
**TO: Local Elected Officials
Local Workforce Development Board
Chairs and Executive Directors**

**FROM: New Jersey State Employment and Training Commission
New Jersey Department of Labor and Workforce Development**

**SUBJECT: Regional and Local Planning Guidance and Framework for
Implementation of the Workforce Innovation and
Opportunity Act 2022**

Date: September 29, 2022

I. **Purpose:** The purpose of this Regional and Local Plan guidance is to provide instructions to local workforce development boards and applicable regions regarding the preparation and submission of WIOA Regional and Local Plans as required under the Workforce Innovation and Opportunity Act (WIOA).

II. **Background:** The Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board (WDB) and recognized regions to develop and submit, in partnership with the chief elected official (CEO), a comprehensive four-year plan to the Governor. The local plan shall support the vision, goals and strategy described in the State plan and otherwise be consistent with the State plan. Further, WIOA Section 108 and Title 20-CFR 679.500 require that the four-year local plan be modified after two years.

The Regional and Local WIOA four-year plans will be effective through 2026 with a required modification in two years. Local Plans must comply with the requirements outlined in WIOA (in particular Section 108) and align with and support the strategies described in the New Jersey WIOA Combined State Plan, 2022 Modification. The State shall provide technical assistance and access to labor market data, as requested by the respective regions and local areas, to assist with such planning and subsequent service delivery efforts. Each Local Plan also forms a portion of the Regional Plan for the region in which the WDB is located. The Local Plan must adhere to all state and local public comment requirements and must be submitted to the State Employment and Training Commission (SETC) no later than four months from this distribution for the regional plan and six months from this policy distribution for the local plan. (Please note, as outlined below in the guidance, local areas must keep in mind their timeline to allow time for approval processes by CEOs or other local requirements as well as the 30-day Public Comment period. This must all be completed for final submission for a complete submission.)

III. **Technical Assistance:** To ensure each Plan is compliant with WIOA requirements and aligns with the New Jersey WIOA Combined State Plan, technical assistance for Regional and Local Plans will be provided by the State Employment and Training Commission and the New Jersey Department of Labor and Workforce Development, and in particular the contacts for the partnering State offices.

These staff are:

Name and Contact Information	
For New Jersey SETC	Gary Altman Acting Executive Director Phone: 609-633-0605 Gary.Altman@dol.nj.gov
For NJDOL	Sarah Singer Quast Senior Policy Advisor, Career Services Sarah.SingerQuest@dol.nj.gov

IV. **Regional Planning Regulations.** WIOA requires Local Boards and CEOs within an identified planning region to participate in a regional planning process resulting in a comprehensive four-year plan which shall be modified every two years. This regional plan shall include:

- An overview of the region, including a list of local areas and counties that comprise the region;
- The collection and analysis of regional labor market data (in conjunction with the State)
- The establishment of regional service strategies, including use of cooperative service delivery agreements;
- The development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region;
- The establishment of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region;
- The coordination of transportation and other supportive services as appropriate;
- The coordination of services with regional economic development services and providers;
- The establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA sec. 116(c) for local areas or the planning region; and
- The establishment of a process to review and modify the plan every two years.

V. **Local Planning Regulations:** WIOA requires Local Boards and CEOs to participate in a regional planning process resulting in a comprehensive four-year plan, which shall be modified every two years. Each area prepares a Local WIOA Plan that serves as a portion of the Regional Plan. The Local Plan shall include the following elements (drawn directly from the Act Section 108):

- An analysis of the regional economic conditions
- An analysis of the workforce in the region and the knowledge and skills needed to meet the employment needs of the employers in the region
- The local board's strategic vision and goals for preparing an educated and skilled workforce
- A strategy to work with the entities that carry out the core programs to align resources available to the local area, to achieve the strategic vision and goals
- A description of the workforce development system in the local area and strategies to deliver services and expand employment and training opportunities for eligible individuals. See the attached template table for this work.
- The strategies and services that will be used in the local area to facilitate engagement of employers, coordinate workforce development with economic development, UI programs, rapid response and other partners
- The one-stop delivery system in the local area including all its components, supportive services and partnerships
- How the local board will coordinate education and workforce investment activities with relevant secondary and postsecondary education programs
- The competitive process to be used to award the one-stop operator, career services, youth programming, sub-grants and contracts in the local area for WIOA activities
- How the local workforce development board shall provide oversight, planning and policy direction and how local board staff will ensure that the board remains aware of what is necessary for them to fulfill their role
- The local levels of performance to be used to measure the performance of the local area
- The actions the local board will take toward becoming or remaining a high-performing board
- A description of how training services will be provided
- Other documentation and attestations as required by DOL.

VI. **Regional and Local Plan Framework:** The Regional and Local Plan Framework in Appendix A outlines the above listed WIOA requirements. Local Boards and CEOs within an identified planning region shall support the development of a regional plan that aligns with the questions highlighted in the Regional and Local Plan Framework by engaging and convening various regional stakeholders through an intentional and

deliberate planning process.

Each planning region and local area shall adhere to the Framework while preparing regional and local plans. To respond appropriately to each of the elements of the framework, regional plans are anticipated to be 30 to 50 pages in length and local plans are anticipated to be 50 to 75 pages in length. Appendices shall not count towards the total.

VII. Plan Preparation and Submission Process:

Regional plans are due 120 days from the release of this document. Regional plans must be submitted by each region to the New Jersey State Employment and Training commission via email with a copy to SETC@dol.nj.gov.

Local Plans must be submitted by each local area, to the New Jersey State Employment and Training Commission (SETC), via email, with copy to SETC@dol.nj.gov 60 days later.

