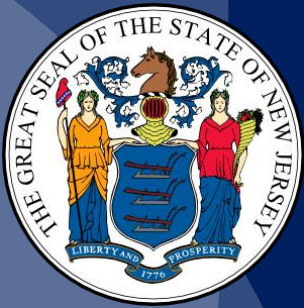


NEW JERSEY NORTH REGION

Regional Plan for the Workforce
Innovation and Opportunity Act



2016



Table of Contents

Introduction	3
I. Regional Overview and Priorities	6
II. Regional Data Analysis	9
III. Integration of Strategies and Services	10
IV. Sector Initiatives: High Quality Employer-Driven Partnerships	15
V. Administrative Cost Arrangements, Including Pooling of Funds	25
VI. Coordination of Transportation and Other Supportive Services	26
VII. Coordination with Economic Development	28
VIII. Performance Negotiations and Other Requirements	33
IX. Coordination with Other Regional Efforts.....	34
Endnotes	35
Table of Figures.....	36
Appendix 1: XXXXX.....	37
Appendix 2: YYYYY.....	38



Introduction

The Workforce Innovation and Opportunity Act (WIOA), signed into law in 2014, requires Local Workforce Development Boards (WDBs) and chief elected officials (CEO)s within each of New Jersey's three WIOA workforce planning regions to participate in a regional planning process resulting in a comprehensive four year plan which shall be modified every two year. Each Regional Plan is to incorporate input and coordination from each of the local areas within the workforce planning region. Regional plans must comply with the requirements outlined in WIOA and must align with and support the strategies described in the New Jersey Combined WIOA State Plan (State Plan). Additionally, each 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;
- The coordination of transportation and other supportive services as appropriate, for the region;
- 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.

A primary focus of the State Plan relates to the statewide Talent Development Strategy. In New Jersey, the talent development system includes:

1. New partnerships with employers across the state's seven key industries,
2. Strong collaborations between workforce programs, education and higher education,
3. The use of technology to better connect jobseekers and employers,
4. Better labor market intelligence to inform workforce investments, and
5. Innovative partnerships between the state, local governments, community and faith-based organizations and educational institutions.

In an era of global competition and rapid technological change, New Jersey must continue to build on this strong talent development foundation. The State Plan sets a strategic direction for the future and outlines five themes which the state will focus on in order to increase the number of residents with an industry-valued credential or degree through high-quality partnerships and integrated investments.

Theme 1: Building Career Pathways with a focus on Industry-Valued Credentials



Through a common definition of career pathways, a newly created list of industry-valued credentials, literacy standards and a renewed commitment to Employment First for all persons with disabilities, New Jersey will ensure that all workforce investments are enabling individuals to access greater economic opportunity and to build on their skills throughout their careers. These efforts will expand the number of career pathways, at all levels of education and workforce services, which will help more individuals obtain industry-valued credentials and degrees.

Theme 2: Expanding High-Quality Employer-Driven Partnerships

Across departments, New Jersey is focusing investments and programs on building employer-driven, high-quality partnerships that follow a common definition and framework. These partnerships are critical to building new career pathways for jobseekers and students and help increase the number of individuals with an industry-valued post-secondary degree or credential. To further support these efforts, the state's seven industry-focused Talent Networks will facilitate the development of new high-quality, employer-driven partnerships across the state; investments in new Targeted Industry Partnerships and Talent Development Centers will build a foundation for all of the state's workforce development investments.

Theme 3: Strengthening Career Navigation Assistance through One-Stop Career Centers and Broad Partnerships

New Jersey is committed to supporting One-Stop Career Centers that meet local needs and assist individuals in obtaining new skills and employment. New Jersey will expand the number of jobseekers and students who have access to high-quality career guidance and job search assistance through a new network of One-Stop Career Centers, community colleges, libraries, community-based organizations and faith-based organizations, organized labor and educational institutions.

Theme 4: Strengthening Governance through Effective Workforce Development Boards and Regional Collaborations

Effective Workforce Development Boards are critical to the success of New Jersey's Talent Development system. Led by the private sector but inclusive of key partners, local WDBs engaged in an active governance role ensure that investments are made in effective programs and that local residents can access the services they need for career success.

New Jersey has committed to supporting regional planning, service coordination and resource sharing for all workforce education and training programs, recognizing that labor markets are not constrained by governmental or political boundaries. New Jersey is a densely-populated state and our labor markets are not constrained by state and county boundaries. These efforts will be organized around three regions of the state: North, Central and South.

Theme 5: Ensuring System Integrity through Metrics and Greater Transparency



To reflect the strategic priorities of the state, New Jersey is adopting an additional set of performance measures and applying these measures, and those required by the Workforce Innovation and Opportunity Act to broader number of programs. New Jersey will make performance data on workforce development programs accessible to workforce decision-makers and the public. The Eligible Training Provider List and Consumer Report Card are critical tools assisting jobseekers and students making decisions about short-term occupational training programs.

These five talent development themes, coupled with the five primary focus points of the State Plan, create a strong foundation on which to build regional strategies. Each Regional Plan will be designed to help achieve the vision of the State Plan while advancing regional efforts in workforce development, credential attainment, economic development, and the formation of strategic partnerships.

Additionally, the collaborative efforts of the region will be strengthened through the formation of a Regional-Local Memorandum of Understanding (MOU) identifying how each local area will contribute to and collaborate with one another to advance regional initiatives. The MOU will be signed by the Chief Elected Official (CEO) and Workforce Development Board (WDB) chair for each local area within the region.



I. Regional Overview and Priorities

North Jersey Partners Regional WDB/One Stop Consortium (NJP) is an innovative and strategic regional partnership of public, private, and government organizations collaborating to ensure that a talented and skilled workforce will help drive economic growth in northern New Jersey. NJP was supported in 2008 with an initial investment of \$5.1 million provided by the U.S. Department of Labor through the Workforce Innovation in Regional Economic Development (WIRED) Initiative, and has continued to evolve over the past six years as a strong regional partnership.

(A) Provide the following information relating to the composition of the planning region:

(i) Reference name for the planning region.

New Jersey's North WIOA Region is referred to as the North Jersey Partners (NJP).

(ii) Identification of the local workforce development areas and counties that comprise the planning region.

NJP is comprised of eight Local Areas: Bergen, Hudson/Jersey City, Essex, Newark, Passaic, Union, Greater Raritan (Somerset/Hunterdon), and Morris/Sussex/Warren.

The NJP service area encompasses the counties of: Bergen, Essex, Hudson, Hunterdon, Morris, Passaic, Somerset, Sussex, Union, and Warren. Bordering the Delaware River, New York City, and the Atlantic Ocean, this region includes more than 4.2 million people and over half of New Jersey's private sector jobs. It is a national economic powerhouse, and home to many global corporate leaders. It is an attractive, diverse region that also hosts some of the richest and poorest communities in our nation.

(III) Provide a description of the workforce development region's priorities for the next 4 years.

MISSION:

To align, innovate, and connect successful regional strategies and organizations to ensure that individuals and industries become and remain competitive.

VISION:

An inclusive regional workforce system that proactively adapts to the needs of businesses and residents while sustaining the region's economic competitiveness and stimulating growth in an ever-changing socioeconomic environment.

