



2016 - 2020 Local Area Plan

Hudson County

WORKFORCE
DEVELOPMENT
BOARD



Jersey City

Engaging People, Enhancing Employers!

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Welcome Letter



Lourdes Valdes,
Chairperson

Benjamin Lopez
Executive Director

Laura Skolar-Gamarello,
Vice-Chairperson

October 1, 2019

Dear Community Stakeholder,

Thank you for taking the time to read our strategic plan and the future of Workforce Development in Hudson County and Jersey City. We are excited about our vision to *become a workforce development system that effectively collaborates with educational institutions, economic development authorities, employers and the community to provide a skilled labor force that makes Hudson County/Jersey City an ideal place to work and do business.*

In order to realize this vision, we continue to build off a platform that includes **our greatest assets: people, location and connection.** The Workforce Development Board is committed to utilizing all available resources to ensure the success of our workers and employers.

Thank you to all those who have served on our strategic planning committee and have contributed to this important process. Your input has been invaluable and will guide our efforts to move forward. This strategic plan is a living document that will steer our way forward.

Our new tagline is a great way to summarize our direction - The Hudson County/Jersey Workforce Development Board: **Engaging People/Enhancing Employers!**

Thank You,

A handwritten signature in blue ink, reading "Lourdes Valdes".

Lourdes Valdes,
Chairperson

A handwritten signature in blue ink, reading "Benjamin Lopez".

Benjamin Lopez
Executive Director

Introduction

Hudson County is warmly recognized as a key part of New Jersey's gateway region. Strategically located, Hudson County is the 4th most populous County in New Jersey and home to 12 municipalities, including Jersey City, the 2nd most populous City in the Garden State. It is bounded by the Hudson River that shares a skyline with New York City.



Among its many distinct characteristics Hudson County is home to Liberty State Park with access to the Iconic Statue of Liberty and Ellis Island. This Landmark has served as a historical entry for immigrants to the United States and signifies why Hudson County and Jersey City have such a diverse population that lives and works in its borders.

Hudson County/Jersey City has grown into a major employment center at the approximate core of the New York City metropolitan region; particularly given its proximity to Manhattan. Yet Hudson County/Jersey City has evolved into a robust and globally cosmopolitan center of its own, having built its economic and social foundation on cultural diversity.

Hudson County has a history of being a business innovator. Various businesses and industries are headquartered or had their start in Hudson County:

- Secaucus is home to The Vitamin Shoppe, Red Bull New York, MLB Network, NBA Entertainment, Goya Foods, The Children's Place and Hartz Mountain.
- Jersey City is home to Goldman Sachs, JP Morgan Chase and Verisk Analytics
- Hoboken is the birthplace of the first Blimpie restaurant, and home to one of the headquarters of publisher John Wiley & Sons.
- Union City, the 20th century, was the "embroidery capital of the United States", features the trademark of that industry appearing on the city's seal.
- Weehawken is home to the headquarters of NY Waterway, as well as offices for Swatch Group USA, UBS and Hartz Mountain.

Although both the County and City have experienced a great deal of success, the Workforce Development System continues to have an important role to play to ensure the future of the region. This leads to our mission to develop and maintain an equipped labor force built upon career pathways and 21st century skills by leveraging resources and creating strategies that increases the capacity of the workforce development system.

Key Terms

Clients	The Hudson County/Jersey City Workforce Development Board has two primary clients:	
	1) Workers - people seeking employment or job training assistance. This includes the unemployed, underemployed or dislocated workers.	2) Employers – any business or organization who is hiring people to work.
Partners	<p>The WDB has developed meaningful partnerships to assist with advancing our mission. These include:</p> <ul style="list-style-type: none"> • Education Partners – Hudson County Community College, Stevens Institute of Technology, St. Peter’s University, New Jersey City University and Hudson County Schools of Technology • Service Organizations • Economic Development Organizations • Chambers of Commerce • Government Partners (including NJ Department of Labor and SETC) • Choose NJ 	
Vendors	Training providers selected by the WDB or One-Stop Centers	