Prior to the date on which the local board submits a local plan, the local board shall:

- Make available copies of a proposed local plan to the public through electronic and other means, such as public hearings and local news media; ensuring that the document is available in accessible formats;
- Allow members of the public, including representatives of business, representatives of labor organizations, and representatives of education to submit to the local board comments on the proposed local plan, not later than the end of the 30-day period beginning on the date on which the proposed local plan is made available; and
- Include with the local plan submission any such comments that represent disagreement with the plan.

The Local Plan submitted (including any future modification to such a local plan) shall be considered to be approved by the Governor at the end of the 90-day period beginning on the day the Governor receives the plan (including such a modification), unless the Governor makes a written determination during the 90- day period that the plan does not (1) address specific corrective actions or improvement plans that have been identified by state and/or federal entities for the local area, (2) comply with specific provisions of WIOA, and/or (3) align with New Jersey's state plan.

VIII. Firewalls and Conflict of Interest: For purposes of future solicitations, federal and state procurement regulations include strong language regarding the relationship between plan creation, solicitation and one-stop operator selection. Local Workforce Development Boards retain the responsibility to ensure that proper firewalls are created and that the process to develop and implement the local plan does not result in an actual or subsequent conflict of interest.

APPENDIX A: REGIONAL AND LOCAL PLAN FRAMEWORK

Additional Instructions:

Please address all of the elements outlined in the pages that follow in your Regional and Local Plans. If your region or local area is not fully prepared to provide a complete response to the specified element at the time of plan submission, the plan must indicate how the region or local area will address the respective requirement over the life of the plan timeline. The SETC reserves the right to determine whether the plan is responsive or requires revisions.

The development of 2022 regional and local plans must provide an overview of the impacts of the pandemic and how it has impacted local labor markets, including in-demand occupations and employment and education needs. Additionally, please ensure the alignment of state, regional, and local strategies and plans. Please refer to the following document highlighting key state plan modifications:

https://www.nj.gov/labor/wioa/forms_pdfs/Workforce%20-StatePlanModifications.pdf

In addition to discussing the impacts of the pandemic, this guidance asks questions regarding your efforts towards the integration of technology into programs/services and how you are ensuring the consideration of Diversity, Equity and Inclusion in your regional and local activities. It is recommended that as you work on your planning documents, that the above topics are considered in your responses.

Both regional and local documents should begin with a discussion of the vision, goals and themes of the specific efforts. The documents should conform with each other. If there is an unexplained difference between the regional and local plans, it may be returned or rejected as it is incumbent upon the submitter to clarify any instances where a local area may not support a vision, statement, theme, approach, or goal of the regional document.

In particular, regions and Local Workforce Development Areas (LWDAs) must integrate and include efforts related to priorities highlighted in NJDOL's Workforce Strategy, including an emphasis on:

- ***Integration of required One Stop partners and services into One Stop Career Centers*** – what are the actions and steps your region and LWDA plan to take over the next four years to build up the relationships and connection across partners and services, including with youth providers?
- ***Customization of services for employers and jobseekers*** – what are the actions and steps your region and LWDA plan to take to expand service options – specifically related to work-based learning, supportive services, job placement supports, follow-up services, and virtual services - and ensure the individualization of strategies and

solutions for jobseekers and employers, including for youth?

- ***Strengthening local governance*** – what are the actions and steps your region and LWDA plan to take to ensure that LWDB functions and One Stop Career Center service delivery operations comply with WIOA regulations and maximize the impact of these resources in your local workforce system?

Please follow the framework and section numbering outlined in the subsequent pages. Plans should demonstrate how the region and each local area supports and aligns with the following key elements and ensure consistent and cohesive themes across state, regional, and local plans.

Please address the following elements in a narrative of 30-50 pages for regional plans and 50-75 pages for local plans.

Both Regional and Local planning documents should begin with a discussion and summary of the overarching goals, mission, and strategic themes outlined in each plan.

I. Regional and Local Workforce Strategies

A. Analysis of Labor Market Information: Please draw on current data from NJDOL, as well as other Local Workforce Development Area (LWDA) data. Please ensure alignment of regional data analysis included in your area’s regional plan with local area data analysis included in your local plan. Please cite sources, timelines, and validity for any data used. Data should include an extensive analysis of local and regional economic conditions including:

1. Existing and emerging in-demand industry sectors and occupations
2. The employment and skill needs of employers in those industry sectors and occupations
3. Alignment between key industry pipelines
4. Information on demographics and target populations
5. Current labor force employment (including underemployment and unemployment) data
6. Information on labor market trends and the education/skill levels of the workforce, including individuals with barriers to employment
7. Workforce development activities in the region, including an analysis of the strengths and weaknesses of such services, the capacity to provide such services, and the connection of services to the One Stop system to address identified education and skill needs of the workforce and the employment needs of employers in the region
8. Impact of Covid on the labor market – economic impacts, skills impacts, as well as service and support impacts

Regional Plan

- Please provide a description of your regional labor market and share specific labor market information (LMI) data from your region.
- Please use these data to identify specific target populations and target sectors and occupations for your plan.
 - How will your region work jointly towards meeting the demands and needs of existing/emerging sectors and occupations?
 - How will your region work jointly to target jobseekers and workers to meet these industry needs and support skill development and barrier removal for these individuals? Who are the specific populations that are a priority for service based on the data?
- Please provide an overview of how your region engages in ongoing analysis and review of LMI data to track changes and adjust strategies.
 - How does the region work collectively to gather and disseminate LMI information?
 - How does the region work together to build capacity in utilizing LMI?
 - How does this information drive collective regional efforts to support employers, jobseekers, workers, and other workforce stakeholders?
 - What types of staffing and/or resources are shared regionally to drive this work? How are they funded?

Local Plan

- Local plans should answer the same questions as those posed for regional plans at the Local Workforce Development Area (LWDA) level and align with regional plans and analyses.
- Please make sure to offer a description of your local labor market and the specific target populations and sectors/occupations your plan is targeting based on labor market information (LMI).
- Please ensure your local plan provides an overview of the systems and mechanisms your local area has in place to continually collect, analyze, and review LMI data with local stakeholders, and specify the partners and resources that you are utilizing to support the ongoing integration of LMI into the work of your local workforce system.