To achieve both our mission and vision, NJP has adopted the following Strategic Priorities which align with the five statewide themes identified in the introduction. These priorities also align with WIOA regulations and will remain relevant even in the event of a statewide shift in workforce-related focus by a new state administration:

1. Attract additional federal, state, and private philanthropic funds to align with and support workforce initiatives in the region

Commented [JB1]: See SUB GROUPS notes at end of section 9

Commented [JB2]: Below is a list of the priorities listed in the previous version of this plan grouped into "categories" centered around the 5 state themes. The priorities in the current plan draft (as well as the activities and results items in this section) should reflect all or part of each of priorities below:

Theme 1: Pathways and credentials

- Attract additional federal, state and private philanthropic funds to align with and support workforce initiatives in the Region

Theme 2: High Quality Partnerships

- Develop deep, strong and effective partnerships with the business community, and a thorough understanding of their workforce needs
- Convene partners and advocate strategies, including policies and programs to government and political leaders
- "Add a priority that includes business development" (asked for during the 7-26 meeting)

Theme 3: Strengthening Career Navigation Assistance through One-Stop Career Centers and Broad Partnerships

- *None*

Theme 4: WDB Collaboration

- Collaboratively establish the best practices and standards that WDBs and One-Stop Career Centers will deploy throughout the region
- Develop and sustain a trusting, collaborative and inclusive governing partnership and Regional Workforce Team

Theme 5: System integrity through metrics and transparency

- Become the recognized primary resource for creating and maintaining an integrated and coordinated workforce system
- Obtain, develop and leverage resources, including financial, human, data and technology to support the mission



2. Develop strong partnerships with the business and education to identify needs at every level, provide services to help develop regional businesses, and convene partners to promote the adequate flow of information between partners
3. *None – Need a goal focusing on “Strengthening Career Navigation Assistance through One-Stop Career Centers and Broad Partnerships”
4. Develop and sustain a trusting, collaborative, and inclusive Regional Workforce Team that will work to collaboratively establish best practices and standards that WDBs and One-Stop Career Centers will deploy throughout the region
5. Obtain, develop, and leverage resources, including financial, human, data, and technology, to support the mission

It is the primary goal of NJP to transform the public workforce system. This goal will be achieved through the following activities:

- Seek out and secure federal funding available to regional collaboratives (this may help garner buy-in from local area entities given that some federal funding opportunities are only made available to regional collaboratives)
- Efficiently address shared challenges in the workforce system
- Share best practices and innovative ideas and technology across the local areas and within the region
- Coordinate workforce development efforts across the region (including through the use of data)
- Jointly advocate and set policies that enhance and improve results within the Regional workforce system

As a result of these activities:

- Additional funding will enter the region, allowing for further enhancement of regional initiatives
- Both businesses and the job-seeker customers will experience higher levels of service from the workforce system
- Job and business creation will increase in the region
- The tax base will be improved
- Collective perception of the public workforce system will be improved
- WDB Directors and One-Stop Operators will have a central place to share ideas and support one another
- One-Stop centers will become the recognized primary resource for creating and maintaining an integrated and coordinated workforce system

(iv) How do these priorities align to the foundational goals, mission, and strategic themes identified in New Jersey’s Talent Development Strategy?

Information relating to New Jersey’s Talent Development Strategy can be found in section “Introduction” of this plan; whereas, information relating to the NJP’s talent development

Commented [JB3]: These activities should show the value add of being a regional entity. Also, they should be related to the five priorities above.



strategies and efforts can be found in section “IV: Sector Initiatives: High Quality Employer-Driven Partnerships” of this plan.

Alignment Overview [HERE](#)

Commented [JB4]: This can be filled in with a very high-level overview based on the conversation needed to complete Sect 4 of this plan.



II. Regional Data Analysis

TEXT

TEXT

(A) Demonstrate how the region has collected and analyzed regional labor market information. Regions should consider the following questions when responding to this requirement:

(i) What industries, occupations, and skills are in demand and targets of opportunity for the region?

TEXT

TEXT

(ii) How is the region changing in terms of population demographics, labor supply, and occupational demand?

TEXT

TEXT

(iii) What geographic factors impact the regional economy (e.g. proximity to other labor markets, commuting patterns)?

TEXT

TEXT

(iv) What special populations, including people with disabilities, are present in the region, how many individuals are there in each category, and what are the policy and service implications to meet the needs of these individuals?

TEXT

TEXT

Commented [JM5]: LWD is supplying a significant amount of information for all of the regions on this topic. Per a July 14 email from SETC, there is a process to also generate specific local data elements such as key industries. This data will be woven together with data already provided by the Region from other sources to respond to the 4 questions under this item.



III. Integration of Strategies and Services

Text

(A) Describe the regional service strategies including use of cooperative service delivery agreement(s). Regions should consider the following questions when responding to this requirement:

(i) Which existing service delivery strategies will be expanded and how?

The Regional partnership, under the umbrella of the existing North Jersey Partners (NJP), developed a list of seven Strategic Priorities in 2014:

1. Develop deep, strong and effective partnerships with the business community, and a thorough understanding of their workforce needs;
2. Collaboratively establish the best practices and standards that WIBs and One-Stop Career Centers will deploy throughout the region;
3. Convene partners and advocate strategies, including policies and programs to government and political leaders;
4. Become the recognized primary resource for creating and maintaining an integrated and coordinated workforce system;
5. Obtain, develop and leverage resources, including financial, human, data and technology to support the mission;
6. Develop and sustain a trusting, collaborative and inclusive governing partnership and Regional Workforce Team;
7. Attract additional federal, state and private philanthropic funds to align with and support workforce initiatives in the Region.

Related to and supplementing that list of Priorities, the NJP developed an additional menu of **key strategies** that will also guide the continued work of the Region and will be the main areas of work that will be expanded and enhanced during the coming years.

- The enhancement of a One Stop Career Center System built around integrated services that is fully effective for the North Region's business customers as well as job-seeker customers, and includes valuable services that will motivate businesses to choose the public workforce system as a preferred source of workforce services, including qualified candidates.
- Services are customized to a range of targeted populations including unique services, expert staff and a broad array of partners that can effectively prepare out of school youth, those re-entering from the corrections system, immigrants, people with disabilities and others, and that are valuable for incumbent workers.
- The NJP will build on State efforts to expand strategies that integrate all WIOA system partners into One Stop and WIOA-funded workforce programming, including Employment Service, Division of Vocational Rehabilitation and **(OTHER SPECIFIC?)**.
- NJP will develop, **by (TIME?)**, a shared marketing and branding strategy that promotes the entire North Region to businesses, job-seekers, partners and potential funders as a coherent and coordinated whole. This process will build upon New Jersey statewide

Commented [JM6]: Potential space for introductory material to this section, summarizing it (once written).

Commented [JM7]: Decision: This section may also/instead be placed in section I(A)(3) above. Your decision.

Commented [JM8]: NJP Decision: Maintain this as a separate additional detail list OR weave together into one coherent list. They are at a slightly different level of detail which is why we are retaining them separate for now.



WIOA branding efforts but enhance them with regional content and identity when appropriate.

