annual Estimates of the Resident Population for Counties of New Jersey as of July 2008, published March 19, 2009

Unlike the past decade, Union County, as the nation, is challenged by a marked slowdown in the economy. As a transportation hub, imports and exports have been dramatically impacted. Union County has many challenges to build and sustain a rewarding economy, whereby all job seekers have the requisite skills to be able to take advantage of good paying jobs. There are many obstacles in the development of a highly effective workforce development system that closes the gaps between the knowledge base of workers and potential workers and employer demand for a prepared worker with the proper skill sets.

In Union County, the industries with the highest **total payroll** represent the key economic drivers in the county. Total payroll is a function of high industry employment, high average wages, or both. Together, the following six industries account for 2/3 (66%) of total payroll in the county. Alone, each of these industries accounts for more than 6% of total payroll in the county: 1. Manufacturing (24%) 2. Professional, Scientific, and Technical Services (11%) 3. Healthcare (9%) 4. Retail Trade (8%) 5. Wholesale Trade (7%) 6. Educational Services (7%).

As of March 2009, the unemployment rate climbed to 8.9%, representing 24,519 individuals collecting UI benefits, as job losses mount. The hardest hit cities include, Elizabeth with an unemployment rate of 12.2% representing 7,030 individuals collecting unemployment benefits and the City of Plainfield with an unemployment rate of 12.5% representing 3,265 individuals collecting UI benefits reflected in the March 2009 data.

Union County - Three-Year Employment Change by Industry, 2002-2005



* Surrounding County Region (Essex, Hudson, Middlesex, Morris, and Somerset) (U.S. Census Bureau)

Regional Economy

Union County is one of eight (8) county region's participating in the North Jersey Partners' economic development / workforce development regional planning initiatives.

Demographically, the northern region is home to a diverse, well-educated population that allows for New Jersey businesses to draw from a workforce labor pool that is unmatched in the Northeast United States. The eight county region's population of just over 4 million residents accounts for 47 percent of New Jersey's overall population. With a larger proportion of African Americans, Asians and Hispanics than New Jersey as a whole, the northern region is both a racially and ethnically diverse collection of communities.

This diversity is an attractive aspect of the region, but it also presents a significant challenge to the continued development of the economy and to the region's systems of education and workforce development. The dichotomy is often striking: the northern region is home to both some of the richest and poorest community clusters in New Jersey and, hence, in the nation. For the population 25 years and older, the region has a higher ratio of residents with a Bachelor's degree and a higher rate of residents with a graduate or professional degree than the overall New Jersey population.

However, the ratio of regional residents with less-than-a-high-school-degree is greater than the balance of the state. The region is home to several concentrated urban centers such as Elizabeth, Jersey City, Newark, and Paterson that have higher dropout and lower graduation rates. It has—or is connected to—the nation's most extensive public transportation network, yet a significant portion of the workforce faces difficulties in getting to work. Its residents have an abundance of wealth and high quality of life with 28 percent of the region's households earning \$100,000 or more per year; at the opposite extreme, nearly 29 percent of households in the region earn less than \$35,000 per year, much lower than the U.S. median household income of \$46,242 and simply not comparable to the NJ median household income of \$61,158.

Private sector employers in the northern region provide over 1.5 million jobs to the regional economy and account for just over one half of all New Jersey private sector jobs. The northern region is home to a large percentage of all NJ industry group employment with nearly 60 percent of Transportation and Warehousing jobs, 60 percent of jobs in Management of Companies and Enterprises, 52 percent of Manufacturing jobs and 52 percent of Finance and Insurance jobs statewide. In 2006, the largest employers in the region were in the Healthcare and Social Services, Retail Trade, Manufacturing and Professional, Scientific and Technical Services sectors. Job gains in the region over the past five years were recorded in the Healthcare and Social Services, Construction and Professional, Scientific and Technical Services sectors.

Regional private sector employment over the last five years has decreased by 13,000 jobs, led by losses in Manufacturing and Information Technology. Manufacturing job losses have occurred for over two decades throughout the entire state, although the sector continues to be strength of high-wage, high-skill jobs throughout the region. There has been consolidation in other sectors of the regional economy, including Life Sciences, Logistics, and Financial Services groups; yet, these sectors continue to develop to the

point where they have become specific growth clusters and each is a driving economic force within the region. Clearly, the northern New Jersey regional economy has moved from a manufacturing economy to an information services and knowledge-based economy.

For more than ten years, Newark has been building upon its competitive assets to become a regional center for the State in industry, education, entertainment, arts and retail. It is home to Port Newark, which, when combined with Union County's Elizabeth Marine Terminal, is the largest port on the East Coast of North America. It is also the East Coast's gateway for imports from Europe, Africa and Asia. Newark has the largest education center in the state with over 50,000 students and faculty at its five colleges and world-class research universities. It houses the premier arts and cultural center in the state - the New Jersey Performing Arts Center - and has flourishing cultural hubs and neighborhoods.

Similarly, Elizabeth has revitalized itself and created new cities within the city. Building literally on the municipal dumps adjacent to Newark Liberty International Airport, Elizabeth has transformed its economy from almost complete reliance upon manufacturing to a center for retail, hospitality, entertainment and transportation-related businesses. Paterson, the nation's 'original' manufacturing center, has also made great strides in neighborhood revitalization and has become a model for adaptive reuse of its oldest factories.

Industries Targeted for Training

Union County and the region share many of the same industries. Training will be aligned to support high growth and emerging industries. The Union County WIB, as a strategic planning body, commissioned the Heldrich Center to evaluate the local and regional economy and composition of the workforce and related skill sets. The report reviewed economic and workforce data for the area and recommended that the county develop a strategic workforce plan for economic growth to address the workforce development needs of key industries, including TLD and healthcare. The WIB passed Resolution 01-2009 on April 15, 2009 that identified the following industry sectors that provide significant employment, competitive wages and advancement potential consistent with the Heldrich Center Study: healthcare, education, and green / environmental as primary growth sectors and transportation, logistics and distribution (TLD) as a secondary growth sector

Occupations that will be targeted for dislocated worker reemployment include the list of jobs in demand Table 1 (See Appendix) and in high demand sectors Table 2. Consistent with the mission of ARRA, training will be recommended for occupations in the industry sectors that offer the highest probability of employment: healthcare and allied health; education; green jobs/environmental; TLD; entertainment, arts, and retail; advanced manufacturing and process technology.

It should be noted that the Real Time Jobs in Demand data, for the most part, does not reflect the occupations that our traditional One-Stop customers will be able to find employment due to the skill levels of this population. The LMI information is useful for

reemployment services to assist in job matching for our customers that have the appropriate education and work history. Many of the occupations listed on the Real Time Jobs in Demand require a minimum of a BA/BS. Only eighteen (18) of the 79 occupations listed required only “moderate training.” The County will rely on the State’s Eligible Training Provider List and local employment demand to help guide clients’ selection of appropriate training programs.

The WIB will recommend that the One-Stop prioritize the utilization of ITAs for education and training that offers a nationally recognized credential and career opportunities. It is expected that a RFP will be issued for training for specific occupations in the targeted sectors. Training programs are expected to document employer linkages that can produce 90% placement for clients who complete the program.

Transportation, Logistics and Distribution (TLD): TLD is vital to Union County, both in terms of employment and its relationship to other industries. In addition, the wholesale industry, in particular, provides opportunities for workers in the County’s retail sector and other service industries to advance. The TLD industry sector is important to the local and regional economy because:

- Large supplier of new and replacement jobs.
- Wholesale trade is growing more rapidly than in the state (11% between 2002-06 in Union County vs. -1% in New Jersey).
- Higher-than-average wages.
- Offers diverse employment opportunities with varied requirements, particularly suitable for advancement of low-wage workers in Retail, TLD, and other industries.
- Potential for action is high –TLD is supported by state and regional economic growth plans.

Key Sub-Sectors: *Merchant Wholesalers (Durable), Merchant Wholesalers (Non-Durable), Truck Transportation, Support Activities for Transportation* 78% of TLD jobs (over 19,000 jobs) are in these sectors, which are highly concentrated in Union County compared to the state. All sub-sectors except truck transportation are growing.

