

Ocean County Workforce Investment Board

Five-Year Strategic Plan Update
July 2007



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Introduction

In accordance with the SETC planning guidance document *Planning Strategy for Local Workforce Investment Boards To Strengthen Collaboration among County Colleges, One-Stop Career Centers and Other Partners*, the Ocean County Workforce Investment Board (OCWIB) embarked on this planning cycle by developing a planning team comprised of OCWIB members that included representatives from business, the education community i.e. community college, vocational-technical school, county school system and adult education consortium, the One-Stop Career Center(s), County departments of Human Services and Planning and the County Welfare agency. A complete list of the planning team can be found in the Appendices.

Over the past several months, the planning team has convened a series of sessions to review and discuss pertinent labor market data to ensure that current and projected workforce development initiatives are meeting the needs of the local and regional business community. Additionally, the team reviewed the various workforce initiatives between the Ocean County One-Stop system, and the County's educational community to ensure that they are aligned with both demand and growth industries and meeting the needs of the growth industry sectors in our business community. Concurrently, the team examined points of intersection between the One-Stop Career system and Ocean County College to determine means to minimize the duplication of services where appropriate and the opportunity to leverage resources.

This plan is the result of extensive research, three planning sessions and one plan review session. The first two planning sessions focused primarily on labor market information gathering and analysis that led to validating the primary industry sectors that fuel Ocean County's economy and in the broadest sense the regional economy. The third session focused on linking that same data in a meaningful way to the types of education and training funded through the Ocean County One-Stop Career Center and offered through the county educational community as well as a review of our services and their attendant delivery systems. The result of these planning sessions will be discussed in greater detail in the body of this plan.

The plan itself is divided into three sections that include an overview of the demographic data and information that defines Ocean County's economic focus, a discussion about the alignment of workforce initiatives with the sectors fueling our economy and a description of the local model of career and employment related services and delivery of these services to meet the workforce needs of our customers. Woven into the sections that describe our initiatives and service delivery model are planning team recommendations for new or expanded initiatives that we will explore to build capacity within Ocean County's workforce development initiatives and the service delivery system.

Section I. Overview: Ocean County Demographicsⁱ

Ocean County is located in the Atlantic Coastal Plain in central New Jersey. The county is the second largest in the State in terms of size and one of four counties that border the Atlantic Ocean. The County is in close proximity to two of the nation's largest metropolitan centers, New York City, approximately 60 miles to the north and Philadelphia, roughly 50 miles to the south. In 1850 Ocean County was created from lands divided from Monmouth County, and for much of its early history, was a rural, agricultural and fishing center. During the latter part of the nineteenth century and through the early twentieth century, the resort industry of the New Jersey shore was developed and the commercial enterprises associated with the seasonal resorts quickly became the County's economic mainstay.

In the mid twentieth century a nationwide trend toward suburbanization began as people moved outward from urban centers into previously sparsely populated rural areas. The opening of the Garden State Parkway in 1954 permitted access to a large amount of undeveloped and inexpensive land within commuting distance of the labor markets of New York and northern New Jersey. As the years progressed Ocean County also became a desired location for people who wanted to relocate and retire from the industrial areas in the north. A primarily rural county with a population of 37,675 in 1940, by 2000 had a population of over one-half million at 510,916 (2006 estimate is 562,335). As evidenced by each of the decennial censuses during this sixty-year period, Ocean County was the fastest growing county in the state. Almost all of this growth was due to in-migration rather than the natural increase of the population.

Development in Ocean County has traditionally occurred along the coastal beaches and in the corridor formed by the Garden State Parkway and US Route 9. Major interchanges along the Garden State Parkway have encouraged development along east-west corridors such as County routes 526 and 528, State highways 37 and 72. Interstate 195 is a relatively new highway, which is playing an increasing role in the development of the northern portion of the County. This same interstate provides direct access to County residents to the major employment areas of Trenton to the west and Monmouth County to the northeast.

With the growing year-round population, Ocean County's economic base has become increasingly diverse, with a variety of industries now supplementing traditional tourist-related businesses. The growth in employment opportunities within Ocean County is now becoming as notable as the population growth was in the recent past. Within the past ten years, Ocean County has had one of the fastest increases in new jobs in the state. The retail trade and health care and social assistance sectors, continue to lead the employment sectors at 26,772 and 26,592 jobs respectively, according to the 2005 Preliminary Annual Private Sector Report, NJ Department of Labor and Workforce Development, 2007.

Employment projections released by New Jersey Department of Labor and Workforce Development (NJLWD) indicates Ocean County will continue to be in the forefront of New Jersey employment growth well into the next decade.

Despite the large population and employment growth, Ocean County maintains a vast amount of protected open space, which will ensure a balanced land use of the area in the future. Much of the areas west of the Garden State Parkway contain large tracts of State Parks, Forests and Wildlife Management areas. In addition, approximately 22,626 areas east of the Parkway are protected under the Edwin B Forsythe National Wildlife Refuge and the Barnegat Bay and Little Egg Harbor, which stretch nearly the entire north-south length of the County, were recently added to the US National Estuary Program and will be the subject of continuing environmental protection efforts. Finally, in 1997 the Ocean County Board of Chosen Freeholders established the Ocean County Natural Lands Trust Fund program to acquire lands in the county for conservation and farmland preservation. By April 2007 about 8,433 total acres of productive farmland and environmentally sensitive natural lands have been preserved through this program.

The preceding demographic data demonstrates the rich diversity that contributes to Ocean County unique character. The planning team members representing the entire Ocean County Workforce Investment Board are leaders within Ocean County who are committed to forging new partnerships to build the County's capacity for economic growth and to providing support, services and resources for workforce development. The Ocean County Workforce Investment Board recognizes that continuing education and lifelong learning are vital components for the strength and success of our community.

Two additional factors impacting the County's economic growth, the high cost of business operation in New Jersey which brings into question the incentive for new business to establish locations in the County and the increasing cost of living in the County especially the cost of housing, a particular issue in retaining qualified workers in Ocean County businesses. These issues while not the mainstay of OCWIB initiatives are ever present in deliberations concerning our economic vitality and growth opportunities.

Section 2. Aligning Local Workforce Development Initiatives

A significant segment of the planning that preceded this document focused on Ocean County's economy. As the demographic overview relates, Ocean County has unique characteristics that impact our economic development opportunities such as a geographic location along a pristine area of the Jersey Shore and considerable protected areas within the County that is not open to development; a population growth that has almost doubled in the past thirty years with a significant segment of sixty-five years of age or older (with the largest recent growth within that cohort are people seventy-five years of age or older, making one in four residents in Ocean County a senior citizen).