- NJP and partners, particularly local and regional transit agencies, will enhance our ability to provide transportation options to support workers securing and maintaining jobs wherever they may be and however remote from their homes. This will include leveraging Community Economic Development Strategy regional transit plans, local and regional transit agencies as well as more innovative strategies around ride-sharing and other methods.
- NJP will continue to seek additional resources to build the capacity of the regional partnership, including seeking private/philanthropic funds to support staffing the North Jersey Partners 501(c)3 entity.

(ii) What service strategies will be used to address regional workforce needs, such as education, training, work-based learning, employment, and job matching?

North Jersey Partners will build upon statewide strategies for education, training, work-based learning, employment placement and job-matching activities.

- NJP will build on successes and innovations in place within each of the local workforce investment areas (LWIAs) and developed by the member local workforce development boards (WDBs) by maintaining formal and informal processes of replication and expansion of those service models.
- NJP will also build upon training, partner service and business partnerships developed by one member WDB and leverage those efforts on behalf of the whole region.
- Some examples of program models and relationships that are ripe for replication, or other efforts planned based on identified needs in the Region include:
 - Passaic County is implementing an innovative work-based learning initiative in conjunction with **[industry? What employers?]** and has begun to provide information, documentation and shadowing opportunities for staff from the other WDBs to replicate the initiative.
 - The “Xanadu” park being developed near the Meadowlands has sufficient job opportunities that can be disseminated across the Region, and beyond, in order to ensure the public workforce system can meet the needs of its employers.
 - Newark has developed new intensive models of identifying, serving and training out-of-school youth. The other WDBs are in the process of identifying ways to replicate this program in their areas. However, the NJP also recognizes that our success depends on other partners and often changes to policies or procedures outside of our own control, so the Region will continue to leverage outside relationships for success. For instance, in this initiative, one of the largest challenges is finding and reaching out of school youth, since they are often no longer in contact with any institution. Securing appropriate processes and commitment from public school systems to inform WDBs or One Stop staff in a timely manner when students drop out would be an improved method allowing us to reach out to these youth quickly to help re-engage them.

Commented [JM9]: Examples here or in later sub-sections?

Commented [JM10]: Details on it briefly.



- Career Readiness / Internship development efforts underway in several areas to respond to the question “What can we do to promote internships, externships and work-based learning?”
- Career Awareness among Middle and High School Students, prior to college, with the goal to inspire and educate youth regarding careers in targeted industries through assemblies, webinars, guidance counselors, core courses in the industries and more.
- Soft Skills Integration – work to integrate soft-skills curriculum in schools, higher education and workforce development such that all share a common system-wide curriculum and participate together in a continual process of building the curriculum with input from employers and industry. Curriculum to include customer service, job readiness, written and verbal communication, problem solving, critical thinking skills, team building.
- Stackable Partnerships for career pathways and transferrable skills: Development of deeper relationships with education providers and business to build custom pathways in each target industry that begin with certificate programs and build through Associates and Bachelor’s degree programs, building transferrable skills connecting to a career at exit points from each level of education.
- Advanced Manufacturing / Health Care industries coordination/collaboration: Develop career pathways across the industries in occupations and clusters that have overlap/synergy, and develop a shared vision across the industries in terms of curriculum, training, internships and sharing of resources.
- Entrepreneurial Training: Work together to develop a system-wide entrepreneurial training model that focuses on teaching resourcefulness, problem solving, leadership, creativity, resilience, sales and marketing communications skills and initiative.
- Childcare and Transit Options; an issue within the hospitality field, for all occupations, and in other industries, is the need for alternative hour daycare and off-hours transit options. For instance, workers report they can’t get to Newark Airport in time for shifts that start at 3:30pm, since transit does not yet run at that hour. NJP will continue to work with transit providers and childcare providers in efforts to improve options.
- OTHERS?

➤ MORE EXAMPLES OF:

- education, -
- training,
- work-based learning, - Working with partners
- employment,
- job matching
- YOUTH

Commented [JM11]: NJP, any more that we have not mentioned here?

(III) How did the planning region arrive at these strategies? What is the rationale for regional coordination on these service delivery strategies? TEXT

The North Jersey Partners has met as a group including local WDB directors and other key leadership staff of each local workforce development area for the past XX years. Now formally

Commented [JM12]: Please note how long the group have worked together



connected through the new nonprofit the North Jersey Partners, the group meets quarterly and members interact continuously and constantly through group dialogue, site visits to one another's programs and other virtual methods of interaction.

The strategies developed and outlined in this Plan have been developed over time in response to particular needs such as State programmatic guidance, funding opportunities such as the Workforce Innovation in Regional Economic Development (WIRED), Trade Adjustment Assistance Community College Career Training (TAACCCT) and Health Professionals Opportunity Grant (HPOG) grants that the Region has secured as a consortium during the past decade. The strategies were formalized into an initial list and framed in detail at a series of meetings held together during summer 2016. Each local workforce development area looked into examples of best practice initiatives, programs, or models they do well, and began to work on a process to document, mentor and educate the rest of the Region on those examples.

The NJP group is in process of developing a "warehouse" website for storing these innovations, initiatives and other good ideas. The local workforce area members of the Region commit now to create a central place to collect this information, including program descriptions, case studies, data, and other documentation, and have it available to everyone in the Region and beyond on a public website.

North Jersey Partners' rationale for this type of collaboration includes several components: First, it helps the member areas do work together and build on the expertise of one another, with the result that the members can leverage funds, effort and capacity, and thus provide more services with greater quantity and quality than if they worked independently.

Second, our economy is not built around local workforce development areas, but around a larger economic region that encompasses all of our areas and beyond. Businesses and the labor shed cross our borders and so working together is the most effective way to serve those customers and respond to large-scale economic opportunities that present themselves.

Third, by arranging ourselves around a regional approach, we are best able to position ourselves and respond to opportunities presented by other regional entities such as economic development entities, regional chapters of industry associations, and **(MORE EXAMPLES OF REGIONAL ENTITIES WE INTERFACE WITH).**

Commented [JM13]: Add other examples here.

Finally, the member areas recognize that often in the current national and statewide landscape, particular funding is often attached to regional projects, so our Region is more able to capture these limited resources by capitalizing on our strong regional partnerships. For instance, all recent grant releases from USDOL require a regional component, so our proven, decades-long partnership makes us quite competitive for such opportunities.

In addition to other processes, each Region met for a full-day session with a consultant firm during July 2016 for a facilitated discussion of the topics of this Plan and used that time to build on prior



dialogues, formalize key recommendations and Plan elements and strategize for future implementation of various components of the Regional Plans.

(iv) What formal and informal cooperative procedures will the core partners and other required partners establish to align services and coordinate delivery?