Key Facts Transportation, Logistics, and Distribution

- 26,000+ workers in 2006
- 3,350+ hires/quarter • 1,200+ new • 2,100+ replacements
- Average wages \$57,319/year

Source: U.S. Census, Longitudinal Employer-Household Dynamics 2006

Healthcare: The role that healthcare institutions and health related jobs have in the everyday lives of residents is significant. The current labor shortage in allied health professions presents a workforce development opportunity offering entry level positions with clear career pathways for advancement.

The Healthcare industry provides the prevention, treatment, and management of illness and the preservation of mental and physical well-being. From personal care services and

counseling to medications, this industry provides many services to Union County and neighboring regions. Healthcare is the third largest industry in Union County. The industry provides a large number of job opportunities and occupations in the industry have a diversity of educational requirements and defined career ladders, which may provide advancement opportunities for low-wage workers. The largest occupations in the industry include registered nurses; medical secretaries; nursing aides, orderlies, and attendants; home health aides; and licensed practical nurses.

Healthcare is an important economic driver in Union County that offers County residents and other workers opportunities to advance their employment and wages through defined career ladders. Large hospitals, including Overlook Hospital and Trinitas Hospital, are located throughout the county.

Unique characteristics of the Healthcare industry in Union County include:

- Third largest industry employer in Union County (over 26,000 workers in 2006).
- Large supplier of new and replacement jobs.
- NJLWD projects nearly 25% growth 2004-14.
- Offers diverse employment opportunities with varied requirements and defined career ladders.
- Potential for action is high –Healthcare supported by regional economic growth plans.

Key Sub-Sectors: *Ambulatory Healthcare Services, Hospitals* - These sectors comprise 67% of Healthcare jobs in the county (over 17,000 jobs). Ambulatory Health Services, the highest paying sector, is growing. It currently accounts for nearly 1,200 new hires per quarter.

Key Facts Healthcare

- Nearly 26,000 workers in 2006.
- 2,800+ hires/quarter•1,000+ new•1,800+ replacements
- Average wages \$44,667/year

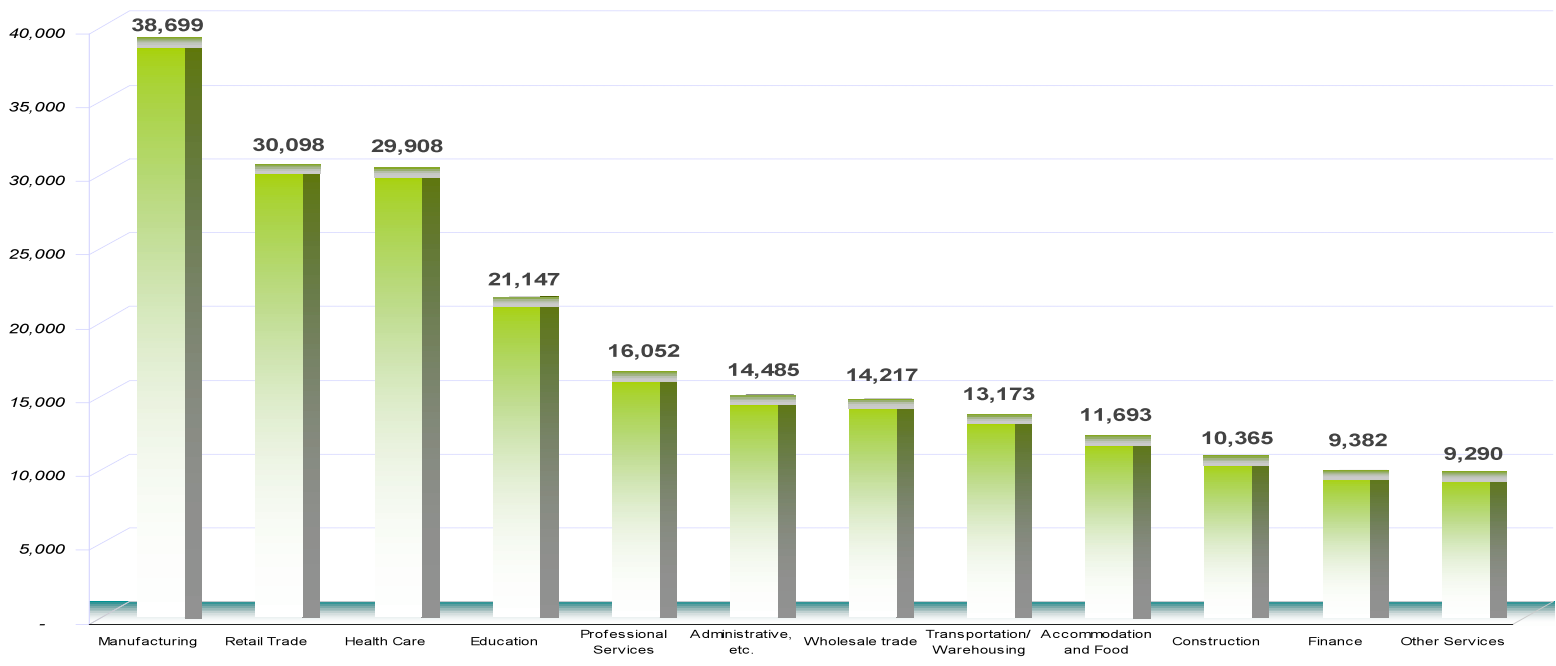
Source: U.S. Census, Longitudinal Employer-Household Dynamics

Green Jobs

Some examples of the occupations targeted for training in green jobs include:

- Wind power development, manufacturing, installation and maintenance
- Solar power installation, maintenance, development, manufacture
- Waste water treatment, operations and maintenance
- Hazardous waste truck drivers, logistics
- Environmental planner, energy infrastructure engineer
- Weatherization operations and maintenance, home and building evaluator, heating and air conditioning specialist

Top Industries in Union County by Employment



Over the period between December 2008 and March 2009, 78,301 jobs were posted in the Northern Region. The greatest number of openings were in the manufacturing, administrative services, professional and technical services, finance, and retail industries.

All except the manufacturing sector is projected to add between 1,000 and 2,500 jobs every year. It should be noted that there are many companies that are hiring and firing at the same time. Companies are looking for skills and using their declining resources to get the specific employee skill sets they need, which causes a lot of the simultaneous hiring and firing.

These five industry sectors accounted for 67 percent of the job openings for which industry data were available. 55 percent of the openings in these five industries were concentrated in three counties: Morris, Bergen, and Union.

The jobs were concentrated in the field of computers, clinical research, business and finance. Table 4 (see Appendix) shows a break down of jobs in demand within these five industries by industry.

Occupations / Industries with high levels of unemployment: The Manufacturing Sector continues to shed jobs, especially in low skill areas. Advanced Manufacturing however is an industry that is expected to grow, but the skill levels required are much higher.

In the current downturn, homebuilding, construction and retail are contracting. The occupations that are identified with high levels of unemployment are listed in Table 3 (see Appendix – Jobs Not in Demand). The list is not entirely accurate for our local area due to factors that may not have been taken into consideration: i.e. turnover rates.

LABOR POOL

Like New Jersey, Union County has a more highly educated population than the U.S. average. One-third of adults have a four-year degree or above, compared to just over one-quarter nationwide (27%) and 34% statewide. Union County has a slightly higher proportion of adults who have earned less than a high school diploma than the state (16.6% in the county vs. 13.8% statewide). The percentage of county residents who earned a two-year college degree or higher increased from an average of 35.8% between 2001 and 2003 to an average of 38.5% between 2004 and 2006. However, the proportion of those who have less than a high school education remained the same (an average of 16.6%) over these time periods.

The county has a higher percentage of foreign-born residents compared to the state, and these residents have lower educational attainment levels than the foreign-born population statewide and native-born county residents. In addition, the percentage of residents over age 5 who speak English “less than very well” increased from an average of 14.7% between 2001 and 2003 to an average of over 18.3% of the county’s population between 2004 and 2006. These demographic trends suggest a continued need for adult basic education services in Union County, as well as a possible increase in the need for English as a Second Language services, in order to help better connect disadvantaged residents with opportunities for advancement in the labor market.

