



New Jersey State Employment and Training Commission

MEMBER HANDBOOK

[SETC \(nj.gov\)](http://nj.gov)

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[New Jersey State Employment and Training Commission \(SETC\)](http://nj.gov)

Mission and History

The New Jersey State Employment and Training Commission (SETC) is proud of its role in promoting the vision for a quality workforce in New Jersey. New Jersey was the first state in the nation to legislatively mandate and create a Commission to provide high-level leadership on workforce issues. It wasn't until 1998—nearly ten years later—that the United States Congress mandated the restructuring of the nation's workforce development system. The national system was heavily influenced by New Jersey's structure for State leadership. The primary mission of the Commission is to: Improve the skills of New Jersey's workforce by creating a coherent, integrated system of employment and training programs and services which, in concert with the efforts of the private sector, will provide each citizen of the State with equal access to the learning opportunities needed to attain and maintain high levels of productivity and earning power. The SETC serves as a “think tank” for developing new and innovative workforce investment policies that will further the State's agenda for a first-rate Workforce Investment System. More specifically, the Commission's role is to develop workforce policy and establish standards for the performance of the Workforce Investment System. The Commission also designs and conducts oversight and evaluation of the State's workforce investment programs and services.

KEY EVENTS IN THE HISTORY OF THE SETC

New Jersey has a long history of being at the forefront of advancing workforce policies and programs as evidenced by the following:

- 1989: NJ State Legislature enacted PL 1989, Chapter 243, establishing the New Jersey State Employment & Training Commission.
- 1993: The Unified State Plan for New Jersey's Workforce Readiness System established the key principles and framework for the Governor's Executive Order.
- 1993: Two local areas were selected to form local Workforce Investment Boards (WIBs) as demonstrated sites to carry out the key elements in the Unified State Plan.
- 1995: Executive Order #36 was executed and reaffirmed the SETC's leadership responsibilities to the Governor as the designer of a statewide master plan for workforce investment; it also established additional WIBs statewide.
- 1996: New Jersey received one of the country's first One-Stop Career Center implementation grants. New Jersey's model later served as a central feature of the new federal Workforce Investment Act legislation enacted two years later.
- 1996: State Unified Plan updated in line with the requirements of Executive Order #36.
- 1998: United States Congress enacted the Workforce Investment Act (WIA), which was modeled after New Jersey's State and local structures and its mission for an integrated workforce delivery system.
- 1999: Strategic Five-year Unified Plan for New Jersey's Workforce Investment System prepared, further defining policies in support of the vision and goals set forth in earlier plans.
- 1999: State legislation enacted to establish statewide Literacy Councils, making New Jersey the first state to recognize the importance of the development of a statewide literacy system.

- 1999: State legislation enacted to establish a statewide Council on Gender Parity in Labor and Education to provide gender equality in labor, education and training.
- 2001: White Paper entitled New Jersey in Transition: The Crisis of the Workforce prepared, which defined the economic imperatives for realigning all of New Jersey's workforce investment programs—and ultimately became the framework for New Jersey's consolidation efforts.
- 2003: State and local planning process for consolidation; consolidation plans prepared. 2004: “A Plan for the Transfer, Consolidation and Reorganization of the State’s Workforce Development System Into the Department of Labor” enacted in support of consolidation.
- 2005: US Department of Labor required state plans that described the governor's policies and operational strategies for a demand-driven system and a fully integrated One-Stop delivery system. New Jersey was one of only four states that had already consolidated all major workforce investment programs and services at the State and local level
- 2009: American Recovery and Reinvestment Act (ARRA): In response to the Great Recession, the ARRA was enacted, which provided a significant temporary boost in funding for WIA programs. This infusion aimed to support job training and workforce development to help mitigate the effects of the economic downturn.
- 2012: Calls for Reform: By 2012, there was growing recognition of the need to reform WIA to address its limitations, such as fragmented services and insufficient alignment with labor market demands. Discussions began on how to modernize the workforce development system.
- 2016: WIA becomes WIOA requiring greater accountability through performance metrics, increased focus on serving disadvantaged populations, and strengthened ties between education and workforce systems to better align training with industry needs. WIOA also encouraged innovation and flexibility in service delivery, promoting more effective and efficient workforce development strategies.
- 2024: State legislation enacted to establish New Jersey Advanced Manufacturing Council