The North Jersey Partners have entered into a number of cooperative arrangements together as a group including the following:

- The **“Regional WIB Director’s and One-Stop Operator’s Consortium Memorandum of Understanding”** entered into (DATE) and updated (?) annually committing the seven member WDBs to:
 - Coordinate workforce development efforts in the region
 - Jointly advocate and set policies that enhance the system and improve results
 - Share best practices and technology
 - Efficiently address shared challenges in the system
- The **North Jersey Partners WIRED Consortium Business Plan**, formulated as the framework for the project funded under the (YEAR) WIRED grant secured with the aim of supporting development and enhancement of the Consortium’s governance and strategic initiatives.
- NJP members are all part of the **Together North Jersey** partnership, a coalition of over 100 diverse partners in the 13-county North Jersey Transportation Planning Authority region of New Jersey. The Together North Jersey Plan, developed over 3 years with strong involvement of the NJP WDBs, is a comprehensive economic development strategy that “invests in the region’s existing communities to make housing, jobs, educational, cultural, and recreational opportunities more easily accessible to most residents while reducing dependence on cars.”
- Across the One Stops in the Region, staff are working to coordinate the Business Service Representatives into region-wide business services teams. These efforts have grown from single collaborations for major employers’ hiring initiatives into a wider concept. When a One Stop brings a large employer or any employer with a significant hiring or training need to the NJP, they become the Single Point of Contact (SPOC) for that firm, and disseminate job orders or other information to the entire region’s BSRs in order to maximize the system’s ability to serve the employer and link candidates from across the region to that employer. This process has been successful and will be expanded even further.
- Specific ones WITH SYSTEM PARTNERS (?) – colleges, Title II adult ed, title III, etc.
- OTHERS?

Commented [JM14]: Attach or reference them?

Commented [JM15]: Any specifics? Examples?

Commented [JM16]: Need to include MOUs and other informal agreements and efforts in conjunction with all WIOA system partners.



IV. Sector Initiatives: High Quality Employer-Driven Partnerships

Within each Region of New Jersey, key work on sector-driven and high-quality employer partnerships are led by the State's Talent Networks and Talent Development Centers, in conjunction with the work of each Region. These efforts are described below, followed by the specific initiatives and relationships underway within this Region.

Talent Networks

The state's seven industry-focused Talent Networks have been connecting jobseekers, employers, educational institutions and workforce programs and providing key intelligence on the workforce needs of the state's key industries. Now the Talent Networks are focused on building new employer-driven partnerships in 20 areas of the state. These Targeted Industry Partnerships will have developed plans for meeting the skill needs of employers and building new pathways to economic opportunity.

The Talent Networks are focused on three key tasks:

1. Development and Dissemination of Industry Intelligence to Inform Workforce Investments: Each Talent Network works closely with LWD's Labor Market Analysts to inform the understanding of key industry workforce trends and of the workforce needs of employers. The Talent Networks engage employers and industry associations to provide input into the development of the list of industry-valued credentials and degrees. Each year, the Talent Networks will host an Industry Summit to inform key workforce stakeholders of employer needs. The Talent Networks will also partner with LWD Labor Market Analysts to produce an Annual Workforce Report for their industry that combines quantitative data and feedback from employers.
2. Development of High-Quality Employer-Driven Partnerships: Each Talent Network will work intensively with employers, local Workforce Development Boards, educational institutions and other stakeholders to develop Targeted Industry Partnerships in three geographic areas of the state. Collectively, the Talent Networks will develop 20 such partnerships. For each partnership, the Talent Network will engage employers and identify industry workforce needs, assemble workforce and education stakeholders to assess capacity and facilitate the development of a workforce plan for the industry for the specific area. LWD will work with each Talent Network to identify possible funding sources for implementation of promising programs.
3. Assist in Rapid Response Efforts: Each Talent Network will contribute to rapid response efforts in their specific industry, using their knowledge of industry need to help inform services and assistance to impacted workers.

Talent Development Centers



New Jersey is investing in the development of three Talent Development Centers at community colleges and universities focused on the Advanced Manufacturing, Health Care and Transportation, Logistics and Distribution industries. Each TDC serves as a “center for excellence” in the state and provides training to incumbent workers and dislocated workers with state funds from the Workforce Development Partnership Program. These Centers also serve as anchors for expanded high-quality employer-driven partnerships in their industry and further build the capacity of the state’s higher education institutions to provide education and training aligned with the needs of the state’s key industries.

The primary mission of each TDC is to provide training to individuals (dislocated workers and currently employed/incumbent workers). As a result, the TDC’s coordinate their efforts with the state’s industry-specific Talent Networks, established to facilitate the development of new partnerships between employers, educational institutions and workforce development programs in their specific industry.

(A) Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region. Regions should consider the following questions when responding to this requirement:

(i) What industry sectors and occupations have been prioritized and why?

New Jersey’s efforts are focused on seven industries that form the foundation of the state’s economy:

- Advanced Manufacturing
- Life Sciences
- Health Care
- Financial Services
- Transportation, Logistics & Distribution
- Technology
- Retail, Hospitality & Tourism

As noted above, workforce development efforts in each industry are centered in the existing Talent Networks, grantee organizations that focus statewide effort on developing industry intelligence and high quality employer partnerships within each industry. The North Region workforce boards work independently and together in conjunction with the Talent Networks as described in this section.

While committed to collaborating with the TNs and TDCs in all seven industries, the North Region is prioritizing the following industries for special focus based on their scale and significance within the regional economy and the economies of the member workforce development areas. Retail/Tourism is the largest industry and is equally important in all areas of the Region. Key developments including the Jersey City Waterfront, Meadowlands, and numerous malls and outlet developments in the region serve as anchors for employment opportunities in large quantity. Advanced Manufacturing is present throughout the Region, and the WDBs know that



this is a lucrative and growth field in many areas, drawing workers from throughout the Region. Life Sciences is a strong focus in Sussex/Essex/Morris in the western part of the Region. (Add any other summary thoughts or key points).

The industries and occupations prioritized and outlined below are based on data outlined in Section II above, and were developed as Regional priorities through close analysis of that data. In particular, we have looked at the number of jobs, location quotient, and earnings per employee for key occupations within each industry, analyzed BLS data on occupations, short-term and long-term growth, and other factors.

Sample of best methods of identifying and codifying In-Demand Occupations
A process developed by Greater Raritan Workforce Development Board and being considered for replication throughout the North Jersey Partners region.

Introduction¹

In order to better understand occupational demand in Somerset County, key characteristics of the 10 most “in-demand” occupations were assessed. In-demand occupations were defined as the occupations with a median hourly wage of at least \$15.46 that are projected to have the highest number of annual openings over the coming years.

The wage of \$15.46 was determined using the United Way of Northern New Jersey’s ALICE Study of Financial Hardship. This report analyzed the costs of food, housing, healthcare, and transportation, among many other variables, to determine the minimum wage to afford basic life necessities. In Somerset County, this wage for a single adult was determined to be \$15.46 per hour.

The information provided for each occupation is summarized below:

- 2015 Employment: the number of workers employed in the occupation across all industries in 2015
- Average Annual Openings: the average number of annual openings in the occupation projected between 2015 and 2020. Openings include both new demand (from new jobs being created) and replacement demand (from retirements and other turnover).
- Projected Change (2015-2020): the number of jobs projected to be created in the occupation between 2015 and 2020
- Median Hourly Earnings: the median hourly earnings of workers in the occupation in 2015. Earnings do not include benefits.
- Average Monthly Postings: the average number of online job advertisements being posted by county employers per month over the past 12 months (October 2014 to September 2015)
- Average Monthly Hires: the average number of workers being hired per month over the past 12 months (October 2014 to September 2015)
- Postings to Hires Ratio: compares the average number of monthly online job postings in the county over the past 12 months to the average number of hires over the same period. A high

Commented [JM17]: Do you want to borrow from their sample and do this in the future everywhere? Thoughts?