I. Strategic Plan Elements

Analysis of Local and Regional Economic Conditions

Hudson County/Jersey City is part of the North Partners Regional WDB/One-Stop Consortium (NJP) that is comprised of Bergen, Essex, Hunterdon, Passaic, Union, Somerset, Morris, Sussex, and Warren counties. The region borders the Delaware River, New York City, and the Atlantic Ocean. Hudson County borders Hudson River, with many of its cities (including Jersey City) sharing a skyline with New York City. The region includes more than 4.2 million people and more than half of New Jersey’s private-sector jobs. Per the US Census 2018 Population Estimate, Hudson County was home to 676,061 residents and Jersey City was home to 265,549 residents (approximately 40% of the County’s residents). Much like other counties that border New York



City, Hudson County residents are not only dependent on jobs within the county, but the partnership through this consortium. Although economic development and other officials are working to increase job opportunities in the county, workforce development professionals note that the labor market is regional with diverse career opportunities and resources that may reside in neighboring counties. Therefore, a regional approach and strategy to workforce development continues to be critical for successful workforce development implementation.

Work Based Commuting¹

A regional approach to workforce development is necessary for the system to adequately serve both residents and employers. In the Northern New Jersey Region 41.5% of residents work in another county while 14.5% of residents work in another state. Hudson County/Jersey City cannot be isolated when it comes to workforce strategy but must include and work with other Counties and regional partners to ensure that residents and businesses are aware of all the resources and opportunities available.

PLACE OF WORK	NJP REGION	NEW JERSEY (STATEWIDE)
Total Resident Workers	2,169,992	4,122,554
New Jersey	1,854,911	3,588,171
Work Out of State	315,081	534,383
New York	293,119	384,279
Pennsylvania	10,239	120,386
Connecticut	2625	3,519
Delaware	169	8,106
Maryland	655	1,912
Other States	87,277	16,181
% Worked in State	85.5%	87.5%
% Worked out of State	14.5%	12.5%
Live & Work in Same County	1,085,074	2,244,703
Work in State & Live out of State	186,451	295,759
% Live in Work in Same County	58.5%	64.2%
% Work Outside of County	41.5%	35.8%

Labor Force Nearing Retirement Age

Given the large number of Baby Boomers, the retirement numbers in the coming years are expected to rise across the nation. The NJP Region is no different. The percentage of the Labor Force aged 55 years or older is expected to increase 25% by 2024 and remain stable through 2034.

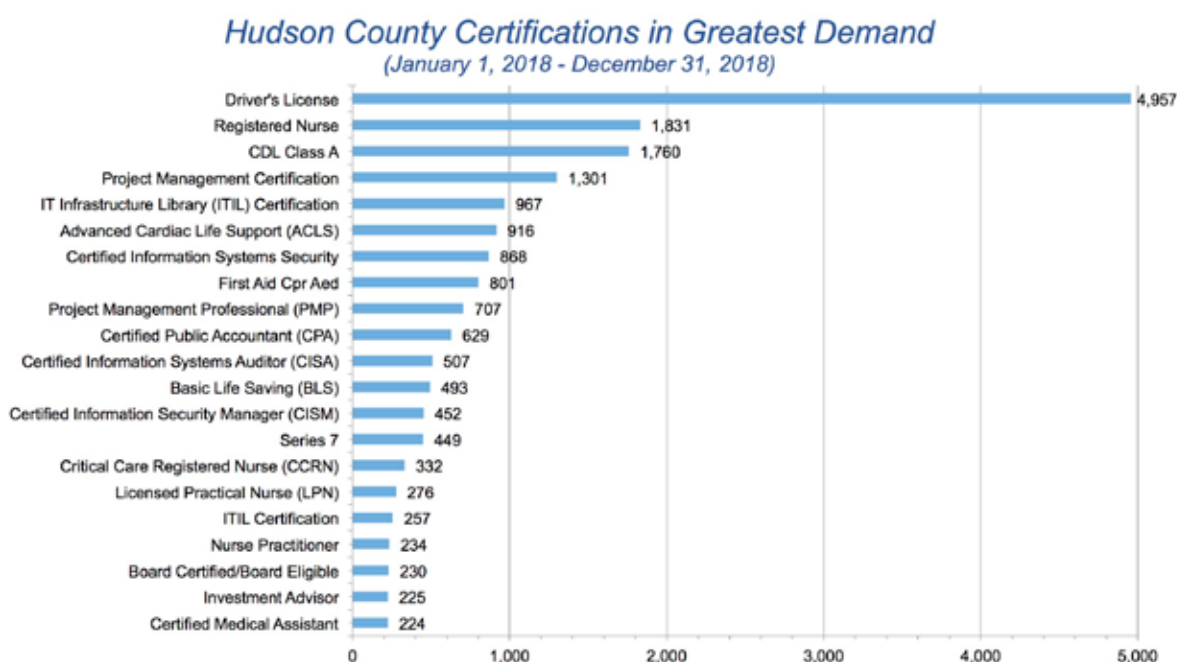
LABOR FORCE NEARING RETIREMENT AGE	2024	2034
Total Labor Force	2,381,100	2,689,700
Labor Force Age 55+	640,200	657,800
Percentage of Labor Force 55+	25.2%	24.5%