- B. Strategic Priorities:** Taking into account LMI analyses described above, describe the strategic vision, goals, and priorities for preparing an educated and skilled workforce (including youth and individuals with barriers to employment) at the regional and local level. The LWDA’s strategy should include specific expectations related to:
- Expanding access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment
 - Expanding and ensuring access to workforce development services that serve to bring diversity, equity and inclusion to the workforce
 - Facilitating the development of career pathways and co-enrollment across WIOA and partner programs
 - Increasing access through partners and programs to a variety of individualized career and training services, including career coaching, work readiness activities, as well as training programs that result in industry-valued credentials
 - Increasing work-based learning opportunities in partnership with postsecondary, employer, and workforce partners, including through On-the-Job Training, Transitional Jobs, and Apprenticeship, as well as for youth through Youth Work Experiences
 - Supporting multiple pathways for young people aged 16-24 through One-Stop Career Center services, and additional youth program models
 - For LWDA’s with significant Migrant Seasonal Farmworker (MSFW) programs: conducting vigorous outreach to communicate a full range of services to a population that may be unable to be reached with normal intake activities

Regional Plan

- Please identify the specific areas where regional partners will target regional approaches to support local strategies through shared capacity and/or joint initiatives.
 - What opportunities exist for shared programs or service delivery at the regional level that support local area implementation?
 - How might the region set a common vision, goals, and/or specific strategies related to:
 - Industry pipelines and career pathways
 - Service delivery, including around ITAs, virtual learning, full range of work-based learning opportunities, supportive services, and job assistance and placement
- Please describe how the region will track progress and manage implementation of activities related to common goals and/or specific strategies. Please include details regarding specific partners/stakeholders that will contribute to these efforts, as well as specific in-kind or financial contributions that partners will offer.
- Please describe specific plans for leading and supporting the development of career pathways and industry pipelines at the regional level.
 - What industry sectors or occupations is the region targeting or prioritizing and why?
 - How are career pathways strategies aligned with serving identified target populations and priority populations identified in WIOA and New Jersey’s state plan (including disadvantaged adults, dislocated workers, youth, and other underserved populations)?
 - What stakeholders from across local areas are part of these efforts?
 - How will regional partners engage in and continue this work?

Local Plan

- Local plans must outline specific strategies and priorities related to the above-mentioned bulleted list. Furthermore, these strategies must align with strategies developed at the regional level.
- Please demonstrate how these strategies will support engagement with targeted populations, including priority populations identified in WIOA and New Jersey’s State plan. Consider strategies around outreach, service delivery, and follow-up supports.
- Please demonstrate how these strategies will support engagement with local partners and stakeholders at the LWDB and One Stop levels, including specifically the engagement of service, youth, postsecondary, and employer partners.

II. One-Stop Career Center Operations

<p>A. One-Stop Service Delivery and Flow: Please provide an overview of the role that partners, programs, and services required by WIOA play in your One Stop Career Center system regionally and locally, as well as specific details regarding the cultivation and maintenance of these partnerships and the integration of supports into service delivery flow. Please utilize the Partner-Service matrix found on page 23 of this document. Partners, programs, and services include:</p> <ul style="list-style-type: none"> • Title I Adult • Title I Dislocated Worker • Title I Youth • Title II Adult Education/Literacy • Title III Wagner-Peyser • Title IV Vocational Rehabilitation • Title III Unemployment Compensation • WorkFirst New Jersey • Migrant and Seasonal Farmworkers Program • Trade Adjustment Assistance (TAA) Program • Senior Community Service Employment Program • Jobs for Veterans State Grant • Reentry Employment Opportunities • Title I Job Corps • Title I YouthBuild • Career and Technical Education (CTE) programs • HUD Employment and Training • HHS Employment and Training 	
<p>Regional Plan</p> <ul style="list-style-type: none"> • Please explain how the region will help support the integration of partners, programs, and services across all One Stop centers in the region. <ul style="list-style-type: none"> ○ What partner and program relationships can be developed at the regional level to support integration of services across One Stop Career Centers? ○ What common models or recommendations for operational efforts related to One Stop delivery and flow might be established at the regional level? ○ What mechanisms or resources can be organized regionally to support partner and service integration and coordinated service delivery in an ongoing way? ○ What other regional partnerships can be leveraged to support partnership and service delivery across the regions One Stop Career centers? ○ Please describe how the region will integrate the voice of those who are served into program development, design, and operation. Regional Youth Voice efforts must be described. • Please describe any efforts at the regional level to engage and outreach to new and existing partners to enhance service delivery across the region’s One Stop Career Centers. <ul style="list-style-type: none"> ○ How might partnerships at the regional level enhance and support service delivery related to: <ul style="list-style-type: none"> ▪ Supportive services: mental health, substance abuse, housing, transportation, childcare services ▪ Employer engagement: Business/trade organizations, Economic development ▪ Specific target populations: Youth services, LGBTQIA organizations, organizations promoting DEI 	<p>Local Plan</p> <ul style="list-style-type: none"> • Please provide an overview of how the full range of partners services are integrated and delivered at the One Stop centers, including a discussion of the utilization of state and local staff, in compliance with federal and state law. A diagram of customer flow and services provision may be included. The LWDA should include in this description plans for services delivered by all of the above-mentioned programs. • Please reflect on the questions included in the regional plan section. At the local level, how will the LWDB help to support the development and integration of One Stop partners, programs, and services at the local level? • Please describe how client voice is and will be included in local efforts.