Twenty-eight percent of Union County’s foreign-born adult residents completed less than high school versus 22% statewide. The foreign-born also comprised a larger proportion of the population in Union County than in the state (2004-06 average 35% vs. 25% statewide), adding weight to the effect of their educational attainment on county-wide levels. At both the county and state levels, only 11% of U.S.-born residents had earned less than a high school diploma. More native adults in Union County earned a four-year degree than their native-born counterparts statewide (36% vs. 33%).

The percentage of Union County residents who reported speaking English “less than very well” increased from an average of 14.7% in 2001-03 to 18.3% in 2004-06, while rates remained essentially stable statewide during the same period. In the 2004-2006 period, Union County had a higher share of residents who had English language difficulties compared to the state (18.3% vs. 13.6%).

The County has been negatively impacted by the loss of manufacturing jobs over the last decade and this trend will continue into the future. Manufacturing remains a large employment sector in Union County with medium to high skilled jobs but many low skilled production facilities have relocated to countries with low labor costs. These low skilled workers will need basic literacy services and require retraining to be able to continue to participate in the local economy.

To assist our residents to become better prepared to obtain better paying jobs, enter new career paths and help with career advancement, a large percentage of individuals require higher basic skill competencies. Due to the changing local economy, it is imperative for Union County to address workers workplace skill deficiencies for these individuals to obtain the requisite skills to participate more fully in the economy and for Union County to remain competitive.

Union County residents have a great need for ESL and basic remedial education. There is a high percentage of foreign born residents that lack the necessary academic skills to be easily trained to take advantage of jobs in new fields.

Union County's labor pool is comprised of both males and females from all races. Priority of services provided by the One-Stop is directed towards the population with an educational attainment of a high school diploma and/or less than high school academic level.

Union County's labor pool is representative of the following industries:

- | | |
|---------------------------------------|--------|
| 1) Professional and Business Services | 16.3 % |
| 2) Construction | 12.0 % |
| 3) All others | 15.2 % |

They tend to be concentrated in the following age groups:

- | | |
|-----------------|--------|
| 1) Aged 25 - 34 | 23.5 % |
| 2) Aged 45 - 54 | 23.2 % |
| 3) Aged 35 - 44 | 22.1 % |

Occupations Represented:

- | | |
|---------------------------------------|--------|
| 1) Office and Administrative Support | 16.6 % |
| 2) Transportation and Material Moving | 16.1 % |
| 3) Services | 13.3 % |
| 4) Construction and Extraction | 10.6 % |
| 5) Management, business and financial | 10.4 % |

Wages at Time of UI Files:

- | | |
|----------------------|--------|
| 1) \$ 5,000 - 10,000 | 14.2 % |
| 2) \$10,000 - 20,000 | 21.8 % |
| 3) \$20,000 - 30,000 | 15.7 % |

The key populations that the WIB area plans to serve are; dislocated workers, adults, and youth that fall into these categories outlined above. We plan to re-focus our outreach efforts on those groups that have been traditionally served in our OSCCs. All of the groups mentioned possess a range of skills.

Many of our populations that are in need of services seem to be those individuals in need of fast, short-term skill training programs or those persons in need of some kind of "certification" to enhance their marketability and employability.

Data Sources

- U.S. Department of Labor, Bureau of Labor Statistics
- N.J. Department of Labor and Workforce Development - Labor Market and Demographic Information
- N.J. Department of Labor and Workforce Development - Labor Market and Demographic Information – Real Time Jobs in Demand
- U.S. Census Bureau
- John J. Heldrich Center for Workforce Development Reports
- North Jersey Partners – Economic Trends and Labor Market Information
- Job Connections – A Job Listing Website (A joint effort of UCC and the Department of Human Services that provides current job opening information for job seekers)

III). ARRA PLANNING

Planning Process

Stakeholders: The Department of Human Services, including: Division of Planning, Office of the Director, Division on Aging, Division of Workforce Development; One-Stop Manager, Union County Workforce Investment Board, North Jersey Partners, Union County College, Union County Vocational Technical Schools local labor unions, and the Port Authority of NY & NJ.

Planning meetings are ongoing, many within the Department of Human Services. The planning meetings included: the WIB held a Transportation/ Logistics/ Distribution Employer Roundtable in February and a Healthcare Employer Roundtable in April. The County reached out to area employers to begin the process of developing employer networks and to utilize their expertise to determine their workforce needs, both current and long-term. Their input was invaluable in the validation of data specific to job openings, employee turnover, and skill levels of particular occupations that are typically hard to fill or experience high turnover. Many of the private sector participants were involved in human resources for their respective companies. Topics included:

- What are the needs of older youth, adults and dislocated workers to become employed
- Data to guide decisions for targeted training
- Where to direct funding
- How should training be delivered
- How to improve job matching and job retention

The groups determined that a majority of ARRA funding for youth services should be targeted for a six (6) week summer employment program. To lower costs and include training programs that would typically be higher than the \$4,000 cap, the WIB developed an Adult & Dislocated Workers Program RFP to contract for bulk purchase of class size open start / open exit training programs for occupations in the targeted industry sectors.

Support for Ongoing Planning: The WIB will convene an Employer Advisory Council with members of the WIB, One-Stop, County, and Industry Sector Representatives to advise the One-Stop and provide increased interaction and feedback from the employer

community. The Employer Advisory Council will report out accomplishments and challenges at Executive and WIB meetings.

Green Jobs

The County of Union views the growth of the clean energy economy as an opportunity to train urban residents for good jobs and meet the needs of employers in this emerging sector. The County of Union encourages education and training programs that prepare adults for employment in clean energy industries, specifically energy efficiency, energy retrofitting, and green building. Also included are environmentally-friendly jobs in areas of recycling and conservation.

Youth: The WIB through its RFP process will encourage youth programs to provide summer work experiences in the following career areas: Environmental training – insulation installers, recycling, lead abatement, HVAC Tech, Home / Commercial Energy Auditor, alternative energy – solar panel system installers.

To provide occupational information regarding jobs in lead abatement to older youth. Due to the age of the housing stock in Union County lead paint exposure continues to be a health concern. If the youth is interested, Housing and Urban Development training funds in lead remediation and safety are available for eligible youth.

Adults & Dislocated Workers: The WIB, through its RFP process and use of ITAs, will encourage occupational training in environmental waste remediation, recycling, solar panel installers, HVAC familiarity, and others. The RFP is looking for innovative environment / “green jobs” training programs.

Goals

Youth: To provide summer employment, make connections to the public school system and re-engage in educational pursuits, stay in school for at-risk youth, provide employment opportunities that can lead to careers, connect youth to pre-apprenticeship programs and the Youth Corps.

Adults: To encourage training in industries that provide employment opportunities. To place these individuals in jobs that provide financial self-sufficiency.

Dislocated Workers: To inform individuals in careers in education and Fast Track Teacher Certification programs. To achieve the highest replacement wages.

IV). PROGRAM PLANNING

Adult and Dislocated Workers

Planning Process

Stakeholders: The Department of Human Services, including: Division of Planning, Office of the Director, Division on Aging, Division of Workforce Development; One-Stop Manager, Union County Workforce Investment Board, North Jersey Partners, labor unions, Union County College and Union County Vocational Technical Schools.

Ongoing meetings were held with these stakeholders to increase the quantity and quality of services delivered through the One-Stop with the additional resources provided by ARRA funds. The WIB has held preliminary discussions with local labor unions and Jane Brady, WIB Director, Middlesex County regarding demand for green jobs and how to best prepare for occupations within the green industry sector. Ongoing discussions have included how to coordinate county colleges and/or private training providers to deliver curriculum training for this emerging sector.

The WIB has also held discussions with utility companies and labor unions in regards to job creation in energy retrofits, home and commercial energy audits, weatherization, and alternative energy system installations.

Innovative / Transformational - Local & Regional Planning Projects

The One-Stop Partners, having the needed additional staff, will increase its efforts to serve the business community. If sufficient staff is available, the One-Stop will be better prepared to increase visits to employers, which will enable the One-Stop to better inform employers of available services.

The One-Stop needs to increase their visibility in the employer community and help employers better navigate the system to find skilled workers and business information. Employer services include: employer recruitments, tax credits, On-the-Job Training (OJT), workplace literacy training, etc.