Analysis of the Knowledge and Skill Needed to Meet Employers' Need

Knowledge of the key skills and abilities needed by employers, now and in the future, is critical to inform and adapt workforce development strategies for the county and city. This has wide reaching implications that includes but is not limited to program design, funding priorities, industry valued credentials, and how we evaluate impact. In Hudson County of the top five greatest certifications in demand, two were related to transportation. Driver's License was number one and CDL Class A license was third in demand. The second certificate in demand was health care for registered nurses. Project management and IT

¹ North Jersey Partners (Winter 2015). Regional Workforce Collaboration: A Local Demonstration Project

Infrastructure Library rounded out the top five certifications in greatest demand. Ensuring that people have a driver's license or state issued ID has an impact on the future of Hudson County's ability to get more people employed. Employers still strongly value having a licenses or state ID. For many employers it gives a perception of responsibility and is often a condition for employment. The increase in demand for CDL certifications is proportional to the increase in the number of distribution centers locating in Hudson County and New Jersey as a whole. As trends of internet purchasing and logistic continues to grow, more CDL trained drivers will be needed to help fill gaps in employment. The rise in registered nurse certification is reflective of rise in health care trends and the demand in the industry. Project management and IT Infrastructure certification is also reflective of Hudson County's growing financial and insurance service businesses as well as the quickly evolving technology industry that impacts the overall way business is conducted.

