

*Morris Sussex Warren
Workforce Investment Board*

*Plan for
Implementing the

American Recovery
and
Reinvestment Act Funds*

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**Morris • Sussex • Warren
Workforce Investment Board**

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I. Labor Market Analysis

ARRA-funded services are meant to prepare targeted populations of workers for regional and local demand industries and occupations. In this section, you will provide an analysis of your regional and local area's economy and the pool of workers you will be targeting for services.

A. Provide an Overarching Description of your Regional and Local Economy

1. Impact of recession and present local unemployment levels.

Since the recession began in the fall of 2007, MSW WIB area unemployment has risen from 2.9% (10/07) to 5.5% (12/08). Employment has decreased from a pre-recession peak of 407,750 (12/06) to 401,050 for a net employment loss of 6,700. The labor force has risen from 415,100 (10/07) to 424,250 (12/08). The number of unemployed has risen from 12,100 to 23,200 (12/08), nearly doubling.

The area unemployment rate has increased from a low of 2.9% (12/06) to 5.5% (12/08), the last period for which area wide data is available. The current MSW WIB area unemployment rate is estimated at 7.1% based on the individual county rates (4/09) of 6.2% for Morris County, 8.1% for Sussex County and 7.9% for Warren County

2. Industries and their occupations to be targeted for training including emerging trends, projected openings.

Based on NJLWD Projections through 2016, MSW WIB area industries with the most growth include:

- Health Care and Social Assistance (7350 jobs)
- Professional, Scientific and Technical Services (8150 jobs)
- Professional and Business Services (10,500 jobs)
- Services-Providing (32,700 jobs)
- Education and Health Services (9,450)

Although Services-Providing shows the most growth, MSW WIB does not plan to fund large-scale training for this industry because these jobs often do not pay self-

sufficiency wages. Some service training is included in MSW WIB ESL and workforce readiness training.

Within the Health Care and Social Assistance and Education and Health Services industries the following occupations are projected to have the most **high** skill annual job openings in New Jersey through 2016:

- Registered Nurses (2780)
- Elementary School Teachers, Except Special Education (1620)
- Secondary School Teachers, Except Special and Vocational Education (1250)
- Middle School Teachers, Except Special and Vocational Education (890)
- Special Education Teachers, Preschool, Kindergarten and Elementary School (380)
- Child, Family and Social Workers (320)
- Education Administrators, Elementary and Secondary School (300)

Within the Health Care and Social Assistance and Education and Health Services industries the following occupations are projected to have the most **moderate** skill annual job openings in New Jersey through 2016:

- Nursing Aides, Orderlies, and Attendants (1070)
- Licensed Practical and Licensed Vocational Nurses (780)
- Preschool Teachers, except Special Education (510)

Within the Professional and Business Services and Professional, Scientific and Technical Services industries the following occupations are projected to have the most **high** skill annual job openings in New Jersey through 2016:

- Accountants and Auditors (1170)
- General and Operations Managers (1000)
- Management Analysts (580)

Within the Professional and Business Services and Professional, Scientific and Technical Services industries the following occupations are projected to have the most **moderate** skill annual job openings in New Jersey through 2016:

- Supervisors/Managers of Office and Administrative Support Workers (1030)
- Executive Secretaries and Administrative Assistants (620)
- Supervisors/Managers of Non-Retail Sales Workers (310)

The following jobs from the growth / demand industries above appear on the March 2009 Hot Jobs List for Morris, Sussex and Warren Counties:

- Accountants and Auditors
- Financial Managers
- Marketing Managers

- Medical and Health Services Managers
- Registered Nurses
- Physical Therapists
- First Line Supervisors of Administrative Support Workers
- Management Analysts
- Social and Community Services Managers
- Education Administrators
- Pharmacists
- Licensed Practical and Licensed Vocational Nurses

After analysis of the above industry / occupation data, MSW WIB historical training performance data and consideration of occupations best suited for training in six months or less, the WIB has targeted the following occupations for ARRA training:

- Licensed Practical and Licensed Vocational Nurses
- Accountants and Auditors
- Executive Secretaries and Administrative Assistants

In addition to specific training for these targeted occupations, MSW WIB will offer training in Microsoft Word, Excel, Access and Power Point that will provide baseline skills for many other growth / demand occupations.

Since customer choice is a key factor in training decisions, MSW WIB will also offer training in any labor demand occupation for which there are documented job openings.

3. Occupations/Industries with high levels of unemployment.

MSW WIB area industries with the highest rates of unemployment are:

- Professional and Business Services: 15.7%
- Construction: 15.6%
- Leisure and Hospitality: 9.2
- Retail Trade: 8.6%

4. Green jobs expected to be created or expanded as a result of the ARRA.

MSW WIB is closely monitoring the emergence of green jobs through industry reports and feedback from potential green industry partners. However, these sources have not provided definitive data sufficient for MSW WIB to project specific training needs.

Based on the Rutgers University “Green Jobs in New Jersey’s Economy” Report, MSW WIB is tracking the following green jobs for possible creation and expansion through ARRA:

Construction, Installation, Repair and Maintenance

- Skilled trades workers and laborers
- Building auditors and raters
- Facilities management

Architecture, Engineering and Project Management

- High-skill design, engineering, project mgt.

Manufacturing

- Production of RE/EE products and parts

Research and Development

- Basic research, testing and development of new RE/EE products and technologies

Business

- Administration
- Financial/Sales/Marketing
- Information Technology
- Carbon/SREC trading

The Rutgers report states that there is no standard definition of green jobs, most green jobs are traditional jobs with a “green layer,” green jobs cross many industry and occupational titles and that media and policy makers focus on green jobs in the energy sector.

Green jobs typically require a “pyramid” of skills consisting of a bottom layer of literacy, numeracy and workplace readiness skills; a middle layer of traditional job specific skills, knowledge and credentials; and a top layer of green job specific skills, knowledge and credentials.

Given the developing state of green jobs, MSW WIB feels it is prudent, for now, to target training resources to the bottom two pyramid levels. Such training is readily available and prepares trainees for both traditional and green jobs. MSW WIB will continue tracking the growth of green jobs until a clearer picture of training specific to green jobs emerges.

B. Provide a brief description of the labor pool in your local area. What are the key populations you will be serving? What are their characteristics, skills and needs that impact your service delivery strategies?