Through the One-Stop's expanded outreach efforts, the employer network will become more robust allowing for a more efficient labor exchange. Utilizing capacity building funding through the REDI grants, case managers and One-Stop staff will be better informed of current and emerging job opportunities in specific industry sectors.

Cross-Industry Efforts

Develop TLD and Healthcare "experts" at Union County One-Stop and community college locations.

Union County will provide professional development for select One-Stop Staff and community college staff to enhance their knowledge of the TLD and healthcare industries and the workforce needs of key local and regional employers. Training will also include an introduction to labor market information tools and industry association resources that staff can use to remain current on industry employment trends.

This training will help career counselors to improve their knowledge of the key industries in the local economy that provide large numbers of job entry and advancement opportunities. Armed with this knowledge, counselors can help to ensure that customers are making informed career decisions based on real information about the local and regional economy. Better decision-making by jobseekers may, in turn, improve employment and earnings outcomes. Training may also help One-Stop staff to see the value in guiding more jobseekers to pursue training in these industries using ITA vouchers, as well as discretionary training funds.

To provide in-depth training for One-Stop staff on TLD careers. The effort would also support regional and statewide goals to strengthen the workforce pipeline for healthcare.

Improve Jobseeker Knowledge of the TLD and Healthcare Industries

Use TLD and Healthcare experts to provide jobseekers with information on job opportunities and industry trends during key points in the reemployment process. Activities would include providing industry-specific materials and information during unemployment orientation, in resource rooms, and during career and education counseling sessions.

Access to accurate and timely information about core industries in the County and the region will help jobseekers to make better informed decisions about training and job searching. Over time, this may improve employment and earnings outcomes, as well as provide County businesses with ready access to a pipeline of skilled workers.

To develop high volume training opportunities in TLD. In healthcare and TLD, it would complement regional (WIRED) and statewide efforts to support employers and jobseekers in these two important industries.

Prioritize Jobseeker Training in TLD and Healthcare

The Union County WIB will target training funds for the TLD and Healthcare industries and will provide improved information.

Targeted training funds for industries important to the local economy will help county businesses and jobseekers to thrive by ensuring that jobseekers are trained in areas relevant to the county's economic growth. This move will also establish Union County as a leader in sector-based strategy development in New Jersey, encouraging other counties and the state to follow its lead.

To develop high volume training opportunities in TLD. In healthcare and TLD, it would complement regional efforts to coordinate job development activities through sector coordinators being hired by North Jersey Partners through its WIRED grant.

Pilot a “stackable credentials” model for TLD education

Union County College, Kean University, and Union County Vocational-Technical School will develop an articulated set of “stackable” credentials from basic skills levels, through high school, bachelor’s level, and beyond in the TLD industry. New coursework will be developed, and Union County schools will work with other institutions in the state to ensure seamless articulation among related programs where possible.

This model will allow TLD workers in Union County to earn employer recognized certificates and other credentials that count toward an Associates degree and, eventually, a bachelor’s degree and above. As a pilot model, it will also position Union County as a leader in the state’s efforts to build a stronger workforce pipeline for the TLD industry.

Explore Partnership with Newark Port One-Stop

Explore the feasibility of developing and MOU that would allow for a service exchange between Newark One-Stop and the Retail Skills Center and Union County One-Stop TLD services (e.g. TLD job training counselors)

A partnership has the potential to augment services available to Union County residents and foster a working relationship with Essex County.

Describe specific population to be served

The specific populations to be served are Dislocated Workers and Adults. Under the Dislocated Workers category the OSCC will make outreach to these workers through normally scheduled Re-employment and WDP weekly orientations and workshops. The OSCC is planning special orientations during “non-traditional” hours such as late afternoon and early evening sessions. The OSCC also plans to incorporate “special information sessions” at upcoming job fairs and community events.

The OSCC also plans to outreach to these populations via flyers and mailing as well as through the OSCC partner network of agencies that receive county CSBG funds and the United Way of Greater Union County.

The OSCC has identified certain target groups residing in Union County via “Initial” Claims Filed for Unemployment. These groups include individuals with:

- Educational attainment – high school graduate
- Claimants/customers expressing an interest in healthcare, TLD, and other emerging growth opportunities

To meet the needs of Veterans we will implement a tracking system to identify Veterans that may be in need of or eligible for services through the OSCC. We will also make sure that our local and county Veterans service agencies have a presence at our monthly One Stop Partners Meeting.

The OSCC also plans to establish an ARRA Resource Corner and Calendar where customers can obtain current information on all activities available to them through the OSCC and its Partners.

Adults: The OSCC will also identify and serve the county's Adult population at the OSCC. Similar outreach efforts that will be used to outreach Dislocated Workers will also be used to outreach Adults. However, the network of agencies to outreach will be expanded to include:

- 1) County Welfare
- 2) Homeless Shelters
- 3) Domestic Violence Agency and Resource Centers
- 4) Division of Youth and Family Services
- 5) Other Community Service Agencies

The OSCC will host a special Partners meeting dedicated to providing information about the local WIB's ARRA plan.

To reach the higher skilled workers the OSCC plans to work closely with ES and UI partners to identify these individuals and offer information about programs and services available through the OSCC and its community partners.

Specific activities provided by OSCC.....

Below is a list of activities that are provided at the OSCCs:

- Finding a job including job leads and interviewing and resume' writing skills
- Information and assistance about on-the-job training, retraining opportunities, and tuition waivers, etc.
- Preparation for GED test, improving basic skills, ESL
- Entrepreneurial Training
- Labor market information and career exploration
- Disability counseling and referral to DVRS
- Veterans activities and support services
- Networking and referral to a Professional Service Group
- Employment assistance for workers aged 55+, including referrals to Workforce 55 and Easter Seals Programs
- Basic computer skills training
- Referrals to agencies within the community for energy assistance, clothing, food, transportation, childcare, and many more supports too numerous to mention
- Assistance and information about unemployment claims

One-Stop Intensive Services would be more comprehensive with enhanced occupational counseling and client preparation services that would encourage the client to enter one of the identified demand career pathways, with the understanding that informed customer choice will be of paramount consideration when recommending occupational training.

The County of Union will not participate in LWD bulk contracting for training. It is our understanding that the County College Consortium will be funded to provide training for “in demand” occupations, but training may not be available locally for Union County’s targeted industry specific occupations. Transportation and travel may preclude our residents from accessing these training programs.

The WIB has determined that the most effective and practical approach to the provision of education and training services, is to contract locally with approved program providers for training in the identified industry sectors. One of the requirements for contracting is the issuance of a nationally recognized credential upon completion of the program.

ITAs are to be targeted to specific industry sectors that offer the best opportunities for employment, high wages, and career ladders.

Youth

Planning Process: The Executive Committee and the WIB, with input from Union County College and the Union County Vocational / Technical Schools has discussed youth strategies in anticipation of receipt of ARRA funding, especially in light of the USDOL directive to provide 85% of the youth allocation for summer work experience programs. Guidance was provided by the WIB /Youth Council Youth Plan, which was approved in late 2008.

Discussions included utilization of ARRA funds for summer work experiences to provide needed employment for eligible youth aged 14 – 24, with priority given to youth aged 17 - 24. This approach would have freed up WIA Youth formula funds to provide for a truly comprehensive year-round youth program whereby youth services would be more intensive and holistic to more effectively address the needs of economically disadvantaged youth aged 14-21 who face barriers to staying in school or finding stable employment.

Unfortunately, planning was based on Union County’s original ARRA planning estimates and thus when the official Notice of Obligation was received the amount of \$475,858 was 60% below the expected funding level. As such, planning for extensive services for youth had to be curtailed.

Summer Youth Employment Program Goals: To provide a 30 hour 6 week work experience program to an estimated 250 youth, targeted towards youth aged 17 – 24 during the summer months. A Youth Summer Employment RFP and a WIA Youth Year Round Program RFP were released and awards are expected shortly.

For ARRA funded youth programs, the goal is to provide summer work experiences / employment and provide support services as necessary. The emphasis as reflected in the RFP is to provide quality work experiences that can lead to full time employment with promotional opportunities and career ladders. Consistent with USDOL guidance, and expectations of a growing green industry, priority was given to youth placed in green jobs.