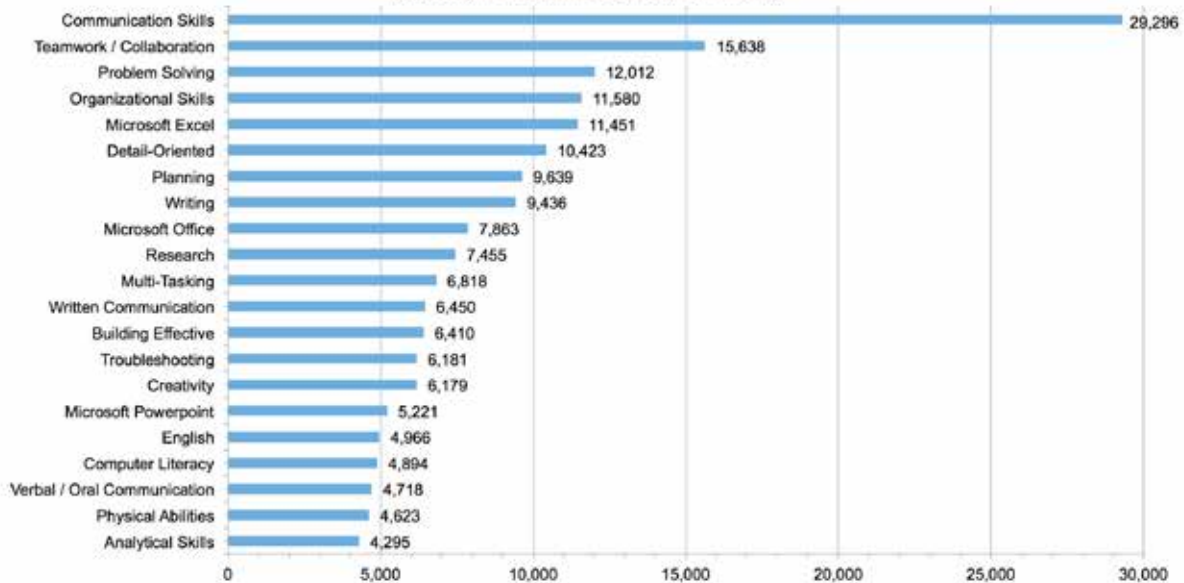


In Hudson County the top four baseline skills that are requested by employers are commonly known as "soft skills". The P21 Framework categorizes these skills as learning and innovation universally needed despite job specification or career track. Communications was listed first, almost double the number of the second most baseline skill, teamwork/collaboration. Problem solving and organizational skills are listed respectively at third and fourth on the list. Training in Microsoft Excel is the first competency ("hard skill") skill listed. But comes fifth on the list. Employers are not only concerned with technical skills but also interpersonal skills. Obtaining employment is not only about having hard skills, but possessing the emotional intelligence to navigate through a business climate, culture, and managing challenges. Hudson County and Jersey City's workforce development strategy must include a life skills curriculum that allows clients to obtain the soft skill tools to be successful in any business environment.

² Source: Burning Glass Technologies, Inc., Labor Insight
Prepared by New Jersey Department of Labor & Workforce Development, January 2019

Hudson County Baseline Skills in Greatest Demand

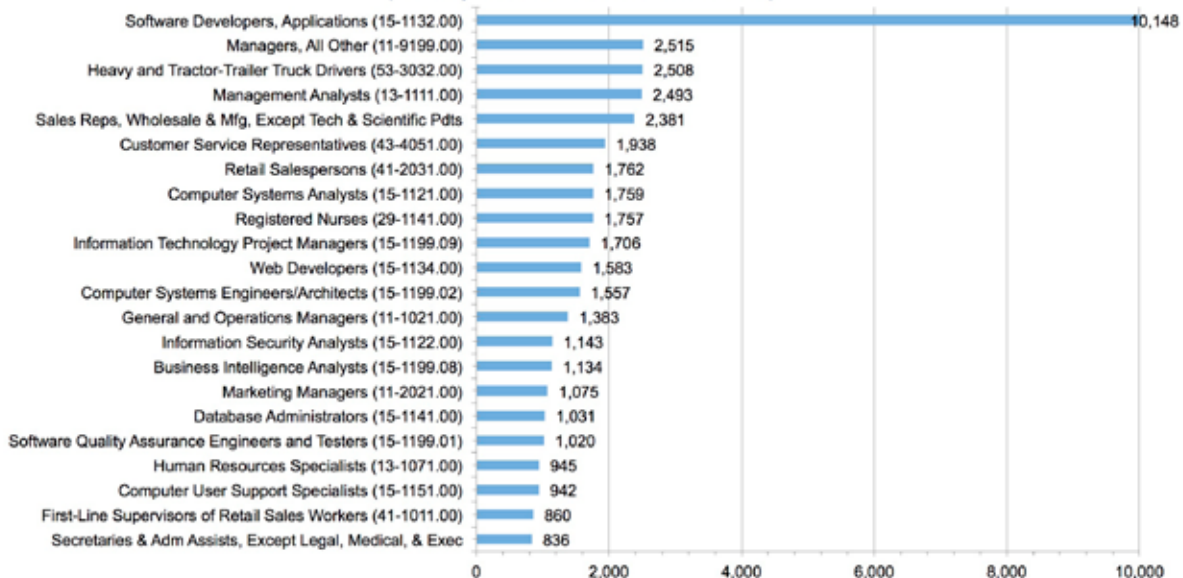
(January 1, 2018 - December 31, 2018)



³ The top occupational listing in Hudson County was in the information technology sector, software developers and application specialist, and accounted for 25% of the listings. The second was managers (2,515). Heavy and Tractor Truck Drivers, Management Analyst and Sales Reps, Wholesales & Manufacturing, and Expert Technical and Scientific Persons round out the top five. The occupational listing corresponds with the certifications most in demand previously listed. It is important that Hudson County and Jersey City review current Industry Valued Credentials that are being offered through providers and adjust the type of training or increase investment in relevant certifications.