Therefore, it should not be surprising that Ocean County's economy is reflective of these characteristics. The latest labor market analysis available from the New Jersey Department of Labor and Workforce Development describes the industry trends for Ocean County as follows:

- From 1970 through 2006 Ocean County's population grew by 353,816 to reach a total of 562,335, outpacing by far the growth rate of the state (165.4% vs. 21.3%). Since 2000 this rapid population growth has resulted from the domestic immigrants (+39,000) in the state.
- Traditionally a resort-tourist area the County evolved into one with an increasing year-round population, which includes the state's largest concentration of retirement communities.
- While New Jersey trended toward recession in 2000, Ocean County employment advanced rapidly through 2002 and slowed slightly in 2003 and 2004, with the County's payrolls increasing 12.3 percent compared with a decline of 1.6 percent for the state for the same period.
- Since 2000, education and health services hospitality, trade, transportation and utilities employment were some of the sectors in Ocean County that continually out-paced the state. With the County leading the state in single-family residential building permits, employment in these service industries grew to meet the increasing population demands.
- Although employment in Ocean County's manufacturing sector experienced modest upturns in 2000 and 2002, overall factory levels dropped 5.6 percent for 1999 to 2004 versus a 19.8 percent decline for the state. This lower percentage can be attributed to a diverse economy that did not depend heavily on manufacturing and the establishment of an urban enterprise zone (UEZ) in Lakewood and that town's successful industrial park.
- Except for 2003, employment in the county's professional and business services sector grew at a faster rate than that of the state since 1999. This sector covers a broad range of businesses from providers of legal, accounting, computer and engineering services to janitorial, security and temporary staffing services.ⁱⁱ

The labor market data clearly indicates that the Service Industry fuels Ocean County's economy and that within the industry, the Health Care and Social Assistance, Retail

Trade, and Accommodation and Food Service sectors account for sixty-six percent of the jobs in the county. Analyzing industry sector occupational clusters the data shows that a diverse base mixing low skill, low paying jobs through high skill, higher paying jobs exist in the County. Although the predominance is towards low skill, low paying jobs, on a positive note this may also serve the County’s economy by minimizing the number of fungible jobs and thereby continuing to keep employment at stable levels. Additionally, there also appears that there is room within these lower skills, lower paying occupational clusters to initiate targeted training that will increase the skills of workers fundamentally changing the nature of the job. Evidence of this can be seen in the current OCWIB driven Ocean Healthcare Initiative’s C.N.A. apprenticeship program.

Tables 1 through 3 provide a snapshot of the growth and decline of industry sectors and occupations in Ocean County’s economy.

Table 1. Ocean County Employment by Major Industry Sectors 2004 to 2014ⁱⁱⁱ

Naics Title	Employment 2004	Employment 2014	Employment Change	Annual Average Percent Change	Total Percent Change
Total Employment, All Jobs	152,600	175,650	23,050	1.4	15.1
Goods-Producing	15,600	15,750	150	0.1	1.0
Mining	100	100	0	-0.8	-8.1
Construction	9,450	10,500	1,050	1.1	11.2
Manufacturing	6,000	5,100	-900	-1.6	-14.9
Services-Providing	137,000	159,900	22,900	1.6	16.7
Wholesale Trade	3,750	4,350	600	1.4	15.4
Retail Trade	27,200	30,450	3,250	1.1	11.9
Transportation and Warehousing	2,850	3,200	300	1.1	11.1
Utilities	1,000	1,000	-50	-0.3	-2.6
Information	1,400	1,350	-100	-0.7	-6.4
Finance and Insurance	4,500	4,750	250	0.5	5.5
Real Estate and Rental and Leasing	2,850	3,100	300	0.9	9.8
Professional, Scientific, and Technical Services	6,050	6,950	900	1.4	15.0
Management of Companies and Enterprises	300	350	50	1.0	9.9
Administrative Sup. & Waste Mgmt and Remediate	4,900	6,350	1,450	2.6	29.7
Educational Services	3,600	4,000	400	1.1	11.5
Health Care and Social Assistance	27,700	36,600	8,850	2.8	32.0
Arts, Entertainment, and Recreation	5,200	6,250	1,050	1.8	20.1
Accommodation and Food Services	12,050	14,650	2,600	2.0	21.7
Other Services (Except Government)	6,650	8,250	1,600	2.2	24.2
Government	27,000	28,400	1,400	0.5	5.3

While service oriented occupational clusters are expected to continue to experience the greatest annual growth through 2014 it appears that the distribution of new hires is even across the top industry sectors fueling the economy. Through 2012 the County is expected to add over 26,100 new jobs a 17.9 percent increase as compared to the 12.0 percent increase projected for the State. Of special note for workers in the County is the fact that the industries having the largest projected declines have a relatively small employment base.

Table 2. Ocean County Employment by Major Occupational Clusters^{iv}

Occupation	2004		2014		Change: 2004-2014		Annual Average Job Openings		
	Number	Percent	Number	Percent	Number	Percent	Total*	Growth*	Replacements
Total, All Occupations	164,750	100.0	188,350	100.0	23,600	14.3	6,650	2,510	4,130
Management Occupations	6,350	3.9	7,200	3.8	850	13.7	210	90	120
Business and Financial Operations Occupations	4,450	2.7	5,300	2.8	850	18.7	170	80	80
Computer and Mathematical Occupations	1,150	0.7	1,300	0.7	150	13.9	30	20	20
Architecture and Engineering Occupations	1,900	1.1	1,900	1.0	0	1.0	50	10	50
Life, Physical, and Social Science Occupations	1,050	0.6	1,300	0.7	250	25.0	50	30	20
Community and Social Services Occupations	2,900	1.8	3,600	1.9	700	24.3	130	70	60
Education, Training, and Library Occupations	11,550	7.0	13,000	6.9	1,450	12.7	400	150	260
Arts, Design, Entertainment, Sports, and Media Occupations	1,450	0.9	1,650	0.9	200	12.4	40	20	20
Healthcare Practitioners and Technical Occupations	9,750	5.9	12,500	6.6	2,750	28.1	460	270	180
Healthcare Support Occupations	6,050	3.7	8,700	4.6	2,650	43.9	360	270	100
Food Preparation and Serving Related Occupations	14,850	9.0	18,150	9.6	3,300	22.2	950	330	620
Building and Grounds Cleaning and Maintenance Occupations	6,250	3.8	7,550	4.0	1,300	20.5	250	130	120
Personal Care and Service Occupations	7,400	4.5	8,900	4.7	1,500	20.4	330	150	170
Sales and Related Occupations	22,350	13.6	24,500	13.0	2,150	9.7	1,010	230	780
Office and Administrative Support Occupations	30,650	18.6	32,500	17.3	1,850	6.0	990	270	720
Construction and Extraction Occupations	10,150	6.2	11,350	6.0	1,250	12.2	330	120	200
Installation, Maintenance, and Repair Occupations	6,700	4.1	7,650	4.1	950	13.9	250	100	150
Production Occupations	5,050	3.1	4,800	2.5	-250	-5.1	140	20	120
Transportation and Material Moving Occupations	10,100	6.1	11,450	6.1	1,350	13.2	360	140	220