Characteristics of the MSW area labor pool include:

- 60.3% males
- 41.6 % high school graduates with no post secondary education

- 18.6% were previously employed in professional and business services and 14.3% in construction
- 49.4% are between 35 and 54 years of age.
- 55.4% earned between \$20,001 and \$50,000 annually in previous employment
- 15.6% list their previous occupation as management, business and financial and 15.6% as office and administrative support. Other significant occupations are construction and extraction (13.5 %), professional and related (11.7%) and services (11.2%)

The principal key population to be served with MSW WIB ARRA funds is dislocated workers. Area ARRA funding for dislocated workers of \$1,456,962 is almost 9 times as large as the Adult allocation of \$165,660 and nearly four times as large as the \$387,780 youth allocation.

MSW WIB's extensive, successful experience in serving dislocated workers yields the following additional characteristics:

- Motivated to succeed
- Self directed
- Clear, well informed career goals
- Substantial work histories
- Good time management skills
- Good computer skills
- Good networking ability

Due to these characteristics, dislocated workers are well suited to classroom occupational training and electronic learning (e-learning). MSW WIB is eager to promote e-learning for dislocated workers as a time effective and cost effective alternative to classroom training, but must first resolve reporting and performance issues related to e-learning.

Common characteristics of Adult customers include:

- Limited or inconsistent work histories,
- Limited literacy and numeracy skills
- Limited access to child care and transportation
- Limited workplace adaptation skills
- Low income
- Unclear or uninformed career goals

Adult customers typically require a continuum of services which may include:

- Career counseling
- Labor market information
- Career assessment
- Support services
- Remedial education
- Occupational training

- Post training follow up and retention services
- Community work experience

Economically disadvantaged youth served by MSW WIB youth programs often display these characteristics:

- Low income
- High school drop out
- Limited literacy and numeracy skills:
- Identified as handicapped under section 504 of the Americans with Disabilities Act
- Has not demonstrated proficiency on the High School Proficiency Assessment
- Has been classified by a school district.
- Is or has been involved with the juvenile justice system.
- lacks marketable skills as deemed by the local labor market (out-of-school youth)
- Lives in housing governed by public housing.
- Is currently being served or has been served, by the Division of Youth and Family Services.
- Resides in an Abbot School District.
- Has been referred or is being treated by an agency for a substance related problem.
- Resides in a youth shelter or has recently resided in a youth shelter.
- Youth whose parent is a current Unemployment Insurance recipient, or a recent (six months) Unemployment Insurance exhaustee.

MSW WIB's experience in year round youth programs indicates the following services are most appropriate and helpful for disadvantaged youth with barriers to employment:

- GED Preparation
- Remedial education
- Workplace readiness preparation
- Support services
- Career counseling
- Labor market information
- Occupational training

C. What data sources were used to obtain this labor market information? Why did you select these sources? The Real Time Jobs in Demand reports prepared by the New Jersey Department of Labor and Workforce Development should be used as a source of data to determine trends for industries and occupations in demand, in addition to information you have available about your local area.

- Morris-Sussex-Warren Workforce Investment Board Real Times Job List

- NJLWD Labor Planning and Analysis Labor Force Estimates for 2009
- Morris-Sussex-Warren WIB area employment levels 2006 through 2008, prepared by NJLWD Bureau of Labor Market Information
- New Jersey's Hot 50
- Rutgers Green Jobs in New Jersey's Energy Economy Report
- NJDOLWD Industry Employment Projections, 2006 through 2016
- Real Time Jobs Report for Northern New Jersey Region
- Characteristics of New Jersey's Insured Unemployed Initial Claims, December 2007 to March 2009
- Characteristics of The Insured Unemployed Active UI Claimants at the End of April 2007, 2008 & 2009 Residing in Morris, Sussex and Warren Counties

II. ARRA Planning

In this section, please provide a brief description of your planning process, your key goals and activities and the structures you have put into place to support ongoing planning.

Planning Process

Local planning for ARRA should be ongoing throughout the life of the funding and as such, the WIB must design a process that allows for continual feedback and adjustments based on data. Likewise the planning process should be inclusive and transparent. Not only should the WIB ensure that all its members are engaged in the planning, but the process should facilitate input from all interested stakeholders. For this section of the plan, the WIB should:

A. Identify all stakeholders/groups participating in the local planning process.

- Dr. David Hollowell, MSW WIB Chair
- Jack Patten, MSW WIB Director
- Olga Burns, MSW One-Stop Operator
- Mary Jo Buchanan, Morris County Director of Human Services,
- Ed Yaw, President, County College of Morris (CCM)
- Eve Azar, Vice President of Corporate and Continuing Education, Warren County Community College
- Anbarasan Sivaraman, Dean of Corporate and Community Education, Sussex County Community College
- Jane Armstrong, Dean of Corporate Education, Community Programs and Academic Initiatives, County College of Morris
- Patrick J. Enright, Dean of Business, Mathematics, Engineering and Technology, County College of Morris
- Karen Kubert, Director Warren County Human Services, MSW WIB Vice Chair
- Leslie Drew, Dover One-Stop Manger

- Bill Weightman, Newton / Franklin One-Stop Manager
- Lech Syzmanski, Phillipsburg One-Stop Manager
- MSW WIB One-Stop Career Center Committee
- MSW WIB Youth Investment Council
- MSW WIB Literacy Committee

B. Describe the local and regional planning processes. How many planning meetings were held? What was discussed during these planning meetings and what were the results? Describe the opportunities for public input.

MSW WIB Director Jack Patten and MSW One Stop Operator Olga Burns have discussed ARRA implementation with stakeholders listed above. The discussions occurred at formal and informal meetings and conference calls. The stakeholders discussed how ARRA funds will be spent in the three counties. About 12 ARRA Planning Meetings have been held to date.

Meeting results include:

- MSW ETS will operate a Summer Youth Program serving 180-200 area youth. The program will include work experience and workforce readiness training.
- Participation priority will be given to older youth (21-24) unconnected to education and the workforce.
- Youth participants will earn \$7.25 per hour and work between 20-30 hours per week.
- Pending additional information, MSW WIB will not contract for bulk training.
- ARRA funds will be used to fund Individual Training Grants for Adults and Dislocated Workers
- Consensus on allocation of funds within the Morris Sussex Warren **region**.
- MSW WIB / CCM Agreement to identify five CCM certificate courses for ARRA funding
- Agreement on the developing state of green jobs and the necessity of promoting and providing basic academic, workplace readiness, traditional job specific skills, knowledge and credentials while tracking the emergence of green job specific skills
- Recognition of the value of skill upgrades and retraining in supporting business and the local economy

The MSW WIB area is 1465 square miles and includes the Northern New Jersey and Eastern Pennsylvania labor markets. All MSW planning is, de facto, regional.