- B. Operational Priorities:** Describe the operations of the workforce development system, including the integration of core WIOA partners to achieve strategic vision and goals, and the role of the LWDB in helping to set strategies and provide guidance that ensures alignment of operational activities. This description should include specific details related to:
- Adult and dislocated worker employment and training activities that reflect a diversity of service pathways and support customer choice
 - Use of training contracts and individual training accounts that support achievement of industry-valued credentials, as well as policies and procedures for including assessment of training provider performance in conjunction with the ETPL in contracting decisions and customer choice
 - Ensuring priority of service for adult career and training services will be given to recipients of public assistance, other low- income individuals, and individuals who are basic skills deficient in accordance with WIOA, as well as any additional priorities of service that your LWDA seeks to establish based on analysis of data and local policy
 - Policies and practices for providing Veterans services and prioritizing services for veterans as defined in TEGl 10-09 and NJ WINS #11-16
 - Youth workforce development activities in the LWDA's, including details about different pathways available to youth and provision of the 14 program elements through One-Stop Career Center activities, procured youth programming and activities, as well as youth programs and services that are leveraged through co-enrollment and/or other non-WIOA funded partnerships. Include details about how your LWDA will satisfy the requirement that 75% of funds be use for Out-of-School Youth and 20% of total youth funds be used for work experience.
 - Integration of technology and data to support seamless intake processes and case management, track trends and progress related to programs and participants locally; include how technology will be utilized to support engagement of participants and delivery of services.
 - Lessons learned from the COVID-19 pandemic, actions taken and how/whether they will be maintained

Regional Plan

- Please describe any region-wide operations/service priorities that should inform and guide operations/services across local areas.
- Please describe the supports that the region will offer in supporting regional operations/service priorities and/or common local priorities.
 - Will the implementation of specific program or services occur at the regional level?
 - Will the region offer specific funding to support these service priorities?
 - Will the region offer specific training to support the implementation of these priorities?
 - Will the region support data collection?
- Please describe any role that the region may play in supporting operations at the local level by coordinating activities related to:
 - Outreach/recruitment
 - Service delivery related to, e.g., ITAs, work-based learning, and/or supportive services
 - Follow-up supports and achievement of successful outcomes for participants
- Please describe opportunities for the region to support programs and/or services related to specific target populations highlighted in the bullets above.

Local Plan

- Please provide an overview of how the One Stop service delivery and flow will help to achieve specific strategic priorities identified in your plan, specifically as it relates to the bulleted elements highlighted above.
- Please provide a clear description of the roles that the Local Workforce Development Board, One Stop Operator, and One Stop Career Services provider will play in supporting and implementing operational priorities.
- Please highlight how the LWDB will integrate region- and LWDB-led strategies to strengthen operations and service delivery.

C. Service Expansion and Accessibility in One Stop Career Centers: Describe how the local board will facilitate access to services provided through the one-stop delivery system, including for example, individuals in remote areas, for individuals with disabilities (compliance with Act 188), and for foreign-language speakers; include a description of how equity and equal access to services are achieved for services provided through the One-Stop system. This includes:

- Use of technology, including virtual and adaptive technologies to support access
- Physical and programmatic accessibility of facilities
- Specialized programs and services,
- Materials for individuals with disabilities and those with other barriers
- Staff training and support for addressing the needs of individuals with disabilities
- Provision of assessment services to ensure connection to best fit services (opposed to automatic referrals)

Regional Plan

- Please describe the role of the region in the development/implementation of any technical solutions designed to expand the reach of services provided by local areas.
 - How might the region support joint development to ensure consistency across area?
 - How might the region support joint training of staff or training with staff in individual local areas?
- Please describe any role the region would take in physically or programmatically expanding the access to facilities, programs, or services.
 - How would the region ensure support/participation for individuals with disabilities and ensure that any expansion considers diversity, equity, and inclusion?
 - How would the region include joint training for regional partner/stakeholder training? Please provide insight on efforts to make expansion and any associated materials and training tools accessible for individuals with disabilities?
- Please describe the process the region would use in taking a lead role in any form of expansion and how it would work with and inform its individual members and respective LWDBs.
- Please indicate what considerations the region shall make to ensure that service expansion considers new approaches/strategies for potential resolution. This should include, but not be limited to, digital equity and education considerations.

Local Plan

- Please provide an overview of how the LWDB plans to expand services and supports to ensure that all individuals have access to One Stop Career center services and opportunities.
- Please reflect on the questions included in the regional plan section. At the local level, how will the LWDB help to support the development of technical solutions and expansion of facilities, programs, or services.
- Please highlight how the LWDB will integrate region- and LWDB-led strategies to support greater accessibility.
- Please indicate how the local area will work to integrate new ideas and approaches to barrier resolution including, but not limited to, digital equity and education.

D. Detailed Partnership and Service Integration:* Reflect on current Memoranda of Understanding (MOUs), Infrastructure Funding Agreements (IFAs), and ongoing practice to describe how services, costs, and customers are shared across key partners highlighted in WIOA. Identify specific goals for strengthening integrated service models for cross-training of staff, technical assistance, use and sharing of information, and other coordination efforts utilized to support service integration across required One-Stop partners, with particular attention to:

- Relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.
- Supportive service partners, including public transportation, and other appropriate supportive services such as child care and public housing
- State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) around services provided in the LWDA through the one-stop delivery system, to improve service delivery and avoid duplication of services.
- Title II Adult education and literacy providers in the LWDA, including coordination of testing and services across One-Stop Career Centers and adult education providers; as well as literacy services provided through the Workforce Learning Link, WFNJ and any other WIOA services
- Statewide Rapid Response activities
- The Division of Vocational Rehabilitation Services and the New Jersey Commission for the Blind and Visually Impaired in serving individuals with disabilities
- Disabled Veteran Outreach Program (DVOP) staff and Local Veterans Employment Representatives (LVERs) known as Veterans Business Representatives in supporting veterans with defined significant barriers to employment
- Any mental or emotional health programs to assist people cope and excel in a work environment
- The steps the Board will undertake to ensure that these and any other appropriate area agreements are in place to ensure that clients may receive the assistance required to be a vital part of the economy.