The labor market data and analysis was the catalyst for extensive discussion among the planning team members. These were candid discussions aimed at identifying problems where they exist as well as brainstorming potential solutions. In the final analysis the planning team identified two interrelated workforce development issues.

1. The literacy and educational levels of workers which limit their job opportunities
2. The availability/reliability of workers that impact business viability and thereby ability to expand and enhance the economy.

Underlying both issues is the role and ability of the workforce system to address and meet the needs of both its worker and business customer base.

Problem Identification for Workers' Issues

These issues are related to the occupational clusters that form a substantial foundation of the local and regional economy which as the data indicates has a preponderance of low skill, low wage jobs generated by the Service industry sectors with the greatest growth and annual job openings in the County (see Table 3). Such a surplus of low skill jobs can create a disincentive for workers or potential workers to complete their education. The by-product of this thinking however is that workers need to work several jobs to make ends meet, further limiting their ability to access education and training that will enable them to ascend the ladder towards financial security.

Literacy remains a core issue in Ocean County's workforce development system. According to 2006 census data eighty-three percent of County residents self-reported as having completed high school. Belying this high graduation rate is the fact that since May 2006 over 500 individuals have taken the GED Test at the Test Center recently established at the main campus of Ocean County College. When looking at the statistics associated with the Center a picture emerges of a younger population (average age 25) taking the GED Test route to complete their education.

Additionally, a high school diploma is no guarantee of sufficiently developed literacy skills to participate in post-secondary education and training. It is estimated that sixty-four percent of enrolling Ocean County College students must complete developmental education courses prior to matriculating at the College. Similar and supporting statistics can be found in the fact that sixty-two percent of One-Stop customers participate in remedial courses at the Workforce Learning Links and/or through literacy and adult education funded programs prior to participating in training programs. It is evident that workers and potential workers wanting to move along an occupational continuum into moderate and high skill/paying jobs can be hampered by insufficient literacy skills limiting their access to training and education programs.

Ocean County is projected to have over 6,700 annual job openings per year through the next five years, which accounts for 4.4 percent of the statewide annual openings. The County's top twenty ranked occupations by annual job openings are anticipated to account for over 40 percent of all of the County's job openings. It is in this area that the disparity between the low skill, low paying jobs and the moderate to high skill and moderate to higher paying jobs can be clearly seen.

To further illustrate the County's economic picture, a cross section of job orders listed with Workforce New Jersey from July 2006 through June 2007 further reinforces the basis of Ocean County's economy. Of the 5,145 listed job orders, 1,269 were sales and

related occupations, 1,176 were transportation and material moving occupations, 538 were office and administrative support occupations, and 455 were food preparation and serving related occupations.^v

Table 3. Ocean County Occupations With The Most Projected Job Openings 2002-2012^{vi}

Occupation	<u>Annual</u> Total	<u>Average</u> Total	<u>Job Openings</u> Replacements	2004 Annual Wage	Skill Level	Outlook
Cashiers	450	120	340	\$18,150	Low	Good
Retail Salesperson	380	120	260	24,580	Low	Good
Registered Nurses	210	130	80	59,440	High	Good
Combined Food Prep & Serving Workers, inc. Fast Food	200	70	130	15,890	Low	Good
Waiters and Waitresses	200	50	150	16,090	Low	Good
Medical Secretaries	140	90	50	27,240	Moderate	Average
Receptionists & Information Clerks	120	70	50	22,640	Low	Good
Nursing Aides, Orderlies & Attendants	110	70	30	24,840	Low	Good
Office Clerks, General	110	30	70	24,100	Low	Good
Food Preparation Workers	100	40	60	18,560	Low	Good
Teacher Assistants	90	50	40	19,110	Low	Good
First-Line Supervisors/Mgrs of Retail Sales Workers	90	40	50	44,740	Moderate	Average
Medical Assistants	80	70	10	24,670	Low	Good
Janitors and Cleaners, Except Maids & Housekeeping	80	30	50	23,110	Low	Good
Child Care Workers	70	30	40	18,470	Low	Average
Home Health Aides	60	50	10	21,110	Low	Good
Licensed Practical and Licensed Vocational Nurses	60	30	30	43,490	Moderate	Good
Carpenters	60	30	30	49,900	Moderate	Good
Hairdressers, Hairstylists, and Cosmetologists	60	30	30	23,280	Moderate	Good
General & Operations Mgrs	60	30	30	113,800	High	Good

Current Initiatives and Resource Allocation To Address Worker Issues

When the planning team examined the County's resources allocated to addressing literacy and education completion issues they found a diverse, well-coordinated and non-duplicative literacy and adult education system functioning throughout the County under the guidance of the OCWIB Literacy Committee. Ocean County College operates developmental education courses at both the main campus and at the Southern Education Center, as well as offering several through the distance education format. Additionally, the Adult Education Consortium offers a mix of adult basic education, adult secondary

education, and all levels of English as a Second Language as well as GED preparation classes in eleven locations around the County. Most of the Consortium's programs are operated in schools including the Vocational Technical School and Georgian Court University along with community and faith based organizations, libraries and municipal buildings. Finally, the One-Stop system operates two Workforce Learning Links that focus on short-term workplace oriented literacy skill development as well as a computerized GED preparation program and provides access to more in-depth literacy skill development through several contracted literacy providers.