Additional regional planning discussions have occurred at the North Jersey Partners' Regional One-Stop meetings. These discussions have centered on the use of bulk training and concluded that the consortium partners will address bulk training individually.

C. What structures and processes have you put into place to support ongoing planning that will allow you to respond to changing needs and economic trends?

The WIB One-Stop Career Center Committee will anchor ongoing planning that will allow for response to changing needs and economic trends. At each quarterly meeting, the committee will review ARRA performance, spending and labor market information to determine if modifications to ARRA plans are indicated. If necessary, the committee will also offer guidance on appropriate ARRA Plan modifications

D. Describe your intention for planning efforts concerning green jobs.

MSW WIB is an eager supporter of green jobs training. However, due to lack of definitive information on green jobs and the continuing loss of green jobs in NJ (as reported by the NJ Chamber Of Commerce), the WIB will proceed cautiously in this regard.

Initial planning will focus on reliable identification of green jobs in labor demand. Pending this identification, the WIB will locate or develop appropriate training to support growth in these occupations. The WIB will also partner with NJ Customized Training to provide group training for employed workers in green industries and use the MSW ETS On-the-Job training program to facilitate new employment.

The WIB will charge its One-Stop Career Center Committee with identifying green occupations and industries and recommending timely and appropriate training interventions to support them.

GOALS

A. The ARRA requires local areas to work with three priority populations-- Dislocated Workers, low-income Adults and individuals on public assistance, and Youth who are disengaged from education and the workforce. Please describe the goals you have established for serving each of these key groups.

Dislocated workers:

- 44% will enter employment
- 45 % will retain employment for nine months
- 36% will receive credentials
- Average earnings of \$8,100 for six months after exit

Low-income adults and individuals on public assistance:

- 42% will enter employment
- 43% will retain employment for nine months
- 30% will receive credentials
- Average earnings of \$6,100 for six months after exit

Youth who are disengaged from education and the workforce

For the Year Round Youth Program:

- 40% will enter employment
- 43% will retain employment for nine months
- 27% will receive a credential
- \$2,025 earnings increase from pre-program wages

For the Summer Youth Program:

- Earn a workforce readiness credential

B. The ARRA is expected to “retool, reinvigorate and create a more innovative public workforce system capable of spurring economic growth.” Please describe how all the partners will re-tool the One-Stop Career Centers to better serve the needs of local businesses, as well as the needs of the three priority worker populations.

- The first significant “retooling” strategy has already been implemented: MSW Business Services Representatives, as directed by NJLWD, now visit companies targeted through the Real Time Jobs List, to develop jobs for One-Stop job seeker customers. This new deployment strategy will produce more available jobs for One-Stop customers and increase One-Stop exposure to businesses that are actively hiring new employees. The WIB commends this redirection of personnel to more directly serve business and job seeker customers.
- MSWIB highly values the On-the-Job Training program, but has funded relatively few OJT contacts in the recent past, principally because most OJT contracts do not yield nationally recognized credentials. As a result, in response to WIA funding cuts, MSWETS has not employed an OJT specialist since 2006. However, given the value of OJT, especially in the current economy, and a pending NJLWD OJT credential waiver request, MSWETS rehired its former OJT representative, **using WIA funds**. The OJT representative will target employers from the Real Time Jobs list to develop and administer OJT in growth and emerging occupations and industries.
- The WIB also plans to reinvigorate the One-Stop Career Centers by cross training and deploying all partner staff to provide professional triage and reception and to offer pro-active customer assistance in public access areas. Triage and reception are currently often performed by volunteers or community work experience workers. Full time professional deployment in these functions will improve customer service and reduce waiting time. The WIB feels that a well-equipped, professionally staffed public access area is the cornerstone of the One-Stop Career Center. Many customers who visit

One-Stops for training can be served through the public access area, in some cases obviating the need for training. Public access area customers will be informed that, often, a competent job search yields high wage employment more quickly than attending training and then looking for a job. The WIB, based on partner input, will identify partner staff most suited to high quality public access area support and then arrange, with partner assent, to train and deploy them in the five MSW one-Stops.

Estimates of LWD staff levels in MSW One-Stops range from 30% to 40% of full staffing. MSW ETS has terminated seven One-Staff due to WIA funding reductions since 2005.

Implementation of the above plan will require some restoration of viable staff levels to retool and reinvigorate One-Stops through the enhanced reception / triage / public access area initiative.

C. Describe any new projects and/or expansions of existing projects you and/or your partners are planning that will be innovative and transformational.

MSW WIB hosts a Health Services Site Administrator (HSSA) funded through the North Jersey Partners WIRED grant. The HSSA markets NJ Customized Training and MSW On-the-Job training to area health care facilities. In addition, the HSSA provides “on-time, as-needed” training using e-learning. Long term care facilities are particularly receptive to e-learning because it allows them to quickly train staff and correct deficiencies identified by their licensing entities. E-learning licenses allowing access to hundreds of courses cost \$90 each with a 100 license minimum. The e-learning program provides reports on number of courses taken by each e-learner and provides progress reports to MSW ETS counseling staff. A compendium of these reports, showing e-learner progress and credential acquisition, will be reviewed by the One-Stop Career Center Committee at its quarterly meetings. MSW WIB secured the first five licenses for HSSA use as a demonstration. Extremely enthusiastic employer response to the demonstration indicates demand for many more licenses. MSW WIB and the HSSA requested additional licenses to be funded by the North Jersey Partners WIRED grant. WIRED Executive staff have requested development articulation agreements authorizing e-learning courses to be used as prerequisites or transferable credits for community college. MSW WIB and the HSSA are actively pursuing these agreements, but the approval process may be lengthy. Alternatively, MSW WIB, pending resolution of ARRA fund performance implications, seeks to use ARRA funds for sufficient e-learning licenses to meet the rapidly growing healthcare industry demand.

III. Program Planning – There are four categories: Dislocated Worker, Adult, Youth, and planning activities related to identifying Green Jobs.