Regional Plan

- Please describe how regional efforts may assist local areas in building relationships and coordinating with key partners – those articulated in WIOA as required partners, as well as any critical regional partners unique to your area – to move beyond referrals/handoffs to integrated service models for participants and co-enrollment opportunities.
 - What role has and/or will your region play in leading discussion with specific partners/stakeholders who must be included in local Memoranda of Understanding (MOUs) or include in an Infrastructure Funding Agreement (IFAs)?
 - What role has and/or will your region play in helping to negotiate with specific partners/stakeholders to establish agreements with partners/stakeholders, particularly those that have a regional footprint?
- Please describe how regional efforts may help to build the capacity for service integration in local One Stop Career Centers through cross-training of staff, provision of technical assistance, sharing of information, etc., and other supports.

Local Plan

- Local plans must outline specific goals for service integration and highlight specific partners, as described above.
- Please reflect on the questions included in the regional plan section. At the local level, how will the LWDB and One Stop Operator work together and differentiate roles in working with key partners and building capacity for service integration.
- Please highlight how the LWDB will integrate region- and LWDB-led strategies to support stronger service integration

*Please note regional and local plans should help to establish specific plans and goals for guiding the development of new MOU and IFA agreements. Please use this as an opportunity for setting a roadmap for stronger service integration that will inform the development of new MOUs and IFAs. Please utilize the Partner-Service matrix on page 23 of this document as a tool in developing and linking plans and agreements.

- E. Employer Engagement:** Describe the strategies and services that will be used to effectively serve employers in in-demand industry sectors and occupations. Specifically, highlight how your strategy seeks to:
- Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.
 - Support a local workforce development system that meets the needs of businesses in the region and LWDA.
 - Better coordinate workforce development programs and economic development, including coordination of local workforce investment with regional economic development activities, and the promotion of entrepreneurial skills training and microenterprise services
 - Create linkage during program delivery between individual customers and employers.
 - Align resources at the state, regional, and local level to create a system of services, supports, and solutions for employers that offer dual benefits for jobseekers and workers in NJ
 - Expand implementation of a variety of work-based learning opportunities and programs, including Incumbent Worker Training, On-the-Job Training, Transitional Jobs, Pre-Apprenticeship and Registered Apprenticeship opportunities
 - Leverage local career pathway initiatives, business intermediaries, economic development organizations, and other local industry and sector strategies
 - Leverage additional state programs and grants through the NJDOL’s Business Services, Apprenticeship, and Industry Partnership units

Regional Plan

- Please describe the role the region will play in the Employer Engagement efforts.
 - How will the region conduct outreach to, as well as develop and maintain relationships with, employers?
 - What services or programs, if any, will be delivered regionally?
 - What shared costs and capacity will support these regional efforts?
- Please describe how the region’s efforts will coordinate with local efforts and those of other partners/stakeholders working with employers in the region, including state Business Services activities.
 - What will be the roles and responsibilities of state partners, the region, LWDBs, and other entities in building coordinated employer engagement strategies and a system of services and supports?
 - What will the flow of employer engagement and services look like? Where will different partners support this flow?
- Please describe how the region might help build employer engagement capacity across and within local areas.
 - Will the region offer specific funding to support employer engagement activities?
 - Will the region offer specific training or technical assistance to support the implementation of these priorities?
 - Will the region support coordinated data collection?

Local Plan

- Please provide an overview of the local area’s employer engagement strategies and expected implementation activities, including elements highlighted in the bulleted list above.
- Please reflect on the questions included in the regional plan section. At the local level, how will the LWDB help to develop and implement employer engagement strategies.
- Please provide a clear description of the roles that the Local Workforce Development Board, One Stop Operator, and One Stop Career Services provider will play in engaging and working with employers.

III. Local WDB Structure and Functions

<p>A. Local Workforce Development Area (LWDA) Structure: Describe the structure of your LWDA and governance entities, including identifying:</p> <ul style="list-style-type: none"> • Local Workforce Development Board (LWDB) Membership. Include a list of members and indicate alignment with SETC policy #2015-01 and WIOA. Include description of how membership aligns with New Jersey key industries and LWDA priorities. Discuss recruitment plans to address any deficiencies. • LWDB standing committees and their specific responsibilities • Fiscal Agent responsible for the disbursement and oversight of grant funds, as determined by the chief elected official or the Governor. • Hired staff supporting the Local WDB, including specific information about roles and responsibilities 	
<p>Regional Plan</p> <ul style="list-style-type: none"> • Please describe any role the region will play in support the capacity and development of LWDBs and/or fiscal agents. <ul style="list-style-type: none"> ○ Does the region have any formal role in identifying potential Board members for its local colleagues? ○ Does the region have any joint committees to discuss shared matters? How are committees structured and how is business conducted? ○ Does the region provide any training or technical assistance to support LWDB capacity-building (e.g., agreement development, designation of fiscal agents, committee development)? 	<p>Local Plan</p> <ul style="list-style-type: none"> • Please provide an overview of how the CEO, LWDB (including members, staff, and committees), and fiscal agent work vis-à-vis one another, as well as vis-à-vis the operations of One Stop Career Centers. • Please provide information about the roles and responsibilities of these various entities. • Please provide a table or chart indicating the relationships among these various entities and specifically highlighting the reporting relationships between the Chief Elected Official, the LWDB, the staff of the LWDB, and the Fiscal Agent. • Please describe the relationship of governance bodies (CEO, LWDB, Fiscal Agent) to operations bodies, including the One Stop Operator, One Stop Career Services provider, and Youth Services provider. • Please describe and include information about any/all firewalls or presumed, potential or actual conflicts of interest and what actions have been/will be taken to remediate. • Please highlight how the LWDB will integrate region- and LWDB-led efforts around building and developing local governance capacities.