¹ Greater Raritan Workforce Development Board, “Data Driven Decision Making: Economic and Demographic Community Profiles for Hunterdon County, NJ and Somerset County, NJ including In-Demand Occupations Analysis Top 10 Occupations in Hunterdon County, NJ and Somerset County, NJ,” January 14, 2016.



“Postings to Hiring Ratio” may indicate that employers are having difficulty finding workers to fill open positions. A low number may indicate that employers use means other than online job postings to find workers.

- Top Skills Requested: presents the skills most frequently requested by employers nationally, based on an analysis of online job postings
- Top Employers: employers most frequently posting online job advertisements in the county
- Certifications Requested (if applicable): presents the certifications most frequently requested by employers nationally, based on an analysis of job postings. For some occupations, certifications are not typically required, in which case, this table is excluded.

In-Demand Occupations in the North Jersey Region

ADVANCED MANUFACTURING Occupations:

The Region is confident that manufacturers will continue to hire at all levels, with continued growth and replacement ensuring a solid future of good jobs. Some specific occupations include:

- Machinists
- Welders
- Mechatronics Technicians
- Computer Numeric Control (CNC) programmers and operators
- Technicians of various types

HEALTHCARE Occupations:

- Community Health Worker – all healthcare employers need this new level of worker bearing a credential recently developed as part of industry reorienting resulting from the Affordable Care Act. Trained workers go into communities to communicate with the population, provide supports for healthcare access, and (?).
- Patient Navigator -
- Certified Home Health Assistant (CHHA) – This is another transitional level occupation, much in need due to increasing numbers of elderly and infirm individuals not requiring hospitalization but needing ongoing or short-term home care. Individuals can move from this along a pathway to Certified Nursing Assistant and upward to Registered Nurse with training. The North Region is developing a clear pathway program in conjunction with regional healthcare employers.
- Certified Nursing Assistant continues to be one of the largest occupations in the industry. We know that there are not enough trained instructors to fill demand for classes, and the resulting demand in the industry, so are working with community colleges to increase demand.
- Healthcare IT (various occupations). As the industry becomes more digitized, and more institutions move to electronic medical records (EMR), there is a continued increase in need for workers from the certificate through bachelor’s level. This is one of the many areas of overlap/collaboration among industries that we envision for the future.

FINANCE Occupations:

- Bank tellers – while there is some reduction in need based on increasing use of electronic banking, this continues to be a significant occupational demand.

Commented [JM18]: More for each section from Section II content once written.

And from Occupational analysis from NJTIA which was going to supply an Occupational analysis.

And for all occupations, any perspectives from your industry partners / employers on what they are, why they are growing or needed, etc.



- Analysts –
- Customer service representatives at various levels
- Cyber Security – A growing field, and another which crosses industries, workers with skills in a range of cyber security functions are needed in increasing numbers. Many of these occupations require at least an Associates and in many cases a Bachelor's degree.
- "Blended/Contracted Employees" with a range of skills

RETAIL/HOSPITALITY/TOURISM Occupations:

A range of trainings and credentials in Retail/Hospitality/Tourism are ones that cross occupations, such that key trainings are valuable in preparation for multiple jobs within the various sub-sectors and clusters of this industry area. Some key insights:

- ServeSafe Food Handler, Manager and Responsible Alcohol service trainings are certifications that are constantly in demand. NJP believes dedicating WIOA funds to this training is critical to preparing workers for success in this industry and has built a close partnership with the New Jersey Restaurant and Hospitality Association (NJRSA), the certifying entity for these credentials.
- Pathways: NJP is committed to developing and improving pathways within the industry, in order to help move more workers from the numerous entry-level opportunities into higher-level careers. **EXAMPLES YOU HAVE DOCUMENTED?**
- Bank Teller positions noted above cross the Finance and Retail industries as key customer service occupations. This is also a newly recognized pathway, as banks are more and more seeking individuals with prior retail experience rather than other finance experience or skills for these demanding frontline positions.
- An area of tourism in the region that NJP's members have not yet fully tapped is the growing wine and wine production industry. There are 45 wineries in New Jersey, and they require workers ranging from farmworkers to work in the vineyards to marketing staff.

TRANSPORTATION/LOGISTICS/DISTRIBUTION (TLD) Occupations:

- TLD occupations in the region include driving, warehousing and (MORE FROM REGION TEAM?).
- UPS has major facilities in the region employing (TITLES).
- Further, this relates significantly to the Healthcare industry. If you need a supply or a piece of equipment, it may not be in your area. So the healthcare industry folks say that TLD is more critical to their future, to get the materials to the right places just in time.

INFORMATION TECHNOLOGY Occupations

Because there are so many credentials in the field, NJP continues to work directly with employers to customize programming to ensure that workers receive exactly the array of credentials that are needed for particular jobs or firms.

Some areas of key focus include:

- Medical coding
- Robotics
- Data Analytics
- Cyber Security



(ii) What strategies will be implemented to ensure that corresponding industry-recognized credentials will be delivered within these sectors?

What is the capacity of existing education and training providers to offer these credentials?

Additional North Jersey Strategies:

NJP members will continue to work closely with community colleges to help the community colleges to focus on building these credentials, with a particular focus on bringing employers together with faculty for detail-oriented input and vetting of curriculum in all fields. This work ensures that curricula are responsive and provide the exact skill-sets needed by business. As part of this effort, NJP will contribute knowledge to help build New Jersey's Industry Valued Credential List.

Institutional Capacity:

Some highlights in place at area colleges, which NJP and our education partners will work to replicate across the region include:

- Bergen College conducts many programs with a contextualized English as a Second Language (ESL) and literacy component in light of evidence that its population require this support to their credential and degree work. Bergen is also working to develop more night and weekend classes in order to serve workers who work days or otherwise are more available during those hours.
- Essex County College is developing unique tools that include developing business writing classes in response to employer concerns that students with more technical training lack ability to do the level of writing required as part of jobs in occupations across all industries.
- Many colleges are expanding Nursing training, Phlebotomy, EKG and other trainings in healthcare and allied health. These efforts are being undertaken in collaboration among the workforce areas.
- Community colleges and WDBs are working to better continuing education more closely with credit courses. Additionally, the WDBs are supporting community college efforts to better integrate academic skills, essential skills, counseling and wrap-around services into holistic academic programs, as part of a concerted effort to prepare workers on all levels, not merely academic and technical skills.

(iii) What sector strategies will be implemented and/or scaled throughout the region?

As noted above, the Talent Networks and Talent Development Centers serve as central hubs for sector strategies in New Jersey. Each Region works in conjunction with these entities based on local economic factors, targeted local industries, and suitability of local target populations for employment in those industries.

Talent Networks Grants for each of the seven key industries in New Jersey are in place as follows:

1. Advanced Manufacturing (including food manufacturing): \$300,000 per year
2. Financial Services: \$250,000 per year
3. Health Care: \$250,000 per year

Commented [JM19]: Consider writing a longer summary here or details on these ideas if needed.