Overview of the SETC

As the State Workforce Development Board, the SETC plays a critical role in helping to develop and support state-wide workforce strategies, and specifically in guiding the direction and evaluation of federal Workforce Innovation and Opportunity Act (WIOA) funds, as well as state Workforce Development Partnership Fund (WDPF) resources.

New Jersey is a state that is rich in workforce investments and economic opportunity. With a broad array of stakeholders, including New Jersey business leaders, state agency executives, elected officials, and state workforce program representatives, the SETC helps to create a common vision and coordinated plan for ensuring that New Jersey’s workforce programs and funding strategies align with the economic needs of our state.

WIOA regulations ([20 CFR 679.130](#)) highlight 12 key functions that all State Workforce Development Boards must support. Table 1 provides an overview of these functions.

Table 1: WIOA-Identified Functions of the SETC		
1. State Plan Development	5. Identification of best practices	9. Title I allocation formulas
2. Alignment of Workforce Development Programs	6. Coordination of service provision	10. Annual reports
3. Continuous improvement of workforce development programs	7. Technology use and strategies	11. State-level workforce and LMI systems
4. State accountability systems	8. Alignment of technology and data systems	12. Statewide policy oversight and development

In discussing and considering New Jersey’s context and needs specifically, we have developed a more condensed framework for the SETC’s functions that focuses on three core areas of responsibility for the SETC to guide its structure and work moving forward.

1. Strategic Vision and Innovation
2. Performance and Evaluation
3. Stakeholder Engagement and Advocacy

The sections below highlight more details about these focus areas.

1. Strategic Vision and Innovation

The SETC is responsible for understanding the broader economic landscape and setting a long-term vision for workforce development in New Jersey. By identifying and promoting innovative practices and strategies, the SETC ensures that the state's workforce system remains forward-thinking and adaptable. This involves developing comprehensive strategies for workforce improvement and conducting policy reviews to both inform and align with the state’s overarching goals, driven, ultimately, by the Governor of New Jersey. The SETC also leads and drives the development of the state's Workforce Innovation and Opportunity Act (WIOA) State Plan, ensuring it aligns with federal guidelines and state economic priorities. The SETC’s role in anticipating emerging trends helps prepare the workforce for future challenges, ensuring sustained economic growth and competitiveness.