- B. Procurement of Operator and Services:** Describe the process for engaging in competitive procurement processes that align with LWDA strategies and priorities and support the competitive selection of Title I sub-recipients, including:
- One Stop Operators - Serves as the One Stop system-builder, supporting coordination of services across required and other partners
 - One Stop Career Service Providers - Support provision of the full range of career services highlighted under WIOA in the local One Stop system, including provision of work-based learning, supportive services, and career coaching
 - Youth Service Providers - Provide services supporting program elements that fall outside of the expertise and services being provided by One Stop Career Center staff

Regional Plan

- Please describe any role the region has or intends to have in assisting its members in the procurement of a One Stop Operator, One Stop Career Services provider, or Youth Services providers, e.g., supporting procurement procedures, sharing procurement materials, managing lists of potential vendors, and/or supporting the development of scopes of service.

Local Plan

- Please include details about the LWDB’s processes for implementing competitive procurements. What is the role of the LWDB? What other partner agencies participate in procurement and what roles do they play? How do LWDBs ensure that Request for Proposals incorporate scopes of service that align with local strategies and priorities?
- Please describe efforts that are undertaken to ensure that no conflict of interest is present in the process. What steps are taken to ensure that that no presumed, potential, or actual conflicts of interest take place? How does the LWDB ensure appropriate firewalls have been established?
- Please highlight how the LWDB will integrate regional supports into LWDA procurement activities.

C. Oversight and Monitoring: Please describe how the LWDB monitors and oversees the local workforce strategies, priorities, and systems identified in regional and local plans and aligned with local policies and guidance for purposes of continuous improvement and accountability. Areas of monitoring and oversight include:

- The operations of One Stop Career Centers, specifically American Job Center certification, as outlined by SETC Policy #2016-14
- Budgets of procured providers
- Participation, service delivery, and outcomes of procured providers
- Training (ITA) contracts
- Work-based learning contracts and agreements (OJT, IWT, Transitional Jobs, Youth Work Experience)
- Systems supporting business practices – e.g., employer engagement, accessibility of services

Regional Plan

- Please describe any role or support the region will play in oversight and monitoring of programs/services within the region, e.g., monitoring of shared providers, facilitating sharing of results, or supporting shared analysis of individual LWDB monitoring reports
- Please describe how oversight and monitoring efforts that are conducted or culled at the regional level are shared with LWDB members and staff.

Local Plan

- Please include details about processes for monitoring all of the above-bulleted aspects of local workforce service delivery systems.
 - How does the LWDB draw on quantitative and qualitative data to ensure accountability and support the continuous improvement of services for WIOA/One Stop customers – including both jobseekers/workers and employers?
 - Specifically, how is monitoring information utilized in procurement processes and decisions?
- Please describe the structure and staffing of monitoring and compliance activities in your LWDA, including specific details about the roles and responsibilities of LWDB members, LWDB staff, and/or other entities.
- Please include specifics on how monitoring is built into annual processes of the LWDB.
 - How does the LWDB plan to use the ETPL and Quality Assurance frameworks?
 - How does the LWDB plan to use data from AOSOS, Futurework, and/or other data systems?
 - How does the LWDB engage in qualitative data collection and visits?
 - What other information and/or data collection is part of your LWDB’s monitoring processes?
- Please ensure your plan provides specific details on the LWDB’s process to complete American Job Center (AJC)/One Stop Certification.
- Please provide details on how monitoring results will be reported and shared across various system partners and stakeholders.

<p>D. Performance Measures and Accountability: Please describe how the LWDB will utilize local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c) to track and measure performance of:</p> <ul style="list-style-type: none"> • The One Stop Delivery System as a whole • The One Stop Operator • One Stop Career Services providers • Youth providers • The fiscal agent (where appropriate) 	
<p>Regional Plan</p> <ul style="list-style-type: none"> • Please describe any role or support the region will play in helping LWDBs to track and measure local levels of performance, e.g., training, shared tracking, etc. 	<p>Local Plan</p> <ul style="list-style-type: none"> • Please include details about the processes the LWDB utilized to track and measure local levels of performance. <ul style="list-style-type: none"> ○ How does the LWDB utilize data from AOSOS, FutureWork, and/or other data systems to track performance? ○ How is information about performance shared with various system partners and stakeholders? • Please include an appendix providing the LWDA performance goals for four program years: PY2017, PY2018, PY2019, and PY2020.

<p>E. Training and Development: Please describe training priorities for supporting the implementation of regional and local plans aligned with State priorities and plans. Please include specific plans and timelines for supporting:</p>		
<ul style="list-style-type: none"> • Chief Elected Officials and County Leadership and Staff • Fiscal Agents 	<ul style="list-style-type: none"> • LWDB Members • LWDB Staff • One Stop Operator Staff 	<ul style="list-style-type: none"> • One Stop Career Services Staff • One Stop Youth Services Staff • Other System Stakeholders and Partners
<p>Regional Plan</p> <ul style="list-style-type: none"> • Please describe any role that the region will take in training and development. <ul style="list-style-type: none"> ○ How will the region support staff and partners in developing their practice and aligning capacity with the expectations of state, regional, and local plan priorities (training, technical assistance, conference attendance)? ○ Who will regional trainings and development opportunities target and why? ○ What specific topics will training and development opportunities cover? ○ How will individual LWDBs contribute to training agendas and costs? • Please describe how the region will identify and secure training and development partners, safeguard against conflicts of interest, and ensure that suitable firewalls are in place. • Please describe any specific learning platforms and/or online tools and resources that the region will draw on to support training and development. 	<p>Local Plan</p> <ul style="list-style-type: none"> • Please reflect on the questions included in the regional plan section. At the local level, how will the LWDB help to develop and implement training and development opportunities. • Please highlight how the LWDB will integrate region- and LWDB-led efforts around building and developing local governance capacities. 	