Dislocated Workers - Priorities/Key Issues:

Dislocated Worker funds are to be used to provide the necessary services to dislocated workers to support their reentry into the recovering job market. Funds can be used for all

activities specified under WIA for the Dislocated Worker program, including but not limited to: occupational skills training, on-the-job training, programs that combine workplace training and related instruction, including registered apprenticeship, training programs operated by the private sector, skill upgrade and retraining, entrepreneurship training, job readiness training, adult education and literacy training, and customized training. Consideration should be given to how assessment and data-driven career counseling can be integrated into service strategies that align with areas of anticipated economic and job growth. Additionally, states and local WIBs have the authority to enter into contracts with institutions of higher education, such as community colleges, or other eligible training providers to facilitate the training of multiple individuals in high-demand occupations, so long as the contract does not limit customer choice. It is the intent of ARRA to substantially increase the numbers of dislocated workers served.

Adults - Priorities/Key Issues:

It is the intention under ARRA to serve priority populations including public assistance recipients and other-low income individuals as described in WIA section 134(d)(4)(E). The goal is to ensure that the adult population has access to pathways to higher skilled and higher paying jobs to move from poverty to the middle class. Occupational skills training should be aligned with jobs and industries important to the local economy. Needs-related payments and other support services should be made available to achieve employment and sustainability.

For both Dislocated Workers and Adults, describe the following:

**(Create a separate plan for both Dislocated Workers and Adults using this same criteria)*

A. Describe the planning process (level of WIB and/or Committee participation, planning with Community Colleges and other educational entities including vocational technical schools, higher education, organized labor and business/industry).

First, the WIB Director, One-Stop Operator and MSW Employment and Training Services (ETS) Chief Fiscal Officer reviewed the MSW ARRA allocations and estimated the number of **Dislocated Workers** that could be served within ARRA spending guidelines and schedules. Next the WIB Director and One-Stop Operator began to consider what mix of NJLWD bulk training and MSW ETS Individual Training Accounts (ITAs) would best serve MSW dislocated workers. Then the WIB held formal and informal meetings and discussions with the stakeholders listed in section II.A. of this plan. Venues for these meetings and discussions included:

- The Morris County Non-Profit Organization Conference 3/26/09
- The WIB One-Stop Career Center Committee (includes business / industry representation) Meeting 5/5/09
- WIB Director and ETS staff meeting with County College of Morris Deans 5/14/09
- The WIB Executive Committee Meeting 5/19/09
- WIB Director and One Stop Operator meeting with Warren County Human Service Director and Warren County Director of Temporary Assistance and Social Services 5/19/09
- Telephone discussions with Morris County Technical School and Sussex County Technical Schools Directors of Adult Education 4/09-5/09

- Telephone discussions with Sussex County Community College Dean of Corporate and Continuing Education 4/09-5/09
- Telephone discussions with the Warren County Community College Executive Director of Continuing Education 4/09-5/09.
- MSW ETS staff Meeting with International Brotherhood of Electrical Workers on green jobs

To date, the meetings have resulted in the conclusion that, pending receipt of additional information on bulk training locations and fiscal procedures, MSW WIB will provide a mix of bulk training and ITAs to meet the training and reemployment needs of area **Dislocated Workers**.

The planning process for **Adult** ARRA funds is the same as the process for Dislocated Workers except that the amount of funds under discussion (\$165,660) is only 11% of the ARRA Dislocated Worker funds of \$1,456,962.

B. Describe any innovative and/or transformational projects and/or activities you are presently planning.

N/A

C. Describe any regional planning and/or regional projects you are presently planning.

As noted above, the MSW WIB area spans 1,465 square miles and two major labor markets. All planning for **Dislocated Worker** and **Adult** ARRA activities are therefore regional.

D. Describe specific populations to be served under this funding stream including specific outreach efforts to ensure all population segments are knowledgeable about accessing services. Also address how you will re-tool the One-Stop Career Center services to meet the needs of Veterans and higher-skilled dislocated workers.

The principal specific **Dislocated Worker** populations to be served with ARRA funds are unemployment insurance recipients and exhaustees. Many of these receive service information at pre-termination rapid response meetings. All recipients / exhaustees attend Reemployment Orientations at One-Stop Career Centers for full explanation of services. Customers interested in training then attend a session on training options. MSW ETS counselors will concentrate on assisting dislocated workers in identifying transferable skills that may, possibly with additional training, lead to new occupations and careers.

To meet the needs of higher skill dislocated workers, MSW ETS will offer 90 day e-learning licenses to dislocated workers who are:

- Self motivated
- Computer proficient
- Good time managers
- Need skill upgrades or skill enhancement
- Comfortable with e-learning

The licenses offer access to over 350 business and 300 health care courses. E-learners can take as many courses as they want in 90 days.

MSW WIB and MSW ETS will also promote alternative path teacher certification for high skill dislocated workers, especially those with math or science skills.

As noted under **GOALS B.:**

The first significant “retooling” strategy has already been implemented: MSW Business Services Representatives, as directed by NJLWD, now visit companies targeted through the Real Time Jobs List, to develop jobs for One-Stop job seeker customers. This new deployment strategy will produce more available jobs for One-Stop customers and increase One-Stop exposure to businesses that are actively hiring new employees. The WIB commends this redirection of personnel to more directly serve business and job seeker customers.

This strategy is particularly applicable to **Veterans** and allows BSRs to develop or identify jobs for the specific skills and employment needs of Veterans. One Stop Veterans representatives are now deployed throughout the MSW WIB area, at all five One Stop Career Centers, at least one day a week. In addition, The Dover LWD Veterans representative, prepares and sends a newsletter to all area Veterans every 90 days. The newsletter contains information on employment, job search, benefits and support services and invites Veterans to visit the One Stop and use its services.

The principal populations to be served with **Adult** ARRA funding are welfare recipients and low income adults.

MSW ETS has referral arrangements with the county welfare agencies in Morris, Sussex and Warren and non-consolidated municipalities. All welfare recipients receive basic orientation to welfare work requirements and supports from the county welfare agencies. Upon referral to One Stop Career Centers, additional, more detailed information is provided.