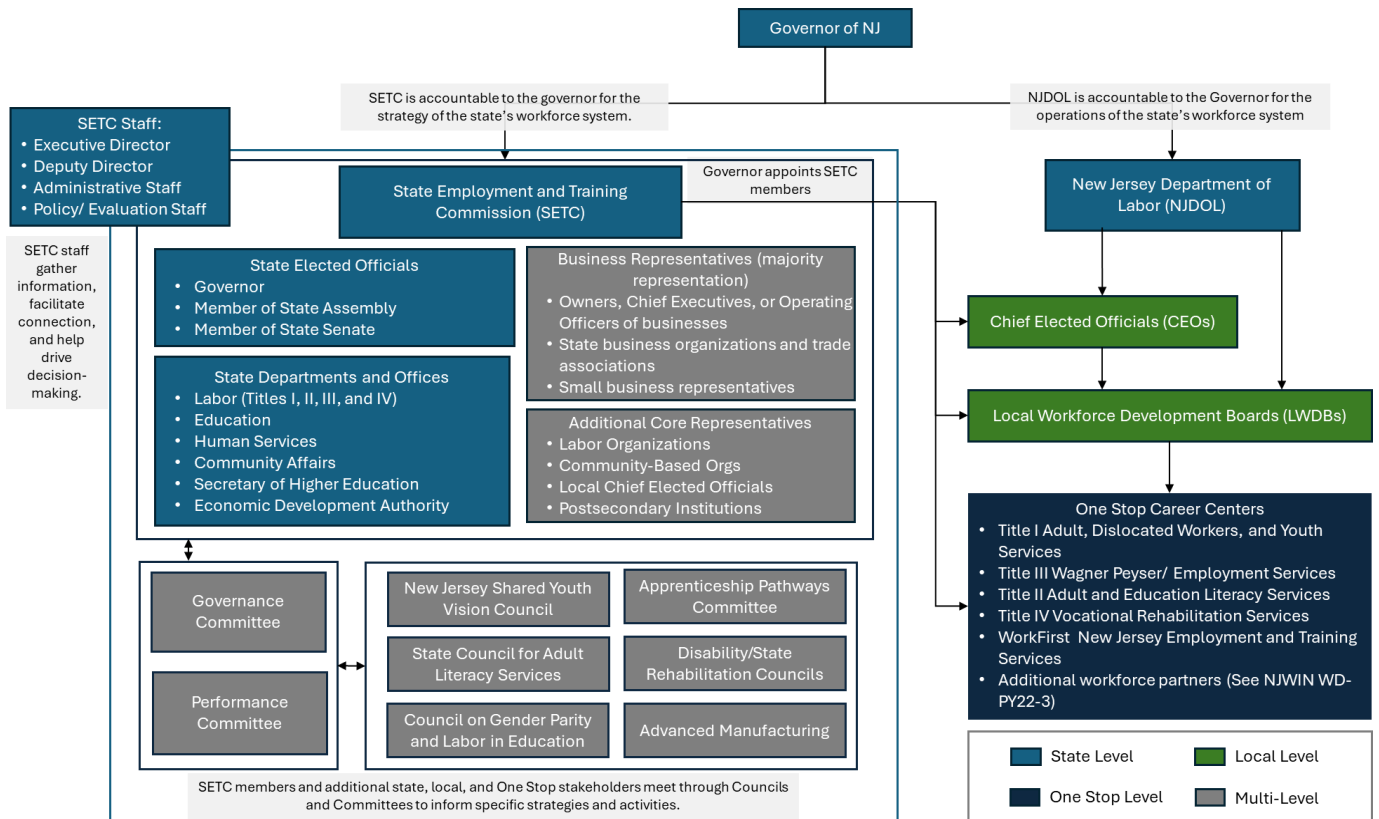
2. Performance and Evaluation

The SETC ensures system-level accountability across New Jersey's workforce development programs. This involves evaluating the effectiveness of integrated and coordinated strategies across various workforce programs, including the funding streams of the Workforce Innovation and Opportunity Act (WIOA) and the Workforce Development Partnership Fund (WDPF). Additionally, the SETC is responsible for the designation and certification of New Jersey's Local Workforce Development Boards. By supporting coordinated reviews of data and information through certification and other evaluation activities, the SETC helps to oversee and promote the effectiveness and accountability of the public workforce system, specifically as it relates to local governance, service accessibility, service delivery, and customer impact. Through a focus on

performance, the SETC holds programs accountable for implementing effective practices and ensuring resources are utilized effectively.

3. Stakeholder Engagement and Advocacy

The SETC engages with key stakeholders, including industry partners, educational institutions, community organizations, and state agencies, to ensure the workforce system meets the diverse needs of all parties. Acting as an intermediary, the SETC brings together various education and employment partners to support alignment and coordination. The SETC also advocates for system-wide changes and engages state leaders to build support for specific workforce strategies, initiatives, and policies identified through the board's work. This focus on coordination and resource optimization helps maximize the impact of workforce development initiatives, ensuring the system operates at its full potential, delivers optimal outcomes for both jobseekers and employers, and offers an inclusive response to the state's economic needs.



Creation

The SETC was created by P.L. 1989, Chapter 243. It is incorporated into state statute under [NJSA 34:15](#) [pdf 166kb].