There appear to be sufficient classroom-based literacy resources that are accessible in the most populous areas of the County to meet the present literacy needs of workers and potential workers as well as individuals seeking literacy skill development for non-work related purposes. Additionally, it is a dynamic system able to respond to meet newly identified needs. However, remote areas of the County have fewer resources available to them to address their literacy needs, although it must be pointed out that the Adult Education Consortium lead agency is located in the southern portion of the County and is sensitive to the need to locate programs that are accessible throughout the County. The fact remains however that historically when services and programs have been located in the remote areas they have not been fully utilized and after time have been re-located to areas with a greater volume of use.

New Initiatives and Resources to Address Worker Issues

Several areas have been identified and will be referred to the OCWIB Literacy Committee and One-Stop Collaborative for discussion, exploration and development if appropriate over the next twelve months:

1. Distance learning opportunities for literacy skill development. This will include a mapping of the existing resources to determine availability, utilization and need for additional resources.
2. Establishment of a Workforce Learning Link at the Ocean County College Southern Educational Center (SEC). The NJLWD has expressed an interest in expanding the Workforce Learning Links further into the community. Establishing a Workforce Learning Link in that Center would increase the accessibility of computer assisted literacy instruction to a population that currently has limited access to this type of services.
3. Linkages for GED recipients and adult education participants with post-secondary opportunities. This is an area that is receiving more attention and the OCWIB will work in conjunction with the Ocean County Adult Education Council in identifying exiting programs and developing and implementing new initiatives.

Problem Identification for Business Issues

One of the top issues facing regional business across the spectrum of low to high skilled positions is worker availability and reliability. It is not surprising that this issue is interrelated with the issues that limit workers' opportunities. This information is not a

new topic of discussion for the local workforce development system but a focus of many OCWIB sub-committees efforts and collaborative initiatives.

Ocean County's unemployment rate has paralleled that of the region and the State for most of the past ten years with the only exception being 1998 and 2000 when the county marginally exceeded the State average. In fact between 1998 and 2004 the County's labor force expanded by fifteen percent as compared to the four percent rate for the State as a whole.

The issue then is not predicated on a lack of individuals to fill positions, but more subtly individuals with the skill levels and work ethic to fulfill the multi-level needs of business in the County and region. According to the MODC 2007 Business Outlook Survey^{vii}, eighty-six percent of the respondents thought that there were sufficient unskilled workers for them to hire but fourteen percent stated they had a difficult time finding employees at this level in the two counties. Eighty-five percent of the respondents stated they could find employees with clerical skills with fifteen percent have difficulty finding qualified candidates.

Skilled workers are harder to find with only forty-two percent of respondents stating that they are available and fifty-eight percent indicating that they are difficult to find. The availability of workers with professional, managerial, and technical skills is even less, with fifty-four percent of respondents stating that it is difficult to find employees with professional skills, forty-seven percent with managerial skills and forty-one percent find it difficult to find employees with technical skills. This data indicates an increase in difficulty finding workers on every level of worker availability over the 2006 survey. In part the problem may very well be linked to a growing concern regarding the reliability of workers with employer concerns ranging from organizational "fit" to high turn over rates. This can create a vicious cycle that costs business significant resources trying to fit "square pegs in round holes" and/or continuously train workers through a "revolving door". The members of the planning team acknowledged that worker availability and reliability are core issues for employers and an area that the local workforce development system has and can continue to have a positive impact.

Current Programs Initiatives and Resource Allocation To Address Business Issues

An interrelated system of education and training providers has long existed in Ocean County including Ocean County College, Ocean County Vocational Technical School and a number of private vocational schools that independently and cooperatively address the skill development needs of individuals in both pre and post employment phases. The education and training programs range from certificate and degree programs to targeted customized training and staff development training sessions. We are confident that the education and training programs that are offered within Ocean County are directly related to meeting the needs of the industry sectors that fuel our economy. In fact according to statistics from Ocean County PIC, the administrative entity and fiscal agent for state and federal job training funds, at least eighty percent of One-Stop customers accessing funded training seek and secure employment within the County and when factoring in the region that statistic increases to over ninety percent.

Table 4. Ocean County Workforce System Education and Training Programs^{viii}

Education and Training Occupations	Office and Administrative Support Occupations	Healthcare Support Occupations	Healthcare Practitioner Occupations
	Computerized Accounting & Bookkeeping	Allied Health Medical Billing/Coding Specialist	Certified Nurse Assistant
	Microsoft C Sharp	Assisted Living Administrator	Medical Assistant
	Microsoft Certified Application Development	Medical Administrative Assistant	Medical Assistant w/ Externship
	Office Administrative Specialist Course	Medical Transcription	Licensed Practical Nurse
	Microsoft Office Business Applications	Administrative Medical Specialist	Registered Nurse
	Microsoft Office Professional	Multi Skill Health Technician	Certified Clinical Medical Assistant
	Paralegal Certificate	Specialized Clinical Technician	Dual Cert. CNA/CHHA
	Administrative Professional with Microsoft	Health Claims Examiner	Patient Care Technician
	Certification in Web Design	Dental Assistant	Phlebotomy Technician
	Certified Coding Associate	Personal Trainer	Patient Care Technician
	Office Applications	Spanish for Healthcare Professionals	Cardiovascular Technology
	Business Technology Administration	Medical Transcription	Surgical Technology
	Call Center Specialist	Medical Terminology 1&2	Clinical Nutrition
	Business Technology. Specialist	Medical Transcription	Dialysis Technician
	Microsoft Office Specialist	Medical Facility Billing/Claims	Allied Health Career Courses
	Computerized Business	Medical Office Specialist	Certified Clinical Medical Assistant
	Today's Webmaster Certification	Medical Billing	Dual Certification CNA/CHHA
	Office Applications	Medical Billing Specialist	Patient Care Technician
	Basic Keyboarding for Computers	Medical Administrative Office Specialist	
	Computerized Medical Manager		
Food Service and Accommodation		Retail Trades	
Culinary Arts		Fashion Merchandising	
Bakery			
Restaurant management			

The education and training program venue in Ocean County include traditional classroom based instruction, distance learning programs, professional development workshops and work-based learning models with specific businesses. The education and training targeted to establishing skills of potential workers and upgrading skills of incumbent workers can be classified into three basic genres:

1. *Post-secondary education that leads to a degree in a specific occupational cluster-* the primary provider is Georgian Court University, Ocean County College and Ocean County Vocational Technical School. Education and training can be provided independently by discrete institutions or through articulation agreements on a continuum. The newly formed partnership between Ocean County College and Kean University is an example where Ocean County residents are able to progress from the associate degree through graduate degree with a combination of instruction from both institutions so that the delivery is seamless to the student.
2. *Post-Secondary education that leads to a certificate and/or license in an occupational cluster* the primary provider is Ocean County College and Ocean County Vocational Technical School. This education and training can be provided independently by discrete institutions or through articulation agreements on a continuum of education and training. The Tech Prep programs that are a cooperative arrangement between the Ocean County Vocational Technical School and Ocean County College is an example of this opportunity

Table 5. Programs Connecting High School Students to Post-Secondary Education in Growth Industries^{ix}

OCEAN COUNTY TECH PREP PROGRAMS	Business and Administrative Occupation Programs	Healthcare, Science and Social Science Occupation Programs	Technology and Engineering Occupation Programs
	Accounting	Environmental Technology	Civil/Construction Engineering Technology
	Administrative Office Management	Environmental Science	Computer Aided Drafting
	Business Administration	Health & Human Performance	Computer Science/Information Technology
	Business Management	Criminal Justice	Visual Communications Graphic Arts
	Communications & Communications Technology	Allied Health (Medical Assistant)	Digital Mass Media
	Marketing /Public Relations & International Marketing	Teaching Assistant/Child Care	
	Small Business Management		

3. *Customized training that is targeted to specific industry sectors and occupational clusters* the primary providers are Ocean County College and Ocean County Vocational Technical School. This education and training can be provided independently by discrete institutions or through articulation agreements on a continuum of education and training. Examples of this can be found in the existing customized training programs in the Marine Trades, Finance and Health care that includes the innovative one-day a week nursing program at Ocean County College and C.N.A. Apprenticeship program with long-term care facilities that is a partnership between OCWIB, private employers, Ocean County Vocational Technical School, Ocean County College and the NJLWD.

Over the past several years, the workforce development system through the auspices of OCWIB has been striving to foster a concentrated and systemic approach to education and training programs that both prepare potential workers for employment and upgrade incumbent workers’ skills while fully recognizing that the partners who comprise the system are separate and distinct entities with specific functions and mission. In other words as a system we have endeavored to identify and maximize the points where the distinct entities intersect and refine those areas to provide collaborative and non-competitive services.

Our efforts in this area began by acknowledging the importance of better understanding the needs of businesses that fuel our economy so the system can be assured that education and training programs have a direct connection to current and projected job opportunities. During 2005/2006 OCWIB One-Stop and Economic Development Committee developed and conducted employer surveys by growth industry in order to develop a comprehensive database of businesses based on their industry sector and occupational clusters. This database serves, as a springboard for future needs assessments. Additionally, the Ocean County Vocational Technical School and Ocean County College’s Continuing and Professional Education Center routinely assess employer’s needs in their efforts to

provide customized training to businesses. This data is often shared through the venue of OCWIB committees and acted upon separately and jointly in a variety of initiatives. Finally, the Ocean County Business Resource Center, and Ocean County College's Continuing and Professional Education Center are two providers of staff development seminars targeted at upgrading "soft skills" of employees.

On a related note OCWIB and the One-Stop Partners have been actively engaged in several regional initiatives including:

1. The Ft. Monmouth Employment Retention Committee and is actively supporting the efforts to ensure that the region does not experience a "brain-drain" of skilled workers when the Fort is closed.
2. Joint-Base NJ that includes Lakehurst Naval Air Station, Ft. Dix and Maguire AFB. To that end the Ocean County Board of Chosen Freeholders endorsed the County's involvement in a Department of Defense Land Use Study of the property surrounding the base and is supporting the project with an appropriation of funds. This project is also in cooperation with Burlington County and several Ocean County townships.
3. Ocean Healthcare Initiative's inclusion in a regional consortium to expand the C.N.A. apprenticeship program into additional long-term care facilities and eventually acute care facilities throughout the region. This initiative is a partnership between OCWIB, One-Stop Ocean County Vocational Technical School and Ocean County College.

New Initiatives and Resources for Aligning the Workforce System

Ocean County is currently engaged in several initiatives that the OCWIB and One-Stop Partners would like to see expanded and several new areas have been identified and will be referred to the OCWIB Literacy Committee, Economic Development Committee, and One-Stop Collaborative for discussion exploration and development if appropriate over the next twelve months:

1. Identify additional data sources with current, reliable information regarding workforce trends and economic growth. The planning team felt somewhat hampered by the lag time with the currently available labor market data. Several new initiatives by the NJLWD labor planning and analysis will provide more current data, and the OCWIB committees will conduct its own needs assessments of growth industries to continue to support the workforce system in its delivery of timely and accurate services.
2. Identify within the specific occupational clusters in the five industry sectors projected to have the greatest employment and wage growth, those occupations that will have the most significant skill changes to inform the development of appropriate training. For example Retail Trade and Food Service and Accommodation are two areas where further analysis and needs assessment may lead to the development of industry specific education and training programs.

3. Identify any new areas of economic growth over the next five years and determine the growth occupations and the skills needs of the employers.
4. Assist in identifying funding sources for the development of new technologies and programs to meet employers' needs such as the development of the Ocean County Vocational School's geospatial technology program.
5. Develop a marketing strategy to interest local and regional businesses in customized training through NJLWD. This is a suggestion from the OCWIB Literacy Committee that resulted from their recent unsuccessful efforts to interest and recruit businesses to apply for customized training grants.
6. Expand the staff development training seminars offered through the Ocean County Business Resource Center and target them to addressing worker reliability issues.

The Ocean County workforce system is a dynamic system designed to meet the needs of both customer bases job seekers/incumbent workers and the employer/business community. Over the next twelve to eighteen months the issues and area identified by the planning team will be the focus of the OCWIB committees to ensure that the education and training initiatives continue to align with the needs of the growth industries in the local and regional economy.

Section 3. Optimizing the Workforce Development System

The Ocean County workforce system has a long history of cooperation, coordination and collaboration among its partners. In many instances these relationships have been sustained over the past two decades as many of the same stakeholders have worked together to provide quality workforce related services for more than twenty years. As previously described the Ocean County workforce system through the guidance of OCWIB has been striving over the past several years to foster a concentrated and systemic approach to the delivery of career and employment related programs and services that prepare potential workers for employment and support the upgrading of incumbent workers' skills. We recognize that the System Partners are separate and distinct entities with specific functions and mission thereby strengthening our system. More simply stated, we endeavor to identify and maximize the points of intersection to provide collaborative and non-competitive services.