4. Life Sciences: \$250,000 per year
- 5a. Retail, Hospitality and Tourism: North Jersey: \$250,000 per year
- 5b. Retail, Hospitality and Tourism: South Jersey: \$250,000 per year
6. Transportation, Logistics and Distribution: \$250,000 per year
7. Technology: \$150,000 per year

NJP's goal is to work with all seven of the Talent Networks across the state and all of the TDCs in coordinated efforts within the targeted industries. Some key local efforts include the following:

- Individually and collectively, all WDBs are working in conjunction with the Healthcare Talent Network on a range of efforts. Having secured an HPOG grant some years ago, the NJP's efforts in Healthcare are the most fully developed, with an existing advisory board, developed career pathways and a range of employer-focused training efforts.
- Region members participate in a Demand-Driven outreach showcase to bring employers in (WHICH INDUSTRY?) to the table for
- The Region held a Tourism symposium.
- Event with TDL Talent Network.
- Potential for a regional event.
- INPUT from NJTPA

For additional strategies, see Section IV.A.(v) on Talent Networks and Talent Development Centers below.

(iv) How are core partners and non-core partners involved in supporting or scaling these sector strategies?

- The One Stops work directly with each Talent Network. Frontline work (placement, some training collaboration) with employers at the One Stop level builds upward to more intensive higher-level work of full sector approaches. The One Stops may develop employer relationships through their own business services staff, but will always also connect those employers them into close contact with the wider Talent Network efforts underway and to all of the other NJP member WDBs.
- NJP is actively involved in supporting the Action Plans being built by each Talent Network, and NJP is bringing local insights and business/industry contacts to help guide these efforts.
- At an upcoming North Region Summit, there will be a section for discussion among the individual sectors, in which representatives of all core and non-core partners will be invited to share ideas and build collaborations.
- Meadowlands Regional Chamber of Commerce is writing their Plan concurrent with the writing of this WIOA Regional Plan. The two are being developed to mirror key goals, strategies and initiatives in collaboration.
- As noted in the Economic Development section (Section VII), the Comprehensive Economic Development Strategy (CEDS) plan for the region is currently being developed. This, too, will be closely aligned with this Plan and this Plan with the CEDS primary strategies.
- The Tourism Symposium is becoming an annual event which will bring employers together to talk about the industry with the staff from the WDBs, One Stops, and all system partners.

Commented [JM20]: Tammy Molinelli mentioned this, please add content here.

Commented [JM21]: When, what participating WDBs, what employers, what outcomes, etc?

Commented [JM22]: Describe.

Commented [JM23]: More needed I think on relationships in sector initiatives with core partners like Adult Ed, colleges, voc rehab, others



(v) How will New Jersey's Talent Networks and Talent Development Centers be engaged in regional strategies to support target sectors?

Talent Networks:

As outlined in *New Jersey's Blueprint for Talent Development*, New Jersey will use the High Quality Partnership framework as the pre-requisite criteria for determining workforce education and training collaborations and investments. The State will build and expand on high quality industry partnerships by refocusing and re-aligning key partners and staff; re-engineering the Talent Networks to be focused on high quality partnership development and to link and leverage existing programs to the High Quality Partnership Framework.

To keep pace with the rapidly changing, knowledge-driven, global economy, New Jersey is investing in the development of a skilled workforce that will drive the growth of the state's key industries. New Jersey is also making investments that will help ensure that all individuals have the skills, abilities and connections to find a job and a career. To meet these interconnected goals, New Jersey is aligning its workforce investments to increase the number of individuals with an industry-valued post-secondary degree or credential through the development of high-quality employer-driven partnerships that provide career pathways for New Jersey students and job seekers.

The Talent Networks are a foundational component of this effort. Each Talent Network will gather and disseminate intelligence about the workforce needs of employers, develop high quality employer-driven partnerships in three regions of the state, and support the state's efforts to provide rapid response services.

Talent Development Centers:

The State's Talent Development Centers (TDCs) conduct several key roles in relation to the delivery of training that provides industry-recognized credentials. The three TDCs:

- Develop a Menu of Available Dislocated and Incumbent Worker Training programs in the Industry and Conduct Outreach to Industry Employers. In conjunction with Business Service Representatives and Labor Market Analysts, conduct surveys of industry employers on an as needed basis to further inform curricula decisions. TDCs conduct outreach to employers in the industry, to raise awareness of the availability of dislocated worker and incumbent worker training.
- Provide and Incumbent Worker Training in conjunction with area businesses. WIOA funds are used to pay tuition and a portion of wages of workers in training, with employers required to pay a minimum of 50% of the costs of training.
- Provide Dislocated Worker Training to help them to meet workforce and skill needs of the target industry.
- Participate in Capacity Building / Partnership Corps. New Jersey is investing in professional development to strengthen the capacity of key partners in the region to develop and sustain high-quality employer-driven partnerships.

Advanced Manufacturing:



The industry continues to face an image problem rooted in decades-old perspectives of “old manufacturing” and finds insufficient numbers of people trained for these jobs and others.

NJP will continue to help industry promote careers in the field.

NJP is targeting veterans for these jobs, as often their prior experience gives them some of the essential skills for success in manufacturing, and manufacturers believe this population are ready to learn the specific work skills on-the-job.

NJP will continue to partner with the Dream It Do It program.

Healthcare Talent Network:

This TN encompasses all of New Jersey with three regional sub-components. The TN has built an “employer coalition for workforce development” which has met three times in North Jersey and is building momentum and building upon existing sector-driven efforts in the Region. The Greater Newark Health Care Coalition meets regularly and is supplementing the efforts of the TN, and identifying areas of collaboration. The TN team have worked with the WDBs and colleges to conduct a review of labor market and training data, and is working to identify the gaps and what training is needed, with particular focus on entry- and lower-level occupations and the career pathways that can grow from them.

Financial Services Talent Network:

The TN and WDBs can report “a buffet of activity” in the industry. Because of the Region’s proximity to the world’s financial center in New York City, there is great need for local workers both within the region and nearby in New York. With new and more intricate regulations facing the banking industry, there are needs for skills training for all workers to meet particular needs. Currently there are no clear or simple lists of the credentials needed in the industry. Every bank or CPA firm has its own needs. There are some similarities. For example, there is, in general, not as much an emphasis on hard skills, but on a combination of hard and soft skills. The TN and WDBs are working with employer partners to gain access, confidentially, to their internal training tools, such that our system can neutrally compare and draw out the common elements of both hard-skills and essential-skills that all demand. This will allow the public system to build worker preparation and training that can best prepare candidates for opportunities in general, which should be a true benefit to the industry.

Retail, Hospitality, Tourism Talent Network

Information for this TN will be included in the next draft

Technology Talent Network

This TN is unique as it cuts across industries with a focus on IT occupations that are common in all industries. With increase in cloud computing, increasing cyber-security demands, and mobile applications being the norm, skills must update regularly and even individuals trained a few years ago may lack critical skills. The TN and NJP will work with employers to codify the credentials they need, and train workers to those credentials. NJP has identified a need to hold focus groups with employers to facilitate this research, with the aim of bringing groups of employers together to better identify common skills and credential needs and to help the employers better articulate their needs.



Transportation/Logistics/Distribution Talent Network
(content?)

Commented [JM24]: Please identify how the region will interface with this TN to generate content

(vi) What other public-private partnerships exist in the region that could support sector strategies and what is their role in planning?