Membership

The Governor appoints the Chairman of the SETC and two legislative members. Public members are appointed by the Governor and are confirmed by the Senate. The membership includes representatives from business, organized labor and community-based organizations, state and local education and governmental agencies, and private citizens. Members of the Governor's Cabinet also serve on the SETC: the Commissioners of the Departments of Community Affairs, Education, Human Services, Labor and Workforce Development, the Secretary of Higher Education, and the CEO of the New Jersey Economic Development Authority. All members serve without compensation. The diverse, bipartisan membership of the SETC insures that all concerned parties can fully participate in developing an effective workforce system for New Jersey.

Strategic Priorities

1. **Workforce Delivery System Integration:** Advocating for an integrated system and statewide planning.
2. **One-Stop Career Center System Quality and Evaluation:** Ensuring quality services through defined standards.
3. **Workforce Delivery System Development and Evaluation:** Overseeing the workforce system's quality and accountability.
4. **Literacy for Families and the Workplace:** Developing literacy programs for children and adults.
5. **Youth Development:** Supporting Youth Investment Councils and related projects.
6. **Diversity and Equity:** Addressing the diverse population's needs and strengthening the state's economy through research and policies.

Committee Structure

The work is carried out by the SETC's Standing Councils, Committees, and professional staff led by the Executive Director. These include:

- Council on Gender Parity in Labor and Education
- State Council for Adult Literacy Education Services
- Youth Investment Council
- Apprenticeship Committee
- NJ Advanced Manufacturing Committee

Details on initiatives and work products are available on the SETC website at www.njsetc.net.

This structure and strategic framework ensure that the SETC remains at the forefront of workforce development in New Jersey, aligning with both state and national policies and needs.

New Jersey envisions a Workforce development system that effectively addresses the needs and demands of both the workforce and the workplace. The system aims to ensure that New Jersey's businesses have access to a highly qualified workforce, while also supporting citizens in achieving their maximum employment potential. This dual focus is essential for both to thrive in an ever-changing global marketplace.

Economic Context

A high-wage, highly-skilled workforce is crucial for the economic vitality of New Jersey. Productivity, driven by a skilled workforce, is key to generating wealth. The state faces significant changes in the labor market, with evolving skill demands and reduced job security, making adaptability a critical trait for workers. Ensuring that the workforce's skills keep pace with market demands is essential for maintaining the expected quality of life.

Overarching Goals

1. Understanding Present and Future Skill Needs:

- **Objective:** Ensure that the Workforce development system is well-informed about the current and future skill requirements of businesses and industries.
- **Approach:** Conduct ongoing research and engagement with businesses to identify evolving skill demands.

2. Bridging Skill Gaps:

- **Objective:** Prepare untapped pools of prospective employees and upgrade the skills of the existing workforce.
- **Approach:** Develop targeted programs to address the needs of individuals requiring literacy skills, and those disadvantaged by socioeconomic status, gender, race, ethnicity, or disability.

3. High-Quality, Flexible, and Adaptive Workforce Delivery System:

- **Objective:** Ensure the workforce delivery system is of high quality, flexible, adaptive, and accountable.
- **Approach:** Implement standards and continuous evaluation processes to maintain and improve the quality and responsiveness of services offered.

Key Initiatives

To achieve these goals, the SETC has outlined several key initiatives:

1. Skill Development Programs:

- **Focus:** Create and expand programs that enhance the skills of both current workers and new entrants to the workforce.
- **Example:** Literacy programs, technical training, and professional development opportunities.

2. Employer Engagement:

- **Focus:** Strengthen partnerships with employers to better understand their needs and ensure training programs align with these requirements.
- **Example:** Regular forums, surveys, and collaboration with industry leaders to gather insights and feedback.

3. Inclusive Workforce Strategies:

- **Focus:** Develop initiatives aimed at integrating diverse and disadvantaged groups into the workforce.
- **Example:** Programs targeted at individuals with disabilities, minority groups, and those from low socioeconomic backgrounds.