- F. Regional and Local Plan Development:** Describe process to create regional and local plans, in respective plans, and provide assurances that it was an open and transparent process, including, the following:
- List and describe any meetings of workgroups, taskforces or similar efforts. Documentation of these meetings, including minutes and attendees, must be maintained regionally or locally. Include a list of the participants and their organizations. (This should include representatives of LWDBs, LWDB staff, fiscal agent staff, local elected officials, local public entities, regional and local economic development partners, employers and employer organizations, WIOA/One Stop service providers and partners, such as Adult Education and Literacy providers, community colleges, NJ Industry Partnerships and other entities with a stake in the local workforce system and plan.)
 - Describe the process used by the region and the LWDBs to make available copies of the proposed local plan to the public, through electronic and other means such as public hearings and local news media; ensuring that the document was made available in accessible formats.
 - Describe the process used to provide an opportunity for public comment, including comment by representatives of businesses, representatives of labor organizations, and representatives of education and input into the development of the local plan, prior to submission of the plan.
 - Describe any additional regional and/or local requirements or processes for public comments. Provide a list of stakeholders who were notified of the opportunity for public comments in both regional and local plans. Include as an attachment to the finalized plans any such comments including those that represent disagreement with the plan.
 - Plans should be viewed as system-wide/community documents. To that end, it is expected that any resulting document is not the sole work of any individual or a single entity. Please ensure that the plans highlight the ways in which community partners at the regional and local levels were involved in the development of plans and resulting documents. This joint effort should be ongoing and documented and not based solely on a vote of approval prior to submission of a completed document.

G. Additional Elements: Regions and LWDBs may include any additional elements to the local plan that they believe are relevant that do not fit within the framework outlined above. In order to retain formatting and order of elements, all additional sections should begin with this item number and be placed here at the end of the plan.

ENDNOTES:

The following notes include citations from the relevant sections of the Workforce Innovation and Opportunity Act that are referenced within the Section 108 guidance for Local Plans. These citations are provided to add clarity for local areas as they consider their responses.

ⁱ The primary indicators include: the percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program; the percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program; the median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program; the percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent (subject to clause (iii)), during participation in or within 1 year after exit from the program; the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment; and the indicators of effectiveness in serving employers established pursuant to clause (iv).

ⁱⁱ Section 134(a)(2)(A) reads:

- (2) REQUIRED STATEWIDE EMPLOYMENT AND TRAINING ACTIVITIES.—
- (A) STATEWIDE RAPID RESPONSE ACTIVITIES.—
 - (i) IN GENERAL.—A State shall carry out statewide rapid response activities using funds reserved by the Governor for the State under section 133(a)(2), which activities shall include—
 - (I) provision of rapid response activities, carried out in local areas by the State or by an entity designated by the State, working in conjunction with the local boards and the chief elected officials for the local areas; and
 - (II) provision of additional assistance to local areas that experience disasters, mass layoffs, or plant closings, or other events that precipitate substantial increases in the number of unemployed individuals, carried out in local areas by the State, working in conjunction with the local boards and the chief elected officials for the local areas.
 - (ii) USE OF UNOBLIGATED FUNDS.—Funds reserved by a Governor under section 133(a)(2), and section 133(a)(2) of the Workforce Investment Act of 1998 (as in effect on the day before the date of enactment of this Act), to carry out this subparagraph that remain unobligated after the first program year for which such funds were allotted may be used by the Governor to carry out statewide activities authorized under subparagraph (B) or paragraph (3)(A), in addition to activities under this subparagraph.

ⁱⁱⁱ Subparagraphs (A) and (B)(i) of section 107(d)(11) read:

- (11) COORDINATION WITH EDUCATION PROVIDERS.—
 - (A) IN GENERAL.—The local board shall coordinate activities with education and training providers in the local area, including providers of workforce investment activities, providers of adult education and literacy activities under title II, providers of career and technical education (as defined in section 3 of the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2302)) and local agencies administering plans under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741).
 - (B) APPLICATIONS AND AGREEMENTS.—The coordination described in subparagraph (A) shall include—
 - (i) consistent with section 232—
 - (I) reviewing the applications to provide adult education and literacy activities under title II for the local area, submitted under such section to the eligible agency by eligible providers, to determine whether such applications are consistent with the local plan; and
 - (II) making recommendations to the eligible agency to promote alignment with such plan;

Section 232 reads:

SEC. 232. LOCAL APPLICATION.

Each eligible provider desiring a grant or contract from an eligible agency shall submit an application to the eligible agency containing such information and assurances as the eligible agency may require, including—

- (1) a description of how funds awarded under this title will be spent consistent with the requirements of this title;
- (2) a description of any cooperative arrangements the eligible provider has with other agencies, institutions, or organizations for the delivery of adult education and literacy activities;
- (3) a description of how the eligible provider will provide services in alignment with the local plan under section 108, including how such provider will promote concurrent enrollment in programs and activities under title I, as appropriate;
- (4) a description of how the eligible provider will meet the State adjusted levels of performance described in section 116(b)(3), including how such provider will collect data to report on such performance indicators;
- (5) a description of how the eligible provider will fulfill one-stop partner responsibilities as described in section 121(b)(1)(A), as appropriate;
- (6) a description of how the eligible provider will provide services in a manner that meets the needs of eligible individuals; and
- (7) information that addresses the considerations described under section 231(e), as applicable.

^{iv} References in this section are to Section 107(d)(11) referenced in prior footnote.

^v From the Act, Section 107 as referenced:

(A) BUDGET.—The local board shall develop a budget for the activities of the local board in the local area, consistent with the local plan and the duties of the local board under this section, subject to the approval of the chief elected official.