It is expected that the WIA Year Round Program will offer a summer component that may combine training and employment during the summer months for approximately 200 youth aged 14 – 21, with priority towards youth aged 16 - 21.

Specific Populations to be Served & Outreach Efforts & Securing Work Experience Slots: Through the One-Stop and Department of Human Services network of provider agencies, outreach will be conducted for targeted populations that include: out-of-school youth or those most at risk of dropping out, youth in and aging out of foster care, youth offenders and those at risk of youth involvement, homeless and runaway youth, children of incarcerated parent(s), and youth with disabilities. The County solicited proposals for innovative youth programs for both summer employment and year-round programs. The County expects to evaluate the RFPs expeditiously in anticipation of operating a summer work employment program.

The County also operates the Governor's Summer HEAT Program chiefly for the City of Elizabeth, one of the cities targeted for youth gang/crime reduction as part of the Governor's Safe Streets Initiative.

Outreach: Vendors are responsible for youth participant outreach and the One-Stop has responsibility for final participant eligibility determination and placement at appropriate vendor program based on a number of factors, which include geographic area, maturity level, skills and career goals.

Through the RFP process, our outreach efforts include utilizing County and municipal government programs, One-Stop affiliates and faith-based and community-based organizations to create meaningful summer employment opportunities. As previously stated, more weight will be given to innovative programs especially that include work experience in green jobs.

Work Experience Slots – Faith-based/Community Organizations/Government/Not-for-Profit Organizations: The Youth Program currently has in its database, over forty (40) agencies that served as a worksite for the WIA Youth Program during PY 08. The database is predominately made up of Faith-Based/Community Organizations (FBCO), government, and not-for-profit organizations including local Boards of Education.

In anticipation of providing a work experience for many more youth this program year, increased solicitation for additional worksites is on-going. Outreach has begun in an attempt to connect with organizations that have not traditionally been targeted as potential worksites. Letters and a Worksite Agree Forms have been distributed to these potential worksites and at various youth focused committee meetings.

Prior to the start date of the Summer Youth Employment Program, an orientation will be held for all of the organizations seriously interested in becoming a worksite for the 2009 Summer Youth Employment Program. All of the program details will be discussed during the orientation.

Program Performance – Work Readiness / Academic Learning: All participants shall have an opportunity to participate in work readiness preparation and/or academic learning prior to and during the Summer Youth Employment Program. The Adkins Life Skills and Job Readiness Training Sessions are currently being delivered and offered to potential Summer Youth Employment Program Participants. Work readiness preparation and/or academic learning are components that may also be delivered through vendors contracted under the ARRA Program.

Pre-employment Maturity Competency Indicators will be used to measure work readiness outcomes. Work readiness success will be defined based on benchmarks and/or with a passing grade on the instructor's pass/fail observation on specific competencies. These competencies and benchmarks/evaluations will include, but not be limited to the following:

COMPETENCY	BENCHMARKS/EVALUATIONS
Making Career Decisions	Completion of a career inventory test with 80% accuracy in four (4) out of six (6) competency indicator areas.
Using Labor Market Information	Demonstration of ability to complete assigned tasks with a pass/fail grade in the four (4) of the six (6) competency indicator areas.
Consistently Punctual	The participant will arrive on time to class/work and return from breaks/lunch as instructed.
Preparing Resume	The participant will demonstrate proficiency by attaining a rating of pass/fail in each of the competency indicator areas.
Filling Out Job Application	Demonstration of proficiency by attaining a rating, passing in all of the competency indicator areas.
Interviewing	The participant will demonstrate proficiency by attaining a pass/fail rating on an interview rating sheet provided by the instructor during a mock interview simulation.
Regular Attendance	The participant will be allowed up to 15% excused absenteeism during participation in the program.
Positive Attitude/Behavior	The participant will demonstrate proficiency by attaining a rating of pass/fail in the five (5) competency indicator areas.
Appropriate Dress	Proficiency in the demonstration and ability to describe the elements of appropriate dress, good grooming habits, neatness, cleanliness and personal hygiene on a rating sheet, with a pass/fail instructor observation sheet.
Interpersonal Relations	The participant will demonstrate proficiency by attaining a rating of pass/fail in the three (3) out of five (5) competency indicator areas.
Completing Tasks	The participant will demonstrate proficiency by attaining a rating of pass/fail in the four (4) competency indicator areas.

Regional Planning: There are no regional planning or regional projects presently planning for summer youth at this time.

Structure of One-Stop Services: One-Stop Career Center services are being structured to ensure ALL young people in their communities are adequately prepared for and will have access to the education, training and career path employment they need to become self-

sustaining contributors to their communities. The success of youth lies in the quality of services delivered by knowledgeable and trained staff.

The planned sequence of services at the One-Stop Career Center(s) allows for optimal flexibility in the delivery of services to meet the individual needs of all youth. It is imperative that the first point of contact for the youth is a positive experience; this may determine the overall success and use of the system.

The One-Stop Career Center is Internet ready, with a resource library which includes access to computers, telephones, fax and copy machines. Through the resource library, youth are able to participate in work skills exploration, search for employment, training, internship, and scholarship opportunities. Youth will also be able to register to attend regularly scheduled workshops either on location or at a partnering agency site. Furthermore, all contracted service providers must ensure that they will provide the following core service components:

- **Outreach, Recruitment and Orientation:** Prior to program start date, the following must occur: Outreach and recruitment that includes but is not limited to, identifying potentially eligible youth, working with parents and guardians to secure necessary documentation and communicating with schools and community organizations regarding recruitment efforts.

As part of orientation, all youth must receive information on all services available through the Provider, including programs or activities provided by vendors and partners. This would include information about all program policies governing such areas as drug and alcohol abuse, attendance and behavior. Youth must be made aware of youth development principles practiced by the provider and services and projected outcomes will be tailored to the individual youth's needs.

- **Eligibility Determination and Registration:** Registration includes completion of WIA youth application, verification of the information provided for the application and determination that the applicant meets the eligibility criteria established by WIA. The application is standardized, and it is the Provider's responsibility to ensure that it is completed fully and accurately. The UCWIB will determine final eligibility.
- **Objective Assessment:** Prior to the applicant's acceptance, each participant shall be provided with an objective assessment of his/her work readiness skills, employment skills and supportive service needs. This may include a review of the educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes and supportive service needs. The goal is to accurately evaluate youth in order to develop an appropriate service strategy to meet his/her individual needs.
- **Case Management:** Case managers and youth work together in a documented, goal-oriented, participant-centered process that extends from recruitment through follow up. The case manager motivates participants and coordinate services and information to prepare them for post-secondary educational opportunities, academic and occupational learning, or employment/training opportunities as appropriate. In

addition, for those youth who are determined eligible for WIA programs, but who do not enroll, Providers must provide:

- **Referral:** Information regarding the full array of applicable and appropriate services available through local programs, including One-Stop Career Center and other eligible programs that have the capacity to serve them with appropriate training and educational services. In addition, eligible youth should be given referrals for further assessment if determined appropriate. Programs are strongly encouraged to partner and share information with other youth-serving agencies, organizations and training providers in order to meet the individual needs of youth to be served.
- **Follow-up:** During the program, One-Stop Staff (Youth Program) will work closely with worksite supervisors to ensure continuity of services and progress towards participants' work readiness success. Staff will be responsible for coordinating follow-up, gauging its effectiveness and appropriateness, maintaining appropriate periodic contact with the participant and documenting all activities. Follow-up may include: support services; regular contact with youth's employer, including addressing work-related problems that arise; work related peer support groups, career development and further education.

Leveraged Resources: The County is planning to implement a Youth Individual Development Account (IDA) like program component to the Summer Youth Employment Program. The Department of Human Services has submitted a plan for the use of Community Services Block Grant funds to provide IDA matching funds to assist youth participants in understanding the importance of financial responsibility and savings. This program will target the most economically disadvantaged and at risk youth between the ages of 14 – 24, with priority given to youth aged 17 - 24. The IDA program is expected to operate for a 14-month period, that would include the summer of 2009 and 2010. The program design will focus on the reward of a one to one dollar match for savings. The main objective of the program will be the financial literacy and promoting the concept of the importance of saving money and investing. Each participant will have the opportunity, if they successfully complete the program to have a match of either \$25 or \$50 per week.