4. Continuous Improvement and Accountability:

- **Focus:** Establish robust mechanisms for monitoring and evaluating the performance of the Workforce development System.
- **Example:** Regular assessments, feedback loops, and performance metrics to ensure the system remains effective and accountable to stakeholders.

5. Adaptive Learning and Training:

- **Focus:** Promote flexible learning and training opportunities that can quickly adapt to changing market conditions and technological advancements.
- **Example:** Online courses, modular training programs, and on-the-job training initiatives.

By focusing on these goals and initiatives, the SETC aims to create a dynamic and resilient Workforce development system that meets the needs of New Jersey's businesses and workforce, ensuring economic growth and prosperity for the state.

[Policy Development and Strategic Planning](#)

The Role of SETC in Policy Development

Since its inception, the State Employment and Training Commission (SETC) has been instrumental in shaping New Jersey's workforce development landscape through comprehensive policy development and strategic planning. The SETC produces various plans, policy documents, and

white papers that guide its work and influence statewide initiatives on workforce development, economic development, education, and related issues.

Key Tools and Processes

Research and Analysis:

- The SETC's primary tool is its ability to research, analyze, and communicate key issues related to enhancing the skill level of New Jersey's workforce.
- The development of cogent strategies to address these issues is central to its mission.

Internal and External Planning:

- **Internal Planning:** Guides the work of the SETC committee members.
- **External Planning:** Supports and influences broader state initiatives.

Strategic Planning Outcomes

Influence on Statewide Workforce Development:

- SETC's strategic planning and policy development have profoundly influenced New Jersey's approach to workforce development, ensuring that programs and initiatives are aligned with the needs of both businesses and workers.
- The consolidation of workforce development programs under the Department of Labor and Workforce Development has created a more seamless and effective system.

Comprehensive and Integrated Approach:

- The SETC's efforts ensure that workforce development is not seen in isolation but as part of a broader strategy that includes economic development and education.
- The strategic planning process involves engaging various stakeholders to create a coordinated approach to addressing workforce needs.

One-Stop Delivery System

Historical Context

In 1993, the New Jersey State Employment and Training Commission (SETC) developed a Unified State Plan for New Jersey's Workforce Readiness System, which emphasized the creation of an integrated Workforce Development System. The comprehensive One-Stop system was a cornerstone of this plan. Subsequent Unified Plans in 1996, 1999, and 2005 continued to prioritize the development of this system.

Comprehensive One-Stop Career Centers

New Jersey mandated that every local Workforce development Board (WIB) area must have at least one comprehensive One-Stop Career Center, strategically located for easy accessibility. These centers are designed to serve both businesses and job seekers, providing a variety of services:

- **Recruitment and Job Matching:** Services to help businesses find suitable employees.
- **Career Planning and Job Search:** Self-directed and staff-assisted services for career planning.
- **Career and Job Fairs:** Events to connect job seekers with potential employers.
- **Literacy Training:** Access to literacy resources to improve basic skills.
- **Job Readiness Training:** Support to prepare individuals for employment.
- **Labor Market Information:** Data on job openings and market trends.
- **Occupational Skills Training:** Support for gaining specific job-related skills.

Fundamental One-Stop System Characteristics

New Jersey identified eight fundamental characteristics that all One-Stop Career Centers must possess:

1. **Accountability:** Establishment of performance measures meaningful to job seekers and employers.
2. **Accessibility:** Ensuring universal access to services for all community members.
3. **Employer Assistance:** Helping employers improve workforce quality and maximize employee potential.
4. **Demand-Side Strategy:** Meeting employers' workforce needs.
5. **Consumer-Based and Market-Driven:** Ensuring the system is responsive to market demands and performance outcomes.
6. **Literacy and Basic Skills:** Prioritizing fundamental literacy and basic skills.
7. **Governance Involvement:** Engaging employers and workers in governance.
8. **Lifelong Learning:** Providing access to continuous learning opportunities.