- As noted above, the Meadowlands Regional Chamber of Commerce is undergoing their own strategic plan and will be aligning closely with the efforts here.
- Together North Jersey Task Force is an impressive public-private partnership that includes the WDBs that are part of NJP, along with many other public and private institutions and key participation by Rutgers University.
- A HUD grant was awarded for the wider region encompassing 13 counties in northern New Jersey, to look at every facet of living in the Region. NJP intends to make significant contributions to this effort and help ensure that it includes a clear workforce strategy built on sector approach.
- The region-wide CEDS plan headed by NJTPA and several smaller local CEDS plans are closely aligned and have significant overlapping membership to this Plan team. As with these other efforts, by actively participating, NJP will ensure this maintains a sector-driven approach focused on the needs of regional industries and workers.
- The Urban Mayors Association, made up of 19 urban communities across the state, includes a number of the cities in this region. Managed by Thomas Edison State University, this collaboration offers significant opportunities to leverage other work underway in the larger cities in the region. While not currently engaged, NJP plans to build a relationship with this network and find areas of common cause and collaboration.

Commented [JM25]: When, describe it.



V. Administrative Cost Arrangements, Including Pooling of Funds

Commented [HB26]: Need information from region; if they are pooling or sharing any funds; and if so, what their agreement is and how it will support their objectives

(A) Describe the coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate. Regions should consider the following questions when responding to this requirement

(i) What administrative cost arrangements have been agreed upon by all members of the planning region?

TEXT

TEXT

(ii) How will these administrative cost arrangements support regional workforce development objectives?

TEXT

TEXT

Commented [JB27]: Tie back to the priorities identified in section 1

(III) What process was used between regional partners to reach agreement on cost sharing arrangements?

TEXT

TEXT



VI. Coordination of Transportation and Other Supportive Services

Supportive services for adults and dislocated workers include services such as transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in activities authorized under WIOA. Local WDBs, in consultation with the one-stop partners and other community service providers, should assess these services on a regional basis to ensure resource and service coordination in the local area.

(A) Describe how transportation and other supportive services are coordinated within the region. Regions should consider the following questions when responding to this requirement:

(i) What regional organizations currently provide or could provide supportive services?

Key: Bergen County

Referrals for Food: Bergen Co is developing a strategy to become a formal food HUB—services exist,

Clothing: Exists

Shelter/Housing: Bergen County is the only county in the state to have no homeless Veterans. Section 8 housing is rare and the waiting list is long. Bergen County is an expensive county to live in. Low income housing is hard to find.

Child Care: Resources are limited,

Dependent Care: Exists,

Educational Testing: Exists,

Training-Related: Exists,

Person w/ Disabilities: Exists,

Legal Aid: Needed—gap,

Physical Health Care:

Mental Health Care: good system in place,

Substance Abuse: good system in place,

Work-Related Tools: one-stops,

Educational Tools: one-stops,

Needs-Related Payments: Needed-gap,

Commented [HB28]: Only received one response from region. Need more information to write section. Also—what ideas on how to address gaps regionally? Any regional policies/procedures to support?

Commented [JB29]: This section will be turned into a narrative. For now, we are listing the results from the online survey.

We hope to receive additional survey results in the coming days to help us expand this section.

Where the words “needed-gap” appear is where a survey result indicated that there is no service provider for the given service in the given area (indicating a need/gap in service).



Other: Well connected to human services, social services, and county to integrate programs and services where needed

Transportation: Transportation vouchers,

Bus: Needed—gap, buses mainly go East-West or local. Need north-south routes

Train/Subway: Needed—gap, mainly go to city

Car Share/Carpooling: Needed—gap,

Other: Meadowlink

(ii) How can gaps in service be addressed regionally?

TEXT

(III) What policies and procedures will be established to promote coordination of supportive services delivery?

Conducting an annual asset map and needs assessment.

TEXT



VII. Coordination with Economic Development

The North Region as a workforce development effort coordinates closely with existing economic development efforts within the region, including those of each of the local economic development areas/regions as well as several other larger regional efforts. These efforts are described in the following subsections.

Additionally, across the State, New Jersey will use the Talent Networks to further regional coordination, create meaningful employer partnerships, and better understand the current and future talent needs of the state's strategic industries. Talent Networks will engage employers, convene and coordinate state and local economic development agencies, training providers, Workforce Development Boards, and other system stakeholders in order to create a unified approach to workforce and economic development. The Office of Business Services has dedicated a special statewide initiatives coordinator to serve as the liaison with the Lt. Governor's Business Action Center and local economic development agencies. Successful coordination of economic development funds, tax credits, and training grants has facilitated economic development opportunities in several depressed urban areas with high concentrations of unemployed and underemployed workers including Camden, Atlantic City, Jersey City, and Asbury Park.

(A) Describe the coordination of services with regional economic development services and providers. Regions should consider the following questions when responding to this requirement:

(i) What economic development organizations or businesses are actively engaged in regional planning?

One of the major economic development efforts with which the North Region coordinates is the Comprehensive Economic Development Strategy (CEDS) for the North Central New Jersey Region (13 counties that include all of the North Jersey Partners areas). Often the borders of various planning regions do not align directly. In this case, this region makes up approximately 1/2 to 2/3 of the North Jersey workforce region. That "Region" is defined as 19 specific municipalities within a seven-county area of the state, including: Asbury Park, Bayonne, Bloomfield, East Orange, Elizabeth, Hoboken, Irvington, Jersey City, Lakewood, Neptune, New Brunswick, Newark, Orange, Passaic, Paterson, Perth Amboy, Plainfield, Roselle and Woodbridge. Despite the imperfect geographic alignment, there is still significant strategic alignment between the North Region and this CEDS.

Another key partner leading development efforts and coordinating partnerships in the Region is Together North Jersey. Together North Jersey is an unprecedented planning initiative currently underway in the 13-county North Jersey Transportation Planning Authority region of New Jersey. The consortium is using a \$5 million U.S. Department of Housing and Urban Development Sustainable Communities Regional Planning grant and \$5 million in leveraged funds to create a regional plan for sustainable development, implement 15 local demonstration projects, and



provide capacity-building technical assistance. Through open forums Together North Jersey and its members will create a comprehensive and balanced plan that invests in the region's existing communities where housing, jobs, educational, cultural, and recreational opportunities are made more easily accessible to most residents without having to drive to them.

See prior sections for further discussions of other important collaborative efforts with an economic development component, including the Urban Mayor's Association, Together North Jersey and other local CEDS Plan efforts.

Additionally, the Region collaborates with state-level efforts including Choose New Jersey (www.choosenj.com) and the statewide Office for Planning Advocacy (<http://www.nj.gov/state/planning/>) for a range of economic development efforts.

(ii) How are regional workforce development strategies aligned to economic development priorities in the region?

1) North Jersey Comprehensive Economic Development Strategy (CEDS) produced by Together North Jersey. (Title of file provided to TPMA: 2015-10-31-North-Jersey-CEDS-VOL-1.pdf")
LINK THE ELEMENTS OF THAT PLAN THE WAY WE DID FOR #2 smaller CEDS as sample.