Low income adults are targeted for outreach through the MSW WIB network of affiliate one-stop sites. These sites provide information on One Stop services and make referrals to full One Stop Career Centers. Sites which serve substantial low income adult populations include the Morris County Organization for Hispanic Affairs, NORWESCAP, County College of Morris, Employment Horizons, Project Self Sufficiency and Catholic Charities. Collectively, these sites can reach the vast majority of low income adults in the MSW WIB area.

E. Describe your allocation of funds on the chart provided by LWD Budget and Accounting (Appendix A).

See Appendix A

F. Please indicate how the WIB and their partners intend to structure One-Stop Career Center services and programs to meet the needs of the dislocated workers and adults in line with the vision and expectations of ARRA. For each of the following 5 items:

1) Use of LWD bulk contracting for training

MSW WIB plans to initially use \$50,000 for bulk training for **Dislocated Workers**. If the bulk training memorandum of understanding between NJLWD and MSW WIB can be modified in the future, MSW WIB may commit additional Dislocated Worker funding for bulk training, based on experience with the initial bulk training commitment.

MSW WIB does not plan to use bulk training for **Adults**.

2) Use of local WIB developed contracting for training with specific industry sectors

MSW WIB does not plan to develop contracting for specific industry training

3) Use of Individual Training Accounts

MSW WIB plans to use 308 Individual Training Accounts for **Dislocated Workers** and 37 for **Adults**

4) Use of On-the-Job Training

MSW WIB plans to use 16 On-the-Job-Training contracts for **Dislocated Workers** and 5 for **Adults**

5) Use of apprenticeships

MSW WIB has scheduled meetings with representatives of the USDOL Bureau of Apprenticeship, Dover One-Stop Business Service Representatives and MSW Employment and Training Services to develop a unified approach to serving **Adults** and **Dislocated Workers** through apprenticeship in the tri-county area.

As a result of "Green Workforce Day" sponsored by the International Brotherhood Electrical Workers (IBEW) Local 102, MSW WIB has agreed to support the IBEW "Green Collar Job Path" apprenticeship program through applicant screening and referral and possible funding of some apprenticeship costs for eligible trainees. The apprenticeship program is open to both **Dislocated Workers** and **Adults** who meet apprenticeship entry requirements.

6) Use of other initiatives

N/A

	April-June, 2009	July-September, 2009	October-December, 2009	January-March, 2010	April-June, 2010	July-September, 2010
# of Dislocated Workers Enrolled LWD Bulk Training		5	10	3	2	
# of Dislocated Workers Enrolled Local Classroom industry strategies						
# of Dislocated Workers Enrolled ITAs	112	55	50	35	30	26
# of Dislocated Workers Enrolled OJT	3	3	3	2	2	3
# of Dislocated Workers Enrolled in Apprenticeships						
# of Dislocated Workers Enrolled Other Initiatives						

	April-June, 2009	July-September, 2009	October-December, 2009	January-March, 2010	April-June, 2010	July-September, 2010
# of Adults Enrolled LWD Bulk Training						
# of Adults Enrolled Local Classroom industry strategy						
# of Adults Enrolled ITAs	12	8	7	5	5	
# of Adults Enrolled OJT	1	1	1	1	1	1
#of Adults Enrolled in Apprenticeships						
# of Adults Enrolled Other Initiatives						

Youth - Priorities/Key Issues:

Eligibility for enrollment into youth programs has been expanded to include 22-24 year olds, making the age group 14-24. The intent and desire of Congressional, US DOL officials and New Jersey is to focus the majority of the funds on summer employment in the first year. New Jersey is also choosing to focus the majority of the funds on those youth who are out-of-school and disengaged from education and/or the workforce. The only performance measure is a work readiness credential for summer youth. Some funds may be set aside to continue working with summer youth participants to ensure they receive additional support leading to full-time employment and/or education. It is permissible to use regular WIA funds for post-summer follow-up activities. Note that the performance requirements will most likely shift if they are considered year-round youth participants.

- 1. Description of the planning process (level of WIB and/or Youth Council participation, planning with community-based organizations, Community Colleges, other educational entities including vocational technical schools, higher education, organized labor and business/industry).***

In addition to the process described in Adult and Dislocated Worker planning , **Youth** planning activities also occurred at the MSW Youth Investment Council meeting on March 17 and a series of meetings between MSW ETS staff and MSW year-round youth providers New Bridge Services, Phillipsburg School Based Youth Services and Sussex County Technical School.

In late March, 2009, MSW ETS sent requests for summer youth program participation to over 200 community based organizations, community colleges, schools and government entities. The requests resulted in development of 41 worksites through 5/22/09, with additional commitments forthcoming.

- 2. Describe your goals for your Summer Youth Program.***

The MSW WIB Summer Youth Program Goals are:

- 180-200 youth will participate in work and workforce readiness activities
- Participating youth will earn \$7.25 per hour
- Youth will participate in the program from 20-30 hours per week, depending on their activity mix
- 90% of participating youth will earn a workforce readiness credential
- Non-profit, government and school worksites will benefit from participant work
- Over 40% of Summer Youth participants will be out-of-school youth.

- 3. Describe specific populations to be served through your summer program including specific outreach efforts to ensure all priority youth populations are aware and have access to the summer youth program. These populations should include, but are not limited to youthful offenders, aging-out youth, young veterans, and youth with disabilities. Describe any innovative, transformational projects and/or model activities you are presently planning. Include in the description of each of the projects, the specific roles and responsibilities of***

partnering organizations including community college, vocational schools, higher education, public agencies, One-Stop Centers and others.

Specific populations to be served and specific outreach efforts to be sure they are aware of and have access to the program are as follows:

POPULATIONS	SPECIFIC OUTREACH
Youthful offenders	SYEP information and outreach material provided to youth shelters and youth detention centers serving MSW counties
Aging out youth	Meetings with and information provided to DYFS and Daytop. Presentation at <u>Daytop</u> "Aging Out" conference
Young veterans	Information and outreach material provided to NJLWD Veterans representatives and posted in One Stop Career Centers
Youth with disabilities	SYEP information and outreach material provided to DVR, Abilities Northwest and other agencies serving persons with disabilities.
HSPA deficient	SYEP information and outreach material provided to high school guidance counselors and special education departments
Classified by school	SYEP information and outreach material provided to high school guidance counselors and special education departments
Public housing resident	SYEP information and outreach material provided to public housing authorities. Targeted outreach by

	summer program providers to identified youth public housing residents
Served by DYFS	Meetings with and recruiting material supplied to DYFS
Abbot district resident	Phillipsburg School Based Youth Services recruits intensely in Phillipsburg using outreach through Phillipsburg Schools, the WIA funded year round youth program and the Phillipsburg Housing Authority
Former or current youth shelter resident	SYEP information and outreach material provided to youth shelters and youth detention centers serving MSW counties
Lack marketable skills	Public service announcements, press releases, One Stop Career Center postings and targeted outreach described above

- 4. Describe your outreach to employers in order to access private sector and/or organized labor summer jobs and/or work experience. In what industry sectors are you targeting? How will these work experience slots be matched to summer youth participants? Include in the description of each of the employer projects, the specific roles and responsibilities of partnering organizations including community college, vocational schools, higher education, public agencies, One-Stop Centers and others.**

MSW WIB is not targeting specific industries.