Services Provided at One-Stop Career Centers

Each One-Stop Career Center must provide services in the following five areas:

1. **Core Services:**
 - Access to job leads, office equipment for job searches, support service information, training options, and labor market information.

- Delivered through written tools, group workshops, and staff assistance.
2. **Intensive Services:**
 - One-on-one support including comprehensive assessment, counseling, basic skills training, job readiness training, computer literacy, and short-term pre-vocational training.
 - Focused on job readiness and basic skills needed for employment.
 3. **Literacy Services:**
 - Workplace Learning Links (WLL) connected to One-Stop Centers provide basic skills instruction in real-world work contexts.
 - Ensures a continuum of literacy services.
 4. **Training Services:**
 - Provided to individuals who cannot secure self-sufficient employment through Core or Intensive Services.
 - Often delivered through Individual Training Accounts with private and public training entities.
 5. **Business Services:**
 - Business Service Centers at One-Stop Centers link employers with services such as employee recruitment, training needs assessment, and human resources information.
 - Dedicated staff conduct business outreach to understand and meet employer needs.

By ensuring these comprehensive services, New Jersey's One-Stop Career Centers aim to create a robust Workforce development system capable of meeting the needs of employers and job seekers alike.

Criteria for Effective One-Stop Career Centers

To ensure that New Jersey's One-Stop Career Centers are efficient, user-friendly, and meet the needs of both employers and job seekers, specific criteria have been established:

Criterion #1: Centralized Workforce Development Services

- **Unified Access:** All services are accessible through a single location.
- **Unified Identity:** Staff identify as One-Stop Career Center employees, not by individual agency.

- **Consistent Information:** State and local materials present unified, service-focused information.
- **Integrated Service Delivery:** Services are provided consistently and in coordination across agencies.

Criterion #2: User-Friendly Service Delivery

- **Welcoming Environment:** Customers are greeted upon entry.
- **Proactive Support:** Staff guide customers through service identification, access, and use.
- **Resource Availability:** Public resource areas are adequately staffed.
- **Clear Communication:** Signs and written materials promote service awareness.
- **Flexible Hours:** Career resource areas are available based on customer demand.
- **Comprehensive Assistance:** Staff facilitate customers through intensive services and employer interactions.

Criterion #3: Timely Access to Services

- **Immediate Assistance:** Customers are directed to services upon entry.
- **Service Awareness:** Information about services is readily available.
- **Timely Service Delivery:** Customers can access services within a reasonable timeframe.
- **Demand-Driven Scheduling:** Service frequency and resource levels match customer demand.
- **Employer Responsiveness:** Services are provided within employer-specified timeframes.

Criterion #4: Unified Service Delivery for Job Seekers

- **Common Orientation:** A unified orientation integrates all One-Stop services.
- **Coordinated Outreach:** Outreach efforts are integrated to avoid duplication.
- **Streamlined Processes:** Eligibility, application, and assessment processes are coordinated.
- **Consistent Case Management:** Case management systems ensure no duplication and consistent service plans.
- **Employment Facilitation:** Job connections are coordinated with business services.
- **Integrated Data Collection:** Information is shared seamlessly between agencies.

Criterion #5: Unified Business Services Delivery

- **Coordinated Outreach:** Integrated strategies eliminate duplicate contacts with businesses.

- **Effective Job Matching:** Applicants are properly screened and matched to employer needs.
- **Comprehensive Service Referrals:** Employers are referred to relevant services through the One-Stop Career Center.
- **Unified Information:** Materials present information as a single unit.
- **Comprehensive Service Awareness:** Staff inform customers about all available services.
- **Broad Service Access:** Businesses access a wide range of services tailored to their needs.