(B) ADMINISTRATION.—

(i) GRANT RECIPIENT.—

(I) IN GENERAL.—The chief elected official in a local area shall serve as the local grant recipient for, and shall be liable for any misuse of the grant funds allocated to the local area under sections 128 and 133, unless the chief elected official reaches an agreement with the Governor for the Governor to act as the local grant recipient and bear such liability.

(II) DESIGNATION.—In order to assist in administration of the grant funds, the chief elected official or the Governor, where the Governor serves as the local grant recipient for a local area, may designate an entity to serve as a local grant sub-recipient for such funds or as a local fiscal agent. Such designation shall not relieve the chief elected official or the Governor of the liability for any misuse of grant funds as described in subclause (I).

(III) DISBURSAL.—The local grant recipient or an entity designated under subclause (II) shall disburse the grant funds for workforce investment activities at the direction of the local board, pursuant to the requirements of this title. The local grant recipient or entity designated under subclause (II) shall disburse the funds immediately on receiving such direction from the local board.

^{vi} This Subsection reads:

(c) LOCAL PERFORMANCE ACCOUNTABILITY MEASURES FOR SUB-TITLE B.—

(1) IN GENERAL.—For each local area in a State designated under section 106, the local performance accountability measures for each of the programs described in subclauses (I) through (III) of subsection (b)(3)(A)(ii) shall consist of—

(A)(i) the primary indicators of performance described in subsection (b)(2)(A) that are applicable to such programs; and

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- (ii) additional indicators of performance, if any, identified by the State for such programs under subsection (b)(2)(B); and
 - (B) the local level of performance for each indicator described in subparagraph (A).
 - (2) LOCAL LEVEL OF PERFORMANCE.—The local board, the chief elected official, and the Governor shall negotiate and reach agreement on local levels of performance based on the State adjusted levels of performance established under sub- section (b)(3)(A).
 - (3) ADJUSTMENT FACTORS.—In negotiating the local levels of performance, the local board, the chief elected official, and the Governor shall make adjustments for the expected economic conditions and the expected characteristics of participants to be served in the local area, using the statistical adjustment model developed pursuant to subsection (b)(3)(A)(viii). In addition, the negotiated local levels of performance applicable to a program year shall be revised to reflect the actual economic conditions experienced and the characteristics of the populations served in the local area during such program year using the statistical adjustment model.

^{vii} Section 134(c)(3)(G):

- (G) USE OF INDIVIDUAL TRAINING ACCOUNTS.—
 - (i) IN GENERAL.—Except as provided in clause (ii), training services provided under this paragraph shall be provided through the use of individual training accounts in accordance with this paragraph, and shall be provided to eligible individuals through the one- stop delivery system.
 - (ii) TRAINING CONTRACTS.—Training services authorized under this paragraph may be provided pursuant to a contract for services in lieu of an individual training account if—
 - (I) the requirements of subparagraph (F) are met;
 - (II) such services are on-the-job training, customized training, incumbent worker training, or transitional employment;
 - (III) the local board determines there are an insufficient number of eligible providers of training services in the local area involved (such as in a rural area) to accomplish the purposes of a system of individual training accounts;
 - (IV) The local board determines that there is a training services program of demonstrated effectiveness offered in the local area by a community-based organization or another private organization to serve individuals with barriers to employment;
 - (V) the local board determines that—
 - (aa) it would be most appropriate to award a contract to an institution of higher education or other eligible provider of training services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations; and
 - (bb) such contract does not limit customer choice; or
 - (VI) the contract is a pay-for-performance contract.
 - (iii) LINKAGE TO OCCUPATIONS IN DEMAND.— Training services provided under this paragraph shall be directly linked to an in-demand industry sector or occupation in the local area or the planning region, or in another area to which an adult or dislocated worker receiving such services is willing to relocate, except that a local board may approve training services for occupations determined by the local board to be in sectors of the economy that have a high potential for sustained demand or growth in the local area.
 - (iv) RULE OF CONSTRUCTION.—Nothing in this paragraph shall be construed to preclude the combined use of individual training accounts and contracts in the provision of training services, including arrangements that allow individuals receiving individual training accounts to obtain training services that are contracted for under clause (ii)

New Jersey Local WIOA Planning: Partner-Service Matrix

Please use the matrix below to identify key areas in which individual partners will contribute to service integration. The regional and local plan must offer an overarching strategy for how different partners can and will contribute to operations and service delivery in your local One Stop Career Centers. The specifics of these agreements will be determined through the subsequent development of Memoranda of Understanding (MOU) and Infrastructure Funding Agreements (IFA). This matrix serves as tool in linking plan development and MOU/IFA processes as your LWDA engages required and additional partners in building a system of services and supports for jobseekers, workers, and employers.

Please assess the anticipated involvement of each individual partner in contributing to each service and support area listed (1=Minimal Involvement, 2=Some Involvement, 3=Extensive Involvement). SETC and NJDOL encourage prioritizing specific service areas that match partner service strengths and assets.

One Stop Partners*	Participant Outreach/ Recruitment	Assessment/Plan Development/ Career Counseling	Job Preparation, Search, and Placement	Ongoing Case Management	Classroom Training	Work-Based Learning	Supportive Services	Employer Engagement	Staff Cross-Training	Other Services/ Supports (Please Specify)
Title I Adult										
Title I Dislocated Worker										
Title I Youth										
Title II Adult Education/Literacy										
Title III Wagner-Peyser										
Title IV Vocational Rehabilitation										
Title III Unemployment Compensation										
WorkFirst New Jersey										
Migrant and Seasonal Farmworkers Program										
Trade Adjustment Assistance (TAA) Program										
Senior Community Service Employment Program										
Jobs for Veterans State Grant										
Reentry Employment Opportunities										
Title I Job Corps										
Title I YouthBuild										
Career and Technical Education (CTE) Programs										
HUD Employment and Training										
HHS Employment and Training										

*Please include additional local, state, and federal workforce partners, as relevant.