The One-Stop Centers will provide the Financial Literacy classes to all the volunteer participants. Topics to be covered include budgeting, goal setting, differentiating between needs and wants, education on how to open / maintain a bank account, and the impact of making a commitment to a job and to savings. The Money Smart curriculum approved by the FDIC will be used.

Approximately 750 youth between the ages of 14 – 24 who are employed in the County's Summer Youth Employment Program (500 in 2009 and 250 in 2010) will participate in the IDA-like savings program, earning a one to one dollar match up to \$50 per week. Approximate match: \$405,000.

Green Jobs

Incorporating Green Work Experience in the Summer Employment Program:

Priority will be given to youth programs submitted for RFP award that include opportunities for skilled workers in the fields of conservation, solar, geothermal, wind power design, and the use of environmentally-friendly building materials will mean increased job opportunities for young people who have had exposure to work experiences that equip them with the appropriate “green” knowledge.

Innovative Programs

Green Job Career Information

Middle School Teacher Renewable Energy and Environmental Responsibility Pilot Program is a partnership between Honeywell Corp., Union County Vocational / Technical Schools and Union County College. A grant from the Honeywell Corp. is sponsoring the Middle School Green Pilot Program. The program is designed for Middle School Teachers to incorporate curricula to teach green and sustainable topics, methods, lessons and concepts to middle school students at their respective schools.

Educators will discover, examine and identify the roots of green technology, sustainable living and environmental consciousness. Teachers will discover new concepts by using interactive exploratory projects such as designing and building a solar house, a wind turbine, and more. New teaching technologies will be available for students to explore careers in this new and exciting field.

Pre-Apprenticeship Program

The WIB enjoys a close working relationship with the Union County Vocational / Technical Schools. There is a need for qualified apprentices in the building trades. The Union County Apprenticeship Coordinator is located at the UCVTS campus. The UCVTS offers a Cooperative Carpentry Program: a pre-apprenticeship program affiliated with the Carpenters Union. The Carpenters Union has agreed to offer union apprenticeships to all graduates that pass the Carpenters Union entrance exam. Pre-apprenticeship graduates receive a New Jersey High School Diploma and a certificate of program completion. This is a very effective occupational training model, whereby the Union has input into the design of the curricula and provides hands on experience by having students visit the Union Hall twice a week and work along working Carpenter apprentices.

Projected Numbers of Individuals to be Served (By Quarter)

	Year 2009			Year 2010		
	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept
# of Dislocated Workers Enrolled LWD Bulk Training						
# Dislocated Workers Enrolled Local Classroom Industry Strategies		16	16	16	16	16
# Dislocated Workers Enrolled ITAs		21	21	21	21	21
# Dislocated Workers Enrolled OJT						
# Dislocated Workers Enrolled Apprenticeships						
# Dislocated Workers Enrolled Other Initiatives		5	5	5	5	5

	Year 2009			Year 2010		
	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept
# of Adults Enrolled LWD Bulk Training						
# Adults Enrolled Local Classroom Industry Strategies		5	5	5	5	5
# Adults Enrolled ITAs		10	10	10	10	10
# Adults Enrolled OJT						
# Adults Enrolled Apprenticeships						
# Adults Enrolled Other Initiatives		5	5	5	5	5

	Year 2009			Year 2010
	April-June	July-Sept	Oct-Dec	Jan-March
# of Youth Enrolled in Private Sector Employment and/or Organized Labor		200+ (Summer HEAT)		
# Youth Enrolled in Summer Work Experience not-for-profits, FBCC < government		255		
# Youth Enrolled in Academic Learning				
# Youth Enrolled LWD Bulk Contracting				
# Youth Enrolled in Local WIB Classroom / Industry Based Training				

Total Amount of Funds for Summer Youth		
Total Amount to be spent by 9/30.2009	\$ 356,894.00	(75%)
Total Amount to be spent after 9/30/2009	\$ 118,964.00	(25%)

V). STAFFING

The One-Stop is expecting to hire two staff part-time to help with the administration of the expanded youth summer employment program and Summer HEAT. More will be asked of full time staff to meet the increased demand for services.

VI). CAPACITY BUILDING

Priority/Key Issues

The County of Union is participating in the NJLWD Regional Economic Development Initiative (REDI) grants. The REDI grants will provide capacity building for One-Stop frontline staff to become more familiar in the identified industry sectors. Initially, Union County will begin training front line One-Stop staff in the skill needs, occupations, and career opportunities in the TLD industry sector.

The NJLWD Office of Labor Market and Demographic Information has contacted the One-Stop Manager and is planning instructional training sessions on the utilization and limitations of the Real Time Jobs in Demand data tool. This vitally important information can assist front line staff to provide better up to date labor market information for our customers and help our customers make better informed decisions as to training programs and career choices.

In order to provide guidance for everyone who will be involved in carrying out the local WIB plan as it relates to ARRA funding, several informational sessions will be scheduled. These sessions are expected to include:

- A brief description of the state's ARRA plan and its goals for the workforce system
- A description of the county's ARRA plan and its goals for the local workforce system
- Specific roles of local WIB and One Stop staff as they relate to carrying out the plan

DISLOCATED WORKERS - CHALLENGES

With ARRA funding we will increase our ability to train dislocated workers. Our intent is to broaden the type of training we are able to offer customers, especially reflecting the nature of the current economic downturn.

Increasingly we are servicing customers who have college degrees, and often, those with advanced degrees. The crisis in the construction and financial sectors has created customers who held high-level positions as financial brokers, real estate lawyers, mortgage consultants, etc.

The challenge is to find alternate careers that match their skill sets and provide near replacement wages.

Appendix

TABLE 1: Jobs in Demand based on Cumulative Date Dec. '08 - March '09

Union						
Rank	Occupation Title	WIB Area # New Job Openings	WIB Area Labor Shortage	US Preferred Education/ Training	NJ Score	WIB Area Score
1	Computer Systems Analysts	260	224	BA/BS	98.1	97.9
2	Computer and Information Systems Managers	367	306	BA/BS	97.9	97.9
3	General and Operations Managers	142	65	BA/BS	67.0	97.2
4	Computer Software Engineers, Applications	153	126	BA/BS	98.1	97.0
5	Registered Nurses	224	194	AA/AS	97.5	97.0
6	Computer Programmers	259	233	BA/BS	97.4	97.0
7	Accountants and Auditors	212	149	BA/BS	96.9	96.8
8	Lawyers	89	65	Grad/Prof	95.8	96.2
9	Sales Representatives, Services, All Other	227	129	Moderate Training	96.1	96.2
10	Financial Managers	164	121	BA/BS	97.2	96.0
11	Marketing Managers	190	147	BA/BS	96.3	95.9
12	Medical and Health Services Managers	192	176	BA/BS	96.5	95.9
13	Natural Sciences Managers	417	414	BA/BS	94.5	95.0
14	Network Systems and Data Communications Analysts	83	72	BA/BS	95.6	94.6
15	Securities, Commodities, and Financial Services Sales Agents	71	45	BA/BS	95.9	94.5
16	Managers, All Other	127	18	Moderate Training	62.8	94.2
17	Industrial Engineers	198	183	BA/BS	93.4	93.2
18	Computer Hardware Engineers	129	125	BA/BS	94.6	93.2
19	Management Analysts	60	38	BA/BS	94.7	93.2
20	Market Research Analysts	114	90	BA/BS	92.5	92.5
21	First-Line Supervisors/Managers of Retail Sales Workers	246	137	Moderate Training	92.6	92.5
22	Chemists	92	75	BA/BS	85.3	92.5
23	Insurance Sales Agents	63	54	BA/BS	93.2	92.5
24	Physical Therapists	62	62	Grad/Prof	94.8	92.2
25	Computer Support Specialists	123	73	AA/AS	93.0	91.6
26	Medical Scientists, Except Epidemiologists	56	48	Grad/Prof	83.6	91.5
27	Occupational Therapists	87	87	Grad/Prof	92.7	91.4
28	Financial Analysts	63	34	BA/BS	93.3	91.1