Criterion #6: Goal-Oriented Service Access

- **Inclusive Services:** Services address the needs of all local population groups.
- **Continuum of Services:** Customers receive appropriate services based on their readiness level.
- **Varied Delivery Methods:** Services are offered in written, video, and workshop formats.
- **Special Needs Support:** Staff are available to meet special needs (e.g., bilingual support).
- **Facilitated Referrals:** Staff facilitate referrals to both internal and community services.
- **Individualized Service Plans:** Service plans are tailored to individual needs.
- **Clear Service Connections:** Customers understand how services help achieve their goals.
- **Central Role of Assessment:** Assessment helps determine readiness and service needs.
- **Active Case Management:** Staff provide ongoing support before and after employment.
- **Targeted Outreach:** Outreach includes non-mandatory customers and targets key industries.
- **Single Point of Contact:** Employers have a single contact for accessing services.
- **Customized Service Delivery:** Services are tailored to employer needs and hiring practices.

Criterion #7: Access to Knowledgeable Staff

- **Visible and Identifiable Staff:** Staff are clearly available and identifiable for assistance.
- **Comprehensive Knowledge:** Staff are knowledgeable about all service components and resources.
- **Needs Assessment:** Staff can determine customer needs and initiate referrals.
- **Policy Familiarity:** Staff understand all guiding policies and procedures.
- **Immediate Assistance:** At least one staff member is available for urgent customer issues.
- **Welfare Support:** County Welfare Agency staff are available for welfare-related issues.

- **Employer Support:** Staff are available to address employer inquiries.

Criterion #8: Continuous Improvement and Customer Input

- **Customer Feedback:** A system measures satisfaction with overall and specific services.
- **Staff Involvement:** All staff participate in annual evaluations and ongoing reviews.
- **Improvement Plans:** Results from surveys are used to improve performance.
- **Dissatisfied Customer Resolution:** Processes address and resolve customer concerns.

Criterion #9: Effective Management and Partner Support

- **Action Steps:** Concrete action steps are developed to achieve goals.
- **Vision and Goals Awareness:** All staff understand the vision, goals, and objectives.
- **Operational Management:** The One-Stop Operator manages day-to-day operations.
- **Regular Communication:** Regular meetings ensure communication between WIB, Partners, and the Operator.
- **Accountability:** Partners are held accountable for successful operations.
- **Defined Roles:** Clear roles and responsibilities for the Operator and Partners.
- **Staff Development:** Partners are committed to staff development.
- **Agency Involvement:** Agency heads are involved in planning and oversight.
- **Investment in Operations:** Partners invest in One-Stop operations (e.g., staff time, funds, space).

Criterion #10: High Performance and Quality Customer Service

- **Performance Standards:** Centers meet or exceed State-negotiated performance standards.
- **Common Measures:** Performance indicators are identified for the Center and each service.
- **Data-Driven Improvement:** Data is gathered, analyzed, and used for continuous improvement.

Criterion #11: Facility Accommodations

- **Special Needs Accommodation:** Facilities accommodate special needs (e.g., disabilities).
- **Business Resource Space:** Adequate space for business-related services.
- **Resource Area:** Separate area for employment-related materials and resources.
- **Clean and Well-Maintained:** Facilities are clean, well-maintained, and well-lit.
- **Adequate Workspace:** Adequate and usable workspace.

- **Accessibility:** Facilities are easily accessible by public transportation and car.

These criteria ensure that New Jersey's One-Stop Career Centers provide comprehensive, user-friendly, and high-quality services to both job seekers and employers, fostering a responsive and effective Workforce development System.

Local Workforce development Boards (WDBs)

Establishment and Purpose

New Jersey's local Workforce development Boards (WDBs) were initially established in 1995 through the Governor's Executive Order #36, predating the federal Workforce development Act of 1998. These WDBs were designed to provide leadership on workforce issues within their local communities, guiding the redesign of workforce programs and services to create a streamlined Workforce development System. This system aims to respond effectively to the changing workforce needs of businesses and the skill development requirements of the community.

Composition and Structure

There are 17 local WDBs covering 21 counties in New Jersey. Members of the WDBs are appointed by Chief Elected Officials in accordance with federal and state statutes. Each WIB must have a majority of private sector members and include representatives from organized labor, education, community-based organizations, and economic development.