- 5. Describe your planning and implementation process for securing work experience slots in Faith-Based/Community Organizations (FBCO), government, and not-for-profit organizations.**

Youth planning activities began at the MSW Youth Investment Council meeting on March 17 and continued with a series of meetings between MSW ETS staff and MSW

year-round youth providers New Bridge Services, Phillipsburg School Based Youth Services and Sussex County Technical School.

In late March, 2009, MSW ETS sent requests for summer youth program participation to over 200 community based organizations, community colleges, schools and government entities. The requests resulted in development of 41 worksites through 5/22/09, with additional commitments forthcoming.

6. Describe your planning efforts and how programs will be structured to include work readiness preparation and/or academic learning. What are the outcomes measures you will use to define work readiness? What are the outcomes measures you will use to define success?

MSW WIB plans to provide work readiness preparation to all summer youth program participants. MSW ETS has developed a work readiness curriculum which has been reviewed and approved by MSW WIB. The ten hour curriculum, with pre- test and post-test, will be given by New Bridge Services (NBS) in Morris County. NBS is a long time, successful provider of year round youth employment and training services.

In Sussex and Warren counties the curriculum and testing will be done by staff at work sites. Each site will schedule work readiness activities in coordination with work and academic preparation.

Outcome measures to define work readiness and success include:

Outcome Measure	Measure of Success
Making Career Decisions	<ul style="list-style-type: none"> ▪ Can identify 3 occupations within a career field and the training necessary for those occupations ▪ Can identify responsibilities of the 3 occupations and the types of employers who hire them
Using Labor Market Information	<ul style="list-style-type: none"> ▪ Can locate and use classified employment ads and identify 3 job leads, including salary, experience requirements and instructions for applying
Preparing Resumes	<ul style="list-style-type: none"> ▪ Participant can prepare an acceptable one page resume ▪ Can list personal references ▪ Can indicate a career objective in one sentence ▪ Can state educational background and previous employment experience (if necessary)
Fill Out an Application	<ul style="list-style-type: none"> ▪ Can complete a sample application legibly, neatly and accurately ▪ Can write specific information on work history, education goals and interests
Interviewing	<ul style="list-style-type: none"> ▪ During a simulated interview: Appearance/dress is appropriate

	Displays willingness to work Maintains eye contact Hand shake Displays knowledge/interest in the job Volunteers information Asks questions
Demonstrates Punctuality	▪ Supervisor affirmation
Demonstrates Good Attendance	▪ Supervisor affirmation
Demonstrates desire to learn by asking pertinent questions and actively taking part in discussions	▪ Supervisor affirmation
Dresses appropriately for the job; demonstrates proper hygiene and grooming	▪ Supervisor affirmation
Displays tact, courtesy and cooperation	▪ Supervisor affirmation
Follows supervisor's instruction and directions	▪ Supervisor affirmation
Possesses ability to follow directions and completes tasks within the time frame	▪ Supervisor affirmation

7. Describe any regional planning and/or regional projects you are presently planning for summer youth.

The MSW WIB Summer Youth Program will serve youth in a three county area of 1,465 square miles and the Northern New Jersey and Eastern Pennsylvania labor markets, which includes Warren County, NJ.

8. Please indicate how you and/or your partners intend to structure One-Stop Career Center services and programs to meet the needs of youth in line with the vision and expectations of ARRA including, but not limited to: outreach and recruitment, testing, eligibility, assessment, job development, job matching and retention, and any other relevant activities.

Outreach and recruitment for youth programs is described in **Youth: Priorities/Key Issues: 1 and 3**. Each participant will be pre and post tested for workforce readiness. Participant eligibility determination will be made after collection and review of appropriate supporting documentation. Each participant will have an Individual Service Strategy including assessment of current skills, educational levels and career goals. Youth whose goals include transition to full time employment will be referred to the NJ Employment Service for job development and job matching. The employment retention of such youth will be tracked by MSW ETS staff who will offer and provide retention services as necessary.

- 9. Describe any resources being leveraged in support of summer youth including, but not limited to private sector funds, foundation funds, WIRED Grant funds and any other grant funds. Note that ARRA funds are to be used to supplement, not supplant, regular WIA funds.**

MSW WIB will leverage its WIA youth funds to fund 50% of summer youth activities (academic preparation, workforce readiness) at Sussex County Technical School.

- 10. Describe what services you will offer summer youth in transitioning to permanent employment and /or education, how the transition will be done, and how it will be funded.**

Summer youth transitioning to permanent employment and /or education will be informed of the full range of One-Stop Career Center services and how to access them. MSW ETS staff will ask youth if they intend to transition to permanent employment and /or education. Such youth will be provided with specific referrals to One-Stop who will assist in guiding their transition. Transitions will be funded with WIA, Workforce Development and possibly WIRED funds.