29	Pharmacists	36	27	Grad/Prof	92.6	90.9
30	Social and Community Service Managers	67	57	BA/BS	91.9	90.8
31	Mechanical Engineers	60	49	BA/BS	93.2	90.8
32	Environmental Scientists and Specialists, Including Health	87	84	Grad/Prof	90.2	90.7
33	Transportation, Storage, and Distribution Managers	68	14	Moderate Training	71.0	90.5
34	First-Line Supervisors/Managers of Office and Administrative Support Workers	174	16	Moderate Training	90.4	90.1
35	Network and Computer Systems Administrators	44	15	BA/BS	94.2	89.7
36	Database Administrators	53	43	BA/BS	92.6	89.7
37	Special Education Teachers, Preschool, Kindergarten, and Elementary School	54	44	BA/BS	91.3	89.7
38	Physicians and Surgeons, All Other	19	19	Grad/Prof	90.7	89.5
39	Secondary School Teachers, Except Special and Vocational Education	28	20	BA/BS	88.8	88.8
40	Education Administrators, Postsecondary	39	19	BA/BS	90.8	88.8
41	Electrical Engineers	48	41	BA/BS	90.2	88.8
42	Computer Software Engineers, Systems Software	22	12	BA/BS	95.6	88.6
43	Training and Development Specialists	50	37	BA/BS	90.5	88.5
44	Chemical Engineers	62	57	BA/BS	80.9	87.8
45	Loan Officers	63	30	BA/BS	86.4	87.7
46	Speech-Language Pathologists	38	38	Grad/Prof	89.2	87.4
47	Civil Engineers	20	13	BA/BS	93.1	86.8
48	Licensed Practical and Licensed Vocational Nurses	31	20	Votech	88.0	86.4
49	Operations Research Analysts	42	39	Grad/Prof	84.2	86.1
50	Medical and Clinical Laboratory Technologists	35	32	BA/BS	87.2	86.0
51	Tax Examiners, Collectors, and Revenue Agents	45	44	BA/BS	86.2	85.9
52	Insurance Underwriters	26	21	BA/BS	84.4	85.8
53	Tellers	102	56	Short Training	86.6	85.5
54	Public Relations Managers	27	20	BA/BS	87.5	85.1
55	Engineering Managers	19	11	BA/BS	89.0	85.0
56	Technical Writers	35	25	BA/BS	87.2	84.9
57	Production, Planning, and Expediting Clerks	55	15	Moderate Training	86.1	84.8
58	Compensation, Benefits, and Job Analysis Specialists	27	24	BA/BS	87.9	84.6
59	Environmental Engineers	19	17	BA/BS	88.3	84.4
60	Physician Assistants	22	22	Grad/Prof	85.6	84.3
61	Education Administrators, Preschool and Child Care Center/Program	30	23	BA/BS	86.4	84.1
62	First-Line Supervisors/Managers of Food Preparation and Serving Workers	43	17	Moderate Training	86.9	84.0
63	Statisticians	31	30	Grad/Prof	84.5	83.7

64	Mental Health and Substance Abuse Social Workers	26	21	Grad/Prof	85.9	83.6
65	Hairdressers, Hairstylists, and Cosmetologists	39	19	Votech	57.9	83.1
66	Property, Real Estate, and Community Association Managers	24	12	BA/BS	86.5	82.9
67	Writers and Authors	19	17	BA/BS	78.8	81.9
68	Social and Human Service Assistants	36	21	Moderate Training	85.7	81.8
69	Public Relations Specialists	20	16	BA/BS	85.3	81.6
70	Biological Technicians	16	15	BA/BS	78.1	80.6
71	Compliance Officers, Except Agriculture, Construction, Health and Safety, and Transportation	15	12	Moderate Training	85.3	80.5
72	Occupational Health and Safety Specialists	19	14	BA/BS	83.3	80.4
73	Loan Interviewers and Clerks	23	18	Short Training	47.5	79.5
74	Occupational Therapist Assistants	27	26	AA/AS	82.6	79.0
75	Aerospace Engineers	13	12	BA/BS	75.9	77.4
76	Lodging Managers	15	11	Moderate Training	76.1	77.2
77	Materials Scientists	12	12	BA/BS	68.1	77.1
78	Physical Therapist Assistants	13	13	AA/AS	82.0	75.2
79	Forest and Conservation Technicians	17	17	AA/AS	75.3	72.2

Table 2. Industry Demand in the Northern Region		
Industry Sector	Number of Jobs Dec 2008-March 2009	Annual Projected Openings
Manufacturing	2,123	-6,250
Administrative and waste services	1,577	2,530
Professional and technical services	1,502	4,580
Finance and insurance	1,249	2,570
Retail trade	1,031	1,130
Information	894	-9,000
Healthcare and social assistance	860	10,040
Other services, except public administration	757	2,270
Educational services	331	1,420
Accommodation and food services	254	2,470
Management of companies and enterprises	238	710
Real estate and rental and leasing	136	520
Wholesale trade	104	260

TABLE 3: Jobs Not in Demand based on Cumulative Date Dec. '08 - March '09

Union					
Occupation Title	WIB Area # New Job Openings	WIB Area Labor Shortage	US Preferred Education/ Training	NJ Score	WIB Area Score
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	30	-11	Moderate Training	79.4	62.9
Food Service Managers	37	-11	Moderate Training	60.7	61.2
First-Line Supervisors/Managers of Production and Operating Workers	52	-22	Moderate Training	57.5	58.1
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	35	-63	Moderate Training	58.0	57.3
Construction Managers	18	-26	BA/BS	57.1	57.1
Executive Secretaries and Administrative Assistants	94	-50	Moderate Training	56.3	56.8
Bookkeeping, Accounting, and Auditing Clerks	80	-45	Moderate Training	55.1	54.8
Administrative Services Managers	8	-20	BA/BS	57.4	53.5
Paralegals and Legal Assistants	15	-16	AA/AS	56.9	53.4
Truck Drivers, Heavy and Tractor-Trailer	61	-297	Moderate Training	52.8	52.7
Customer Service Representatives	77	-219	Moderate Training	53.5	52.6
Retail Salespersons	138	-97	Short Training	51.9	52.1
Security Guards	65	-45	Short Training	51.5	51.7
Office Clerks, General	97	-130	Short Training	52.0	51.6
Receptionists and Information Clerks	47	-36	Short Training	50.1	51.5
Child Care Workers	19	-15	Short Training	47.3	51.1
Dental Assistants	12	-17	Moderate Training	51.5	50.3
First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	7	-27	Moderate Training	52.9	50.2
Advertising Sales Agents	12	-27	Moderate Training	51.7	49.9
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	13	-40	Moderate Training	49.4	48.4
Industrial Machinery Mechanics	7	-11	Moderate Training	50.2	48.4
Human Resources, Training, and Labor Relations Specialists, All Other	11	-98	BA/BS	47.8	48.3
Cooks, Restaurant	17	-25	Moderate Training	45.9	48.3
Automotive Body and Related Repairers	8	-16	Moderate Training	46.2	48.2