2) CEDS for the North Central Region (Title of doc: "Report - CEDS Plan - DRAFT Feb 9 2015.pdf")

Some of the key economic development strategies in place in the region, as developed as part of the CEDS for the North Central region, are as follows. Under each, the North Region presents some of the key areas of alignment we have built in relation to those strategies.

Big picture item in this CEDS:

Pilot a New Model for Workforce Partnership: This is a novel combination of post-secondary institutions, libraries, workforce officials and business leaders. The local WIBs are the key stakeholders in this collaborative effort which includes the following partners:

- o Newark Clean Water Fund
- o Woodbridge
- o State Library/LLNJ
- o Plainfield
- o Perth Amboy
- o County of Union
- o Elizabeth
- o East Orange Construction Trades and healthcare
- o NJUMA
- o Disability community
- o Housing & Community Development Network of NJ
- o Lincoln Tech

Workforce Development Strategies Aligned to This Project (INSERT)

1. Infrastructure Asset Enhancement: Expansion, Preservation & Resilience

Commented [JM30]: We drafted the crosswalk in #2 and a similar one to the Unified Workforce Plan in #3. Our question to your team is which of these do you most want to talk about here in terms of this kind of crosswalk, between your strategies and their priorities?

We have left this section in a rougher form until we can engage in a discussion or your team crafts your overall vision for what you most want talk about here regarding alignment.

Commented [JM31]: This section is drawn from this CEDS.

Is this a smaller sub-set of the Region?
Is it superseded by the one above?

We have left space as noted for the North Region to include workforce elements aligning with the various projects. This is just a method of showing "this is what their Plan says, and this is what we are doing in alignment.

Commented [JM32]: Need update from team regarding implementation of this project. See CEDS plan, page 76.

Commented [JM33]: If retain a list like this, include ONLY the areas that are within the North Workforce Region?

Commented [JM34]: CEDS p113



Objectives:

- Bring infrastructure into a state of good repair;
- Improved level of service;
- Increased capacity where needed to support growth;
- Hazard mitigation and redundancy (types, sizes) to ensure resilience;
- Increase transit supportive land use measures

Workforce Development Strategies Aligned to This Project (INSERT)

2. "High-School-To-Work" Initiative

Workforce Development Strategies Aligned to This Project(INSERT)

Commented [JM35]: SEE PAGE 115-117 of CEDS Plan for a full description. Update, activity, and role of WIBs? See CEDS plan, page 77 also

6. Training to Create the Economic Engine

Objectives:

- Achieve an educated living-wage workforce customized to meet local employer needs.

Workforce Development Strategies Aligned to This Project(INSERT)

Commented [JM36]: In each case in this list, we can go to the CEDS plan and explore what actions the WIBs or the North Jersey Partners or other groupings/partners have undertaken to collaborate with these activities. Several are specifically workforce efforts with WIBs as the lead, but others may have a jobs or training component related to them.

8. Coordination of urban workforce

Workforce Development Strategies Aligned to This Project(INSERT)

Commented [JM37]: CEDS page 126-127.

9. Public Access Manufacturing

Workforce Development Strategies Aligned to This Project(INSERT)

19. Early Childhood Education Business Opportunity Program

Workforce Development Strategies Aligned to This Project(INSERT)

20. Advanced Manufacturing Initiative

Workforce Development Strategies Aligned to This Project(INSERT)

3) New Jersey's Unified Workforce Investment Plan: New Jersey's Talent Connection

The plan defines the state's vision of workforce vision as one of "transforming its traditional workforce development programs into a comprehensive talent development system, responsive to the evolving skill needs of employers in key industry sectors and grounded in an understanding of effective job search and skill development strategies which can connect New Jersey's talent to the labor market."

The priorities of the plan are expressed in four overarching "core values" shown in the chart below. These priorities were taken into consideration during the CEDS process and the development of individual actions and objectives. The chart below shows the specific

Commented [JM38]: See CEDS page 112. Consider these projects from the CEDS and we should answer
1) Are they in place?
2) Are WIBs involved in them?
and
3) How do they coordinate between workforce and economic development?



Actions/Objectives in the CEDS plan that were aligned with each priority in the Workforce Investment Plan:

Plan Priority	Action/Objective Aligned
Driving Investments Based on Industry Needs	C.1. Pilot a New Model for Workforce Partnership: This is a novel combination of post-secondary institutions, libraries, workforce officials and business leaders.
Meeting Jobseekers Where They Are	C.2. "High-School-To-Work" Initiative F.1-3 Asbury Park "Project Rise and Shine"
Equipping the Workforce for Employment	G.1. The Irvington Economic Revitalization Initiatives H.1-3. Paterson: Commercial Drivers License (CDL) Program Furniture Refurbishing Program Wait Staff Training I.1. Perth Amboy Model Aquaponics Production and Education Facility J.1-2. Elizabeth: EDC's On-the-Job Training Program & Apprenticeship Initiative Training Facility for Industry Growth and Trade Employment Opportunities Groundwork Elizabeth's Hydroponics and urban Farming Research Facility K.1. Roselle Arts and Culture Workforce Development Facility K.4. Roselle Workforce Development and Education Facility

4) Together North Jersey:

The Together North Jersey grant from the U.S. Department of Housing and Urban Development (HUD) is being used to develop a Regional Plan for Sustainable Development that identifies ways to "align existing plans, regulations, investments, and incentive programs at all levels of government to improve economic and environmental conditions while promoting resource efficiency in urban, suburban and rural communities throughout the region. Specific goals and objectives were developed as part of this ongoing planning effort. These are shown in the chart below along with the CEDS Action/Objectives that were aligned to each of the Plan's objectives.

Goal/Objective	Action/Objective Aligned
Goal 1: Grow a Strong Regional Economy	
Keep and Create well-paying jobs	
Ensure the region's workforce has the training and skills needed to support current and future industry needs	A.2, A.3, C.1, C.2
Support small businesses and entrepreneurship	B.1, B.2, D.2, G.1



(iii) How will economic development organizations be engaged in strategies to align supply and demand within the labor market?

(iv) How will the region engage economic development organizations in an ongoing, sustained way?

TEXT

TEXT

Commented [JM39]: Key ideas needed from the Region.

See above.

NJTPA is here and a member of NJP.

Other entities involved?

Trying to write plans that are similar and parallel

TEXT



VIII. Performance Negotiations and Other Requirements

(A) Document 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.

(i) What process will be used to determine regional performance goals?

NJP will not be establishing any performance measures beyond the Locally Area performance measures which will be negotiated independently of one another with the state.



IX. Coordination with Other Regional Efforts

(A) Describe the coordination which exists (if any) with other regional planning efforts, such as chambers of commerce, county executives and freeholders, municipal planning boards and Mayor's Associations.

(i) What additional regional planning efforts exist and how do they play into regional WIOA planning efforts?

TEXT

TEXT

Commented [JB40]: We can simply provide links to other documents and plans that touch on any regionally-based initiatives not already covered elsewhere in this plan.



Endnotes

Commented [JB41]: Will be used if/when endnotes/footnotes are needed.



Table of Figures

Figure 1 **Error! Bookmark not defined.**

Commented [JB42]: Will be used to identify any graphics, charts, and tables within the plan.







State of
New Jersey

Combined State Plan for the Workforce Innovation and Opportunity Act



New Jersey State Employment
and Training Commission