- 11. Projected numbers of individuals to be served and the spending plan for those funds.**

	April-June, 2009	July-September, 2009	October-December, 2009	January-March, 2010
# of Youth Enrolled in Private Sector Employment and/or organized labor				
# of Youth Enrolled in Summer Work Experience with not-for-profits, FBCOs, government, etc.		180		
# of Youth Enrolled in Academic Learning		25		
# of Youth Enrolled in LWD Bulk Contracting				
# of Youth Enrolled in Local WIB Classroom/Industry-Based Training				

Total Amount of Funds For Summer Youth	
Total amount to be spent by September 30, 2009	\$387,780
Total amount to be spent after September 30, 2009	

See Appendix A-3 for Youth Spending Plan

Green Jobs - Priorities/Key Issues:

Generally, green jobs involve environmentally friendly products and services or businesses and organizations that concern themselves with improving the environment. Through ARRA, a number of other federal programs will receive large investments in programs and projects that could create green jobs. These include investments in renewable energy infrastructure, energy-efficiency home retrofitting, bio-fuel development, and advanced drive train/vehicle development and manufacturing. It is important that local Workforce Boards engage in planning and outreach to identify opportunities to prepare and train workers for green jobs that are either emerging in their region and local economy or are as an outcome of other sources of ARRA and other federal funding. Locals are also encouraged to expand existing training programs, such as registered apprenticeship programs that have the potential to prepare workers for careers in the renewable energy sectors and for other green jobs. (See SETC's Green Jobs Report prepared by the Heldrich Center, Rutgers University for further information at <http://www.heldrich.rutgers.edu/News/NewsDetail.aspx?id=1604>).

- 1. Description of the planning process (level of WIB and/or Youth Council participation, planning with Community Colleges and other educational entities including vocational technical schools, higher education, organized labor and business/industry as well as regional planning efforts related to Green Jobs).**

Green jobs were discussed in the planning processes described in ARRA Planning: Planning IIA and IIB. Green planning discussions were based on the Rutgers "Green Jobs Report" which states: **"Specific hiring and short term training needs are still emerging – Stay tuned!"**

Based on the Rutgers University "Green Jobs in New Jersey's Economy" Report, MSW WIB is tracking the following green jobs for possible creation and expansion through ARRA:

Construction, Installation, Repair and Maintenance

- Skilled trades workers and laborers
- Building auditors and raters
- Facilities management

Architecture, Engineering and Project Management

- High-skill design, engineering, project mgt.

Manufacturing

- Production of RE/EE products and parts

Research and Development

- Basic research, testing and development of new RE/EE products and technologies

Business

- Administration
- Financial/Sales/Marketing
- Information Technology
- Carbon/SREC trading

The Rutgers report states that there is no standard definition of green jobs, most green jobs are traditional jobs with a “green layer,” green jobs cross many industry and occupational titles and that media and policy makers focus on green jobs in the energy sector.

Green jobs typically require a “pyramid” of skills consisting of a bottom layer of literacy, numeracy and workplace readiness skills, a middle layer of traditional job specific skills, knowledge and credentials and top layer of green job specific skills, knowledge and credentials.

Given the developing state of green jobs, MSW WIB feels it is prudent, for now, to target training resources to the bottom two pyramid levels. Such training is readily available and prepares trainees for both traditional and green jobs. MSW WIB will continue tracking the growth of green jobs until a clearer picture of training specific to green jobs emerges.

Green job tracking strategies includes monthly review of LWD Labor Market data, including the Real-Time jobs list, feedback from WIB members on emerging green jobs in target industries, discussions with training providers on employer requests for green job training, and frequent conversations with area temporary employment agencies on development in green job demand.

The WIB has identified all green job training providers on the New Jersey Eligible Training Provider List, and is monitoring the emergence of new green job training providers. These sources will provide adequate training options for green job seekers.

2. Assessment of the types of green jobs that are emerging in your local area including key industries and occupations.

The Rutgers report states that “weatherization and building retrofits will provide the greatest number of green jobs.” The green jobs emerging in the MSW WIB area include:

- Electricians
- Heating / Air Conditioning Installers
- Carpenters / Carpenters Helpers
- Construction Workers
- Roofers
- Insulation Workers
- Building Inspectors / Auditors

3. Description of planned activities that your local area intends to pursue in developing local programs.

MSW WIB is planning training in courses that provide traditional job specific skills in construction and building inspection as a platform for green jobs. The WIB is also

planning training in building architecture and design for Dislocated Workers with some green industry skills. MSW WIB has identified the following courses as being especially appropriate for ARRA training:

- Morris County School of Technology Building Environmental Systems Technology (1080 hours)
- Sussex County Technical School Building Trades (1060 hours)
- Union County Community College Building Inspector (75 hours)
- Rutgers Green Building Technical Professional (40 hours online)

MSW WIB will leverage NJ Workforce Development Program funds for the Rutgers course to supplement ARRA funding.

Since both Union County Community College and Rutgers are located outside the MSW WIB area, training at these institutions constitute regional initiatives.

4. Describe any regional and/or local projects you are presently planning.

As per **Adult F.5.**, MSW WIB has agreed to support the IBEW “Green Collar Job Path” apprenticeship program through applicant screening and referral and possible funding of some apprenticeship costs for eligible trainees. The apprenticeship program is open to both Dislocated Workers and Adults who meet apprenticeship entry requirements.

For each project area you expect to implement in the near future, if any, please provide the following information:

a) Description of project

The IBEW Local 102 Green Collar Career Path guarantees that all learning objectives for green collar are met while providing long-term career paths for trainees.

MSW WIB will support the program through referrals and possible funding.

b) Describe specific populations to be served by this project area including specific outreach efforts to ensure all population segments are knowledgeable about accessing services.

Adults and **Dislocated Workers** will be served. All One-Stop Career Center and IBEW Local 102 outreach and recruiting methods will be used for this project.

c) Please indicate how you and/or your partners intend to structure One-Stop Career Center services and programs to meet the needs of the youth and/or adults in line with the vision and expectations of ARRA.

One Stop staff, partners and affiliate sites will be informed of the program details and asked to identify, screen and refer appropriate candidates to the IBEW Local 102.

d) Key partners/description of each of their roles/ responsibilities.

IBEW Local 102 will conduct the Green Collar Career Path training. MSW ETS will screen and refer appropriate candidates. MSW WIB may fund some expenses for eligible trainees.

e) List industry sectors/occupations including a description of outreach activities with those industries.

IBEW local 102 recruit **electrician** apprentices.

f) Describe specific activities provided by the One-Stop Career Center in support of this project area provided by the One-Stop Career Center, including but not limited to: assessment, job development, job matching and retention, and any other relevant activities.

One Stop Career Center staff will screen and recruit applicants.

g) Describe any leveraged resources to be used to carry out the project area and in what ways these resources will be used in support of the project. Leveraged funds are in addition to ARRA and could include, but not be limited to: WIA annual allocation funds, local resources, partner resources, foundation and/or private sector funds, WIRED, REDI, and the National Emergency Grant funds where applicable.

MSW WIB may use WIA annual allocations to support this project.

h) Anticipated challenges/ideas to overcome.