Each WIB is required to establish the following Councils/Committees:

- **Youth Investment Council**
- **Literacy Council**
- **Disabilities Council**
- **One-Stop Committee**

Roles and Responsibilities

The roles and responsibilities of local WDBs extend beyond the planning and oversight of Workforce development Act funds. They include:

1. **Workforce System Leadership:**
 - **Vision Creation:** WDBs provide forums for analyzing workforce issues and determining implementation strategies.
 - **Consensus Building:** WDBs build consensus among local stakeholders to achieve the vision.
2. **Partnership with Elected Officials:**

- **Critical Role:** Local Elected Officials appoint high-level leaders to the WDBs and support their development of programs and services.
 - **State and Local Linkages:** Clear communication between state policy and local programs is essential.
3. **Employer Workforce Needs Advocacy:**
- **Employer as Customer:** WDBs must engage employers as customers and partners.
 - **Demand-Side Strategy:** Employer input is critical to developing an effective workforce system.
4. **Economic Development Partnership:**
- **Synchronizing Planning:** WDBs must align long-term workforce planning with economic growth.
5. **Youth Investment Council:**
- **Targeted Youth Services:** Councils develop comprehensive youth services, focusing on high-need groups such as out-of-school youth and those facing significant barriers.
6. **Comprehensive Strategic Workforce development Plans:**
- **Inclusive Planning:** Plans must reflect core principles and goals, securing buy-in from all Partners and stakeholders.
 - **Ongoing Evaluation:** Plans serve as templates for achieving strategic objectives.
7. **System-Wide Strategic Analysis, Policy Development, and Operational Planning:**
- **Identifying Gaps:** WDBs examine workforce needs, identify service gaps, and develop funding priorities.
 - **Establishing Standards:** WDBs have the authority to set standards and oversee program quality.
8. **One-Stop Development and Oversight:**
- **Business Planning:** WDBs are responsible for the development and oversight of One-Stop systems.
 - **Operator Selection:** WDBs select One-Stop Operators and determine the site for comprehensive centers.
 - **Agreements:** WDBs enter into Memorandums of Understanding (MOUs) defining roles and responsibilities.
9. **Performance Management and Oversight:**

- **Performance Measures:** WDBs negotiate standards for performance measures and oversee local delivery systems.
- **Customer Satisfaction Surveys:** WDBs conduct surveys to gather management information and improve services.

New Jersey Local Workforce Development Boards by Region

North Region:

Bergen County WDB: <https://bergenjobcenter.com/>

Essex County WDB: <http://essexcountynj.org/economic-dev-training-employment/>

Greater Raritan WDB (Hunterdon and Somerset Counties): <https://www.thegrwdb.org>

Hudson County-Jersey City WDB: <http://hcstonline.org/wdb/index.html>

Morris-Sussex-Warren WDB: [Workforce Development Board Of Northwest New Jersey \(wdbnnj.org\)](http://www.wdbnnj.org)

Newark City WDB: www.nlwdb.org

Passaic County WDB: <http://wdbpc.org/>

Union County WDB: <http://ucnj.org/wdb/>

Central Region:

Mercer County WDB: <http://www.mercercounty.org/boards-commissions/workforce-development-board-296>

Middlesex County WDB: <https://www.mcwdb.org/>

Monmouth County WDB: <http://workinmonmouth.com>

Ocean County WDB: <http://www.oceandhs.org>

South Region:

Atlantic County WDB: <https://atlanticcountywdb.com/> <http://learnttrainworkac.com>

Burlington County WDB: <http://www.co.burlington.nj.us/327/Workforce-Development-Board>

Camden County WDB: <http://www.ccwib.com>

Cumberland-Salem-Cape May

WDB: <http://www.co.cumberland.nj.us/content/22602/23188/24016/25192.aspx>

Gloucester County WDB: <http://www.gloucestercountynj.gov/depts/w/wib/default.asp>