The planning team reviewed the inter-related system of career and employment related services provided by the workforce system, as well as the various means of delivery those services to determine their effectiveness and efficiency. This section of the plan is the result of those endeavors.

Current Career and Employment Related Services

The vision of the Ocean County One-Stop Career system is to offer a full range of workforce services to meet the needs of our customers, job seekers, incumbent workers and businesses. Our workforce system is as rich in diversity as the County itself and our services and delivery system is reflective of that diversity. The system constantly faces the challenges of providing services to different cohorts of customers in a large geographic area. Our methodology is based on understanding the needs of our customers and providing services that may at times appear to be duplicative but in fact are a mirror image delivered in a mode that best fit the needs of the customers.

Our services are available across a full spectrum of providers that include the One-Stop Career Centers, Ocean County College, Ocean County Vocational Technical School, Adult Education Consortium and ancillary providers of services for targeted special populations. This tiered and multi-level service delivery system serves the needs of a diverse population throughout the vastly different topography of the County. This is especially important in a County where public transportation is limited and most accessible on the Route 9 corridor that runs the length of the County.

To job seekers, our goal is to provide appropriate services that will assist them in successfully obtaining self-sufficient employment. To incumbent workers, our goal is to connect them to services enabling them to perform their jobs effectively and efficiently and to advance to meet their goals. To businesses, our goal is to connect the right job seekers with the right jobs and help to train the workforce to ensure the growth of Ocean County's economy.

To this end, the Ocean County's workforce investment system provides a wide variety of career and employment related services to diverse customers. For the job seeker/incumbent worker these services include career and literacy assessment, career and employment counseling, developmental and post-secondary education and training opportunities, job search and placement assistance and staff development seminars. For businesses services include recruitment i.e. connecting the right worker to the right job, business development, staff and professional development training opportunities for themselves and their staff. The following are descriptions of the career and employment related services offered through the Ocean County workforce system.

Career and Literacy Assessment and Career Counseling

As a customer driven system it is Ocean County's mission to assist our customers in achieving their goals by providing career and literacy assessment at various points in time along a continuum as customers' access services. Career and literacy assessment is conducted by a variety of providers including the One-Stop Career Center(s), Ocean County College, Ocean County Vocational Technical School, the Adult Education Consortium, as well as by other entities within our system. All the partners utilize a similar process to identify the needs of their customers as described below in the career and literacy assessment processes of the One-Stop Career Center(s) and Ocean County College.

Ocean County One-Stop Career Center(s)

As with all the partners in the system, customers' goals are the focal point of career and literacy assessment and generally the assessment is designed to determine the customers' stage of employment readiness. The One-Stop Career Center(s) serve a disparate customer base that runs the gamut from highly skilled dislocated workers who need minimal literacy and assessment services to public assistance recipients and disaffected youth who often need intensive career and literacy assessment, service planning and employment-directed services to achieve their goals.

In general One-Stop Career Center(s) customers are seeking assistance in "getting a job" and/or short-term targeted occupational training to help them "get back to work". The system therefore, is dynamic and flexible to meet the needs of all customers. The assessment process is on going to provide continual support after service planning is complete and customers are participating in services to ensure that the necessary support is available to ensure that customers can successfully achieve their goals.

At the heart of the system is a comprehensive assessment process designed to identify customers work ready status and employment directed needs. We believe that inherent in our role is the responsibility to continually guide our customers in the right directions and support them in making informed career and employment choices. The service planning and on-going counseling provided can only be effective when staff and customers have adequate and accurate information upon which to base career and employment decisions.

The assessment process is designed to provide a road map for staff and customers alike to identify and understand the steps and services to access within the One-Stop system to successfully arrive at employment. Four years ago as a result of the consolidation planning that was conducted statewide to fully integrate the “To Work” WFNJ programs into the One-Stop delivery system; the comprehensive assessment process - a process that had been successfully guiding decision making for all Ocean County One-Stop customers regardless of program affiliation for many years was formalized. Formalizing that existing system and infusing it with clearly defined procedures and protocols that included common forms and standardized referrals, enhanced the process by which staff and customers make decisions about options and services by adding consistency and ensuring quality service.

The assessment process conducted with each One-Stop Career Center(s) customer begins with an initial assessment, which is an information-gathering interview to identify any easily definable challenges, or barriers he/she may experience that could effect participation in career and employment related services. Additionally, the session is a starting point for discussing with the customer interests, aptitudes, skills, basic and workplace literacy levels, work readiness levels and employment and career goals. For some customers, the initial assessment is sufficient to guide and direct their career and employment decision-making, for others a more intensive assessment is required to help in the decision making process. For those customers, embedded in the intensive assessment process, is a battery of evaluations utilizing instruments to determine more clearly literacy levels and interest and aptitudes, i.e. the Test for Adult Basic Education for literacy, PTI/ODT for workplace literacy and job readiness, Power Path for screening of special learning needs.

The assessment process is designed to help staff and customers better understand their work and career readiness stage in order to design an appropriate strategy for accessing services through the system.

The final step in the Ocean County One-Stop Career Center(s) assessment process is individualized career and employment counseling. This one-on-one interaction between customers and interviewers and counselors is an integral part of the on-going support services provided through the One-Stop Career Center. Counseling begins at initial assessment where interviewers and counselors assist customers in determining next steps and continues to benchmark progress and as a supportive mechanism until that individual has successfully secured employment.