The chief anticipated challenge is to identify apprenticeship costs that may be funded under ARRA and or WIA.

i) Projected numbers of individuals to be served by this means by quarter.

The tentative projects described above are in the early planning stages and MSW WIB currently lacks sufficient data on green job availability and project details.

IV. Staffing

Priorities/Key Issues:

Because ARRA funds are “one-time funds,” New Jersey is establishing a policy to limit permanent hiring of new staff except on a case-by-case basis. Existing staff should be charged to ARRA funding in line with their level of service using cost allocation methods.

- **Please list by position any new staff hired after 3/31/09 or proposed new staff that you expect to hire that will be paid by, in part or in whole, by ARRA funds. Indicate, the conditions under which they were hired, i.e., as temporary workers, interns, consultants, contract employees and/or intermittent. If any of these staff must be hired as permanent staff, please provide a rationale for why this is essential and why WIA regular funding is not being used.**

MSW ETS hired six summer interns to support summer youth program activities. Their employment will end by September 15, 2009

ILSW (Intermittent Labor Service Worker)

The Phillipsburg One-Stop Career Center has hired 1 ILSW.

The ILSW has been helpful in reducing workloads by performing duties that previously had been done by permanent LWD staff.

MSW WIB, in response to ARRA guidance on not hiring permanent staff, has chosen to address the ARRA workload with current staff. This necessitates extra work on the part of each One-Stop staff member. However, the staff agrees that the increased workload is justified by the WIB's intention to expend the maximum possible percentage of ARRA funds on direct training for customers. Given the staff's commitment and MSW WIB's history of fully expending WIA funds, we anticipate that all ARRA and WIA funds will be expended in a timely manner.

V. Capacity Building

Priorities/Key Issues:

There are high expectations of state and local workforce systems to implement ARRA funds in a manner that is innovative, transformational, and improves the quality and effectiveness of our services in an accountable and transparent manner.

- **Please provide a description, if any, of information/training/capacity building needs you have in preparing and developing the knowledge and expertise of your WIB members and staff, One-Stop Career Center staff and other entities involved in carrying out this plan.**

The WIB members and One-Stop staffs' most pressing current need is information on the emergence of green jobs. There are many estimates and projections of emerging green jobs but the WIB and its partners need "real time" information on numbers and types of green jobs as they become evident.

VI. Transparency/Reporting

Priorities/Key Issues:

One of the keystones of the ARRA is transparency, full disclosure and detailed reporting on job creation and sustainability as well as financial disclosure. All federal statistics will be kept online at www.recovery.gov. The Office of Inspector General and well as the Office of Management and Budget will be undertaking a strenuous review of all ARRA funds and programs.

In turn, the Governor's Office in New Jersey is preparing a similar plan for reporting results online at <http://www.nj.gov/recovery>. Policies are now being developed at both the federal and state levels which most likely will include weekly updates; monthly financial reports; a "Recovery" plan by each agency and; a separate "Recovery Program Plan" for each ARRA program named in the legislation.

The TEGL 14-08 cites the following responsibilities related to oversight of ARRA funds:

- ***Pursuant to WIA regulations at 20 CFR 667.410, each state recipient and subrecipient of Recovery Act funds must conduct regular oversight and monitoring of its WIA and Wagner-Peyser Employment Services activities and those of its subrecipients and contractors in order to determine that expenditures have been made against the appropriate cost categories and within the cost limitations.***
- ***Oversight and monitoring should determine whether or not there is compliance with programmatic, accountability, and transparency provisions of the ARRA and this TEGL, as well as the regular provisions of WIA and the Wagner-Peyser Act, as amended by WIA, and their regulations and other applicable laws and regulations.***

In addition to the monitoring described above, local Workforce Investment Boards are expected to conduct oversight of the progress and implementation of their local plans to achieve full enrollment and expenditure of funds in an effective and efficient manner. Key areas of local WIB Oversight include:

- ***Occupations selected for training are aligned to local and regional labor market demand as defined in this economy.***
- ***On track for training enrollments by quarter as projected and placements.***
- ***Ensuring substantial increases in One Stop services as well as training and placements.***
- ***Youth Funds allocated to summer programs and transitional services to education and work.***
- ***Transparency and accountability in reporting training, job creation and placements and expenditure of funds.***
- ***On track for full expenditure of funds by end of stimulus.***
- ***Oversight of ARRA budget, ensuring obligations/expenditures in line with requirements.***
- ***Coordination and effective utilization of PY '09 WIA, WDP, TANF, adult education and other funding sources with ARRA.***
- ***Development of strategies for industry sector involvement.***

- **WIB role in outreach, networking and developing relationships with key employers to secure training and placement opportunities.**

The New Jersey State Employment and Training Commission will be conducting oversight of local plan implementation with required scheduled reports. They also reserve the right to request periodic updates on any aspects of the plan described herein at any time.

It is important that all client information be processed quickly and accurately. ARRA reporting requirements make it necessary that all client records be data entered in real time for the sake of accurate statistical reporting.

As federal and state guidance is provided on the reporting and transparency requirements, the SETC may request additional information from local WIBs describing their local processes in meeting these new requirements.

The WIB will take the following actions to ensure transparency and reporting or oversight:

- Quarterly meetings of the WIB One-Stop Career Center Committee to review progress towards program and fiscal goals
- Review of monthly and quarterly financial reports by the WIB Director, One-Stop Operator and WIB Chair.
- Monthly posting of ARRA expenditure data on MSW WIB website.
- Through its oversight contract with the Employment & Training Institute, the WIB will monitor a representative sampling of significant ARRA training providers on a regular basis and in response to deviations from planned program performance.

VI. Sign-off

Each locally developed WIB Plan for ARRA funding will need to have official signatures relaying their intention of approval, compliance, and oversight of the plan as written for submission. Signatures required include the WIB Chair, Local Elected Official, WIB Executive Director, and One-Stop Operator. Along with the signatures, include their printed name and date of sign-off.

The SETC requests a draft plan to be submitted electronically to Deborah O’Kane at deborah.okane@dol.state.nj.us by May 29th, 2009. In order to adhere to the 30 day public comment requirement, WIBs should post their draft plan on their WIB website, and all other official WIB information posting sites. All public comments should be forwarded to the SETC by June 30th, 2009, along with any changes to your draft plan.