First-Line Supervisors/Managers of Construction Trades and Extraction Workers	9	-123	Moderate Training	52.2	48.2
Maintenance and Repair Workers, General	42	-45	Moderate Training	49.2	48.2
Personal and Home Care Aides	13	-19	Short Training	48.4	48.1
Plumbers, Pipefitters, and Steamfitters	9	-56	Moderate Training	45.1	48.1
Driver/Sales Workers	29	-34	Short Training	51.3	47.9
Taxi Drivers and Chauffeurs	22	-22	Short Training	43.4	47.8
Home Health Aides	15	-26	Short Training	51.1	47.5
Stock Clerks and Order Fillers	32	-226	Short Training	49.6	47.4
Food Preparation Workers	19	-36	Short Training	50.0	47.3
Truck Drivers, Light or Delivery Services	19	-141	Short Training	49.0	47.0
Office and Administrative Support Workers, All Other	17	-62	Short Training	50.1	46.5
Dining Room and Cafeteria Attendants and Bartender Helpers	9	-14	Short Training	45.5	46.3
Inspectors, Testers, Sorters, Samplers, and Weighers	15	-43	Moderate Training	49.6	46.0
Bartenders	9	-19	Short Training	45.3	45.6
Employment, Recruitment, and Placement Specialists	5	-29	BA/BS	56.5	45.3
Cashiers	18	-252	Short Training	47.8	44.7
Electricians	4	-92	Moderate Training	50.5	44.3
Medical Assistants	9	-51	Moderate Training	47.9	44.0
Maids and Housekeeping Cleaners	15	-71	Short Training	46.1	43.9
Carpenters	5	-137	Moderate Training	44.9	43.5
Secretaries, Except Legal, Medical, and Executive	6	-56	Moderate Training	46.5	43.4
Waiters and Waitresses	11	-108	Short Training	44.8	43.2
Industrial Truck and Tractor Operators	9	-71	Short Training	45.1	43.2
Printing Machine Operators	6	-24	Moderate Training	45.6	43.1
Shipping, Receiving, and Traffic Clerks	9	-124	Short Training	46.3	42.6
Laborers and Freight, Stock, and Material Movers, Hand	11	-619	Short Training	47.2	42.6
Bus Drivers, School	8	-41	Moderate Training	40.1	42.2
First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators	2	-19	Moderate Training	49.5	42.1
Mobile Heavy Equipment Mechanics, Except Engines	4	-22	Moderate Training	44.1	41.2
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	4	-16	Short Training	47.5	41.0
Chefs and Head Cooks	5	-23	Moderate	41.4	40.9

			Training		
Teacher Assistants	5	-34	Short Training	44.8	40.8
Insurance Claims and Policy Processing Clerks	3	-14	Moderate Training	46.8	40.4
Team Assemblers	3	-15	Moderate Training	48.8	39.8
Construction Laborers	5	-338	Moderate Training	43.5	39.6
Chemical Technicians	3	-32	AA/AS	47.4	38.9
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	3	-14	Moderate Training	38.9	38.7
Dispatchers, Except Police, Fire, and Ambulance	2	-16	Moderate Training	43.9	38.6
Dishwashers	3	-16	Short Training	45.2	38.6
Sheet Metal Workers	2	-29	Moderate Training	40.6	37.2
Stationary Engineers and Boiler Operators	2	-13	Moderate Training	46.1	37.1
Bus Drivers, Transit and Intercity	5	-41	Moderate Training	36.4	37.1
Cement Masons and Concrete Finishers	2	-28	Moderate Training	36.7	36.9
Mail Clerks and Mail Machine Operators, Except Postal Service	2	-14	Short Training	38.5	36.6
Packaging and Filling Machine Operators and Tenders	4	-86	Short Training	34.2	36.3
Cabinetmakers and Bench Carpenters	2	-17	Moderate Training	36.7	36.2
Machinists	3	-48	Moderate Training	43.9	35.5
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3	-112	Short Training	46.0	35.4
First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	1	-26	Moderate Training	36.3	34.6
Landscaping and Groundskeeping Workers	3	-180	Short Training	43.0	34.5
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	2	-15	Moderate Training	40.5	33.3
Mixing and Blending Machine Setters, Operators, and Tenders	1	-12	Moderate Training	31.2	32.9
Cooks, Fast Food	2	-42	Short Training	34.8	32.8
Brickmasons and Blockmasons	1	-43	Moderate Training	31.8	31.3
Sewing Machine Operators	3	-24	Moderate Training	33.6	31.0
Painters, Construction and Maintenance	1	-43	Moderate Training	32.4	30.9
Production Workers, All Other	2	-180	Moderate Training	39.1	30.4
Computer-Controlled Machine Tool Operators, Metal and Plastic	4	-96	Moderate Training	39.9	30.4

Cleaners of Vehicles and Equipment	1	-25	Short Training	41.7	30.1
Combined Food Preparation and Serving Workers, Including Fast Food	1	-42	Short Training	41.7	29.2
Paving, Surfacing, and Tamping Equipment Operators	1	-17	Moderate Training	30.3	28.7
First-Line Supervisors/Managers of Landscaping, Lawn Service, and Groundskeeping Workers	1	-103	Moderate Training	31.6	28.4
Helpers – Electricians	1	-22	Short Training	28.4	28.2
Telecommunications Line Installers and Repairers	0	-12	Moderate Training	34.9	27.4
Fine Artists, Including Painters, Sculptors, and Illustrators	1	-21	Moderate Training	25.1	27.1
Helpers--Production Workers	1	-242	Short Training	37.2	25.8
Helpers – Carpenters	1	-37	Short Training	30.4	25.4
Postal Service Mail Carriers	0	-19	Short Training	31.9	23.5
Building Cleaning Workers, All Other	1	-16	Short Training	24.0	22.7
Postal Service Mail Sorters, Processors, and Processing Machine Operators	0	-12	Short Training	41.2	22.4
Sales and Related Workers, All Other	0	-15	Moderate Training	42.4	22.4
Landscape Architects	0	-14	BA/BS	41.3	21.2
Operating Engineers and Other Construction Equipment Operators	0	-29	Moderate Training	36.3	21.1
Refuse and Recyclable Material Collectors	0	-20	Short Training	28.0	19.8
Helpers--Installation, Maintenance, and Repair Workers	0	-14	Short Training	35.2	19.8
Jewelers and Precious Stone and Metal Workers	0	-13	Votech	35.4	19.0
Structural Iron and Steel Workers	0	-23	Moderate Training	26.1	18.6
Cooks, Institution and Cafeteria	0	-23	Moderate Training	37.0	18.4
Maintenance Workers, Machinery	0	-14	Moderate Training	17.7	18.4
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	0	-23	Short Training	36.0	18.3
Amusement and Recreation Attendants	0	-20	Short Training	39.0	18.2
Cargo and Freight Agents	0	-31	Moderate Training	35.9	17.6
Motor Vehicle Operators, All Other	0	-12	Short Training	34.4	17.6
Installation, Maintenance, and Repair Workers, All Other	0	-15	Moderate Training	28.4	17.3
Construction and Related Workers, All Other	0	-21	Moderate Training	15.9	17.3
Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	0	-12	Moderate Training	25.0	16.9
Electronic Equipment Installers and Repairers, Motor Vehicles	0	-12	Votech	33.8	16.7
Service Station Attendants	0	-25	Short Training	44.5	16.6

Cutting and Slicing Machine Setters, Operators, and Tenders	0	-15	Moderate Training	24.8	16.3
Couriers and Messengers	0	-20	Short Training	42.9	16.1
Glaziers	0	-18	Moderate Training	25.7	15.2
Roofers	0	-33	Moderate Training	32.8	15.1
Food Servers, Nonrestaurant	0	-42	Short Training	40.4	14.9
Laundry and Dry-Cleaning Workers	0	-31	Moderate Training	34.1	14.6
Crossing Guards	0	-46	Short Training	21.7	14.1
Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	0	-21	Short Training	22.9	14.0
Machine Feeders and Offbearers	0	-24	Short Training	14.2	13.9
Eligibility Interviewers, Government Programs	0	-27	Moderate Training	30.7	13.7
Assemblers and Fabricators, All Other	0	-114	Moderate Training	40.7	13.6
Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	0	-12	Moderate Training	25.7	13.1
Helpers, Construction Trades, All Other	0	-16	Short Training	21.4	12.6
Packers and Packagers, Hand	0	-325	Short Training	37.7	11.9
Agricultural Workers, All Other	0	-13	Short Training	13.0	10.4
Material Moving Workers, All Other	0	-44	Moderate Training	19.4	9.8
Loading Machine Operators, Underground Mining	0	-12	Moderate Training	8.1	9.6
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	0	-73	Moderate Training	17.4	9.5

Table 4. Jobs with Highest Demand within 5-Top Industries	
Occupation	Number of Openings in

	5 High Demand Industry Sectors
Computer Systems Analysts	268
Computer Programmers	249
Computer and Information Systems Managers	218
First-Line Supervisors/Managers of Retail Sales Workers	211
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	203
Natural Sciences Managers	179
Marketing Managers	178
Accountants and Auditors	154
General and Operations Managers	154
Insurance Sales Agents	149
Computer Software Engineers, Applications	140
Computer Hardware Engineers	139
Industrial Engineers	138
Security Guards	136
Sales Representatives, Services, All Other	130
Computer Support Specialists	128
Financial Managers	127
Sales Managers	124