Table 6. Ocean County One-Stop Career System Work Readiness Standards^x

Work and Career Readiness Stages	
Pre-Employment Ready	<p>Customers in this stage of employment readiness typically cannot articulate an employment goal or articulate goals that are unrealistic. Often they face significant barriers to employment that may include non-existent or insufficient life skills and/or literacy skills. This skill level would preclude them from securing even the most basic employment.</p> <p>Customers in this stage of readiness have the need for extensive supportive services, and/or the need to develop basic life and work readiness skills to participate effectively in employment related programs as well as successfully obtain and retain employment.</p>
Employment Ready	<p>Customers in this stage possess sufficient life skills and possess basic literacy proficiency, but will need skill enhancement to achieve their employment goal. While most of these customers are able to articulate a realistic employment goal, there may be some customers who have extensive skill sets but lack direction.</p> <p>Customers at this level of job readiness will be provided with skill enhancement designed to meet their specific skill development needs. Customers may participate in a compendium of components that may include: advanced job readiness, occupational training services, designed to address their skill deficiencies. Those who are still seeking direction will receive career exploration and planning support. When appropriate these customers will participate in an intensive job search component to secure employment</p>
Career Ready	<p>Customers in this level possess sufficient skills or have progressed to a level where they are able to seek self-sustaining, career path employment. This includes many dislocated workers and individuals who have progressed through the previous levels.</p> <p>Customers at this level will be provided with intensive job search support to secure immediate employment. In addition they will be provided a continuum of individualized One-Stop services designed to assist them in establishing a career path and life-long learning plan as well as developing the foundational occupational skills necessary to support pursuing the career path</p>

Ocean County College

The career and literacy assessment process conducted by Ocean County College is designed to assist its customers to achieve their goals. It is similar in scope as the process utilized by the One-Stop Career Center(s) but distinct enough to meet the needs of its primary customers, individuals seeking a degree granting education. Ocean County College utilizes a variety of tools including individual interviews, group sessions and on-line technology in their assessment process. Similar to the One-Stop Career Center, Ocean County College’s career and assessment process is designed to optimize the potential student and students’ decision-making power and to enable them to successfully achieve their goals.

Assessment begins through the Office of Recruitment whose mission is to assist potential students to understand all aspects of an industry/career field for which they have an interest. This office provides program information sessions on a scheduled basis. Additionally, the Advising Office conducts comprehensive orientation programs twice a

year in preparation for new semesters, to give students an overall academic orientation and teach them to use the online tools for quality educational planning. The Career Center's website provides students and potential students with information about career preparation as well as offering seminars on career decision making and career research and exploration.

Embedded in the assessment process is evaluation of literacy skills conducted by the Center for Academic Services. The Accuplacer Placement Test is administered to all incoming students and a brush-up for the Accuplacer is available for all potential students on the College website. Additionally, the Center for Academic Services routinely refers individuals to the Workforce Learning Link to brush-up their skills prior to taking the placement test. Individuals with insufficient literacy skills are required to participate in developmental education programs in reading, math and/or writing along with a modified schedule of courses.

The Center for Academic Services can also administer a diverse battery of assessments open to students as well as members of the community on a fee basis. This includes the CLEP and DAN TES as well as being a proctored test site for Thomas Edison, the University of Maryland and about thirty other colleges across the country. This opens a wide array of opportunities to students as well as residents pursuing post-secondary education at other colleges and universities. Additionally, and on a fee basis, the Center recently began to offer testing services to local companies that include paper and pencil exams and on-line certifying exams and continues to assist these students to achieve sufficient literacy skills to fully matriculate in a degree-granting program of study. It should also be noted that Ocean County College is the repository of a regional Disabilities Resource Center that provides a wealth of resources to students with special learning needs. Students have access to advising and counseling along the continuum of their post-secondary experience to assist them in career decision making.

Career counseling and advising are critical elements of the support system in place for students at Ocean County College. The responsibility for providing guidance to students is spread across a wide spectrum of counselors and faculty advisors originating at recruitment and culminating with Career and Placement Services.

The career and literacy assessment as well as counseling services that are provided by the Ocean County One-Stop Career Centers and Ocean County College are similar in scope but serve distinct purposes. The One-Stop Career Center's services are focused on serving specific populations with defined occupational goals that can be addressed by short-term training opportunities. Ocean County College's services are focused on addressing longer-term career goals. There are points of intersection to be sure, mutual customers accessing services from the One-Stop and the College, however in the case of career and literacy assessment and counseling, the customers accessing the services are best served by the distinct entities providing those services rather than through a more integrated process that could end up not adequately meeting the customers' needs.

Table 7. Ocean County College Assessment Programs

OCEAN COUNTY COLLEGE ASSESSMENT	<p>Testing and Assessment</p> <p>Accuplacer—Schedule for test posted to OCC website. Acceptance at OCC required prior to taking test for fulltime students test prior to enrollment, part time students can take 11 credits before taking test</p> <ul style="list-style-type: none"> • Offered 3 sessions a day 6 days per week by appointment • Brush-up and practice test is on website <p>DANTES Subject Standardized Tests are administered by appointment CLEP Test are administered Wednesdays September through May Proctored Test site for the following:</p> <ul style="list-style-type: none"> • Thomas Edison • University of Maryland as well as 30 other colleges across the country • Customized on-line and paper certifying exams for County businesses <p>TEAS for students interested in enrolling in the nursing program</p>
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Career and Placement Services

Career and placement services are also provided across the continuum of Ocean County’s workforce system. These services are designed to meet the myriad needs of many customers on a variety of levels. Each distinct entity in our system provides similar but different services and level of services based on our customers needs. The Ocean County Career Center’s emphasis is in the area of placement services, while Ocean County College’s emphasis lies more in the area of career services. It is in this way that the services provided compliment each other to the benefit of the customers.

Ocean County One-Stop Career Center(s)

As Table 6 details the level of placement services provided by the One-Stop Career Centers to its customer is determined on their employment readiness when accessing services and in some cases also based on the level of services they wish to access. A variety of placement services are provided that range from self-directed and self-service to intensive job search and placement assistance. The varied customer base drives the intensity of the services. For example a dislocated worker with transferable and marketable skills may choose to access job leads via WNJPIN from home and that may be the extent of the services that individual customer needs to reenter the workforce. That same individual if unsuccessful in a self-directed job search may then opt to engage in a more interactive job search with the assistance of a One-Stop interviewer or counselor, attend workshops and be matched to a job before reentering the workforce. A dislocated worker with minimal or no marketable or transferable skills may access intensive services such as career counseling, literacy skill building and occupational training before receiving placement assistance to reenter the workforce; while a public assistance recipient has a prescribed set and sequence of services to participate in including intensive placement assistance.

Table 8. One-Stop Career System Career and Placement Services

OCEAN COUNTY ONE-STOP CAREER SYSTEM	Career and Placement Services
	Re-employment Orientations
	<ul style="list-style-type: none"> • 2 per day 3 days per week
	Initial Assessment
	<ul style="list-style-type: none"> • Identification of marketable and transferable skills • Career exploration of growth industry sectors
	Career and Placement Workshops
	<ul style="list-style-type: none"> • Self-Management Skills • Labor Market Workshop • Resume Workshop • Interviewing Workshop • Effective Job Search workshop • Education and Training Opportunities Workshop
	Career Planning
	<ul style="list-style-type: none"> • Individual career counseling
	Job Search Assistance
<ul style="list-style-type: none"> • Listing of resume in America's Job Exchange • Job matching to local job orders 	

Ocean County College

Just as the emphasis of the One-Stop Career Center(s) is placement services, the emphasis for Ocean County College is Career Services. Students at Ocean County College can also opt for the level of services they wish to access that range from accessing career information on-line to actively participating in career oriented activities such as workshops and career fairs.

Career and employment services are available to all populations and are announced through marketing and relationships with organizations, which provide services to targeted populations. Displaced homemaker programs in other counties refer clients from Ocean County for services. Clients are referred from the county's Human Services Department, One Stop Career Center, and Division of Vocational Rehabilitation. Career and employment services are provided to a limited English proficiency population through collaboration with local community service organizations.

Student participating in career and employment services are introduced to non-traditional programs and opportunities that are offered by the college, other educational institutions and employers.

Table 9. Ocean County College Career and Placement Services

Career and Placement Services	
OCEAN COUNTY COLLEGE	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Advising</p> <ul style="list-style-type: none"> • Comprehensive Orientation Program, where students are given an overall academic orientation and taught to use on line tools for quality educational planning.. • Ongoing instructional programs are conducted for faculty and staff on the use of technology as tools to assist students in quality educational planning.. • Ongoing educational programs to assist students in long and short term academic planning include: <ul style="list-style-type: none"> • Two Career Fairs are held each academic year for faculty to discuss career fields related to their discipline • Staff meet with employer partners each semester to provide industry/career field updates on occupational demands and emerging careers </div> <div style="width: 45%;"> <p>Career Services</p> <ul style="list-style-type: none"> • A seven step major career decision making process is presented through, “Academic Success”. Repeated workshops are presented throughout the school year for follow-up sessions. • Referrals to the Career Center’s web pages are directly linked to numerous career/industry resources and information.. • Use of Educational, Career, Opportunities Service (ECOS) – a web based career research and exploration tool in classroom seminars, career workshops and individual settings are scheduled <u>bi-monthly</u> throughout the semester • Workshops and seminars in career research techniques, interviewing, resume writing and using personal preferences and strengths for job choice on a bimonthly basis • Annual Job Fairs where employer partners are invited to interview soon to be graduates for open positions </div> </div>

New Opportunities for the Development and Implementation of Joint Resources

The Ocean County Workforce system under the aegis of OCWIB is interested in identifying new ways to maximize resources available to develop and deliver services. As a team we are cognizant of the fact that resources are dwindling and that as a system we are consistently faced with the challenge of providing ever more complex services with fewer resources. The forum for discussion and exploring opportunities to collaborate as a unified system to provide maximum access to career and employment related services to customers across the system are in the OCWIB committees. These committees are comprised of representatives from all of the system stakeholders such as the One-Stop Career Centers, Ocean County College, Ocean County Vocational Technical School and the Adult Education Consortium.

We will explore the possibility of physically locating One-Stop services on the satellite campus of Ocean County College at the Southern Ocean Education Center to provide direct access to services for the area of the County that normally has to travel upwards of thirty miles to access these services. However, we are mindful that space is at a premium in the Center and have already begun discussions to provide access through the use of technology. Some of the areas that have already been identified to be further explored are:

1. Creating links to the Workforce New Jersey (WNJPIN) website through the Ocean County College website. This will enable students to access the full range of career and placement services offered through the One-Stop Career Centers.

2. Incorporating access to the job search/placement services offered through the One-Stop Career Center(s) into the repertoire of career and employment services currently being offered through the Career Services Center at the college.
3. Utilize the Ocean County College television station to promote One-Stop Career Center services to include the GED Test Center and career and placement services. Currently the college has an OCC station through COMCAST and an agreement with Cablevision for distribution of media. The OCC channel runs 24/7 and the college Media Department has the ability to produce 30 second marketing spots about One-Stop services for distribution through these media outlets.

Over the next twelve months the ideas germinated through the planning process as well as other potential opportunities for collaboration and where feasible integration of services will be explored. In addition we will continue to move forward with the joint initiatives described in Section 1 of this plan. The relationship between the One-Stop Career Center(s) and Ocean County College is viable and the linkages that already exist are working well and most importantly providing beneficial services for our customers. The relationship has deep roots and can be built upon to continue to identify areas of intersection to ensure that together as a workforce system we are accurately identifying the needs of our customers and providing services to meet those needs that are accessible and directed to continue to help Ocean County's economic growth.

ⁱ Section I of the Ocean County Workforce Investment Board's Plan Update is excerpted from the Ocean County Data Book, June 2007 – Fourteenth Edition, compiled and published by the Ocean County Planning Department.

ⁱⁱ Data is from Ocean County Community Fact Book, New Jersey Department of Labor and Workforce Development, 2005.

ⁱⁱⁱ Table 1 show that the Services Providing sector accounted for 90% all employment in 2004 and is anticipated to account for 91% of all employment in 2014. Data source is NJ Department of Labor and Workforce Development, Labor Planning and Analysis, 2007.

^{iv} Table 2 highlights the occupational clusters with the greatest projected growth through 2014. Data source is NJ Department of Labor and Workforce Development, Labor Planning and Analysis, 2007.

^v This data is extrapolated from the ETA 9002 E Quarterly Report for the period July 1, 2006 through June 30, 2007.

^{vi} Table 3 highlights the distribution between low, moderate and high skill jobs projected to have the most job opening in the net five years in the County. Data source is for Tables 1 through 3 is: NJ Department of Labor and Workforce Development, February 2007.

^{vii} The Monmouth Ocean Development Council is an organization that is comprised of businesses from throughout the two-county region and reflects the leading industry sectors. Approximately three hundred businesses respond to the survey each year with their forecasts of the economic climate in the region.

^{viii} Table 4 is a snapshot of education and training programs that align with demand occupational clusters and is not meant to be an all inclusive listing of programs offered within the Ocean County workforce system.

^{ix} Table 5 details Ocean County TECH PREP programs a collaboration between the community college, vocational school and comprehensive high schools and include degree and certificate programs.

^x Table 6 describes the benchmarks associated with the three stages of work and career readiness that are at the core of the One-Stop career Center(s) career and literacy assessment process.