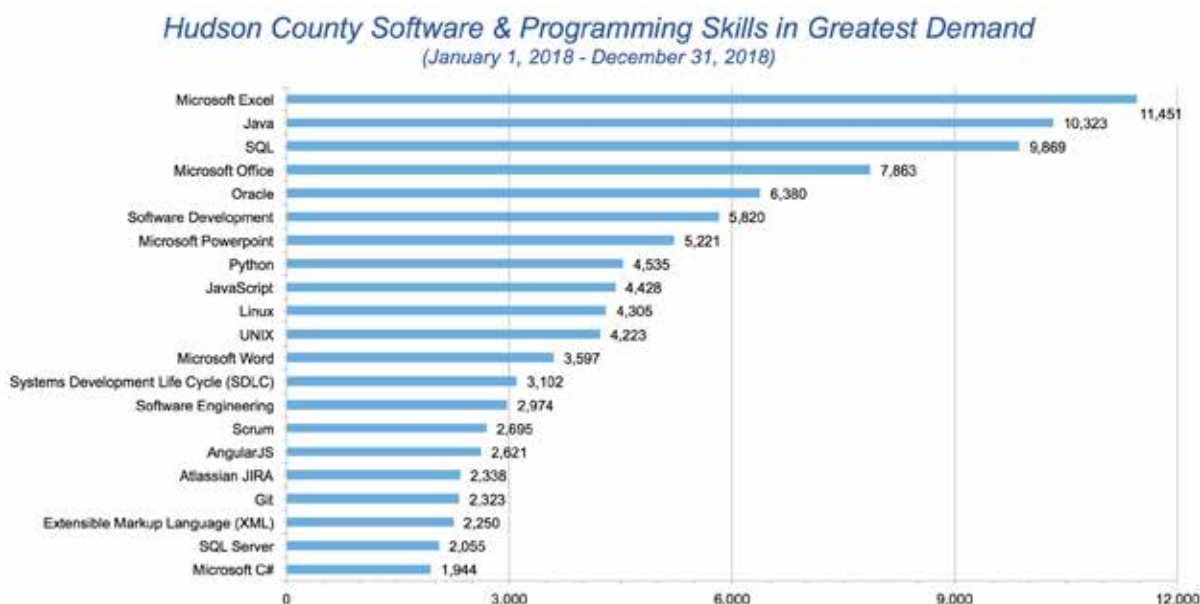
Hudson County Top Detailed Occupational Listings

(January 1, 2018 - December 31, 2018)



³ Source: Burning Glass Technologies, Inc., Labor Insight. Prepared by New Jersey Department of Labor & Workforce Development, January 2019

In Hudson County, Microsoft Excel was listed as the most in demand software and programming skills by employers. Java came in second place with SQL, Microsoft Office and Oracle rounding out the top five respectively. Workers with certifications in technology are essential to businesses in Hudson County and Jersey City. Workforce development strategies must make investments in these areas to ensure County/City residents are equipped to compete for jobs in related industries.



Analysis of the Workforce in the Region

Demographics

The Demographics in Hudson County show a diversity of people living in the area. The majority of residents identified as Hispanics in both Hudson County (43.2%) and Jersey City (28.8%). The median age of residents in Hudson County (34.9) and Jersey City (33.9) is younger than the state average (39.6). Residents in Hudson County and Jersey City are younger than the state.

	NEW JERSEY	HUDSON COUNTY	JERSEY CITY
White	56.1%	28.8%	20.9%
Black	12.7%	10.8%	22.1%
Asian	9.4%	15.0%	25.3%
Hispanic	19.7%	43.2%	28.8%
Other	2.1	2.2%	2.9%
Median Age	39.6	34.9	33.9

Labor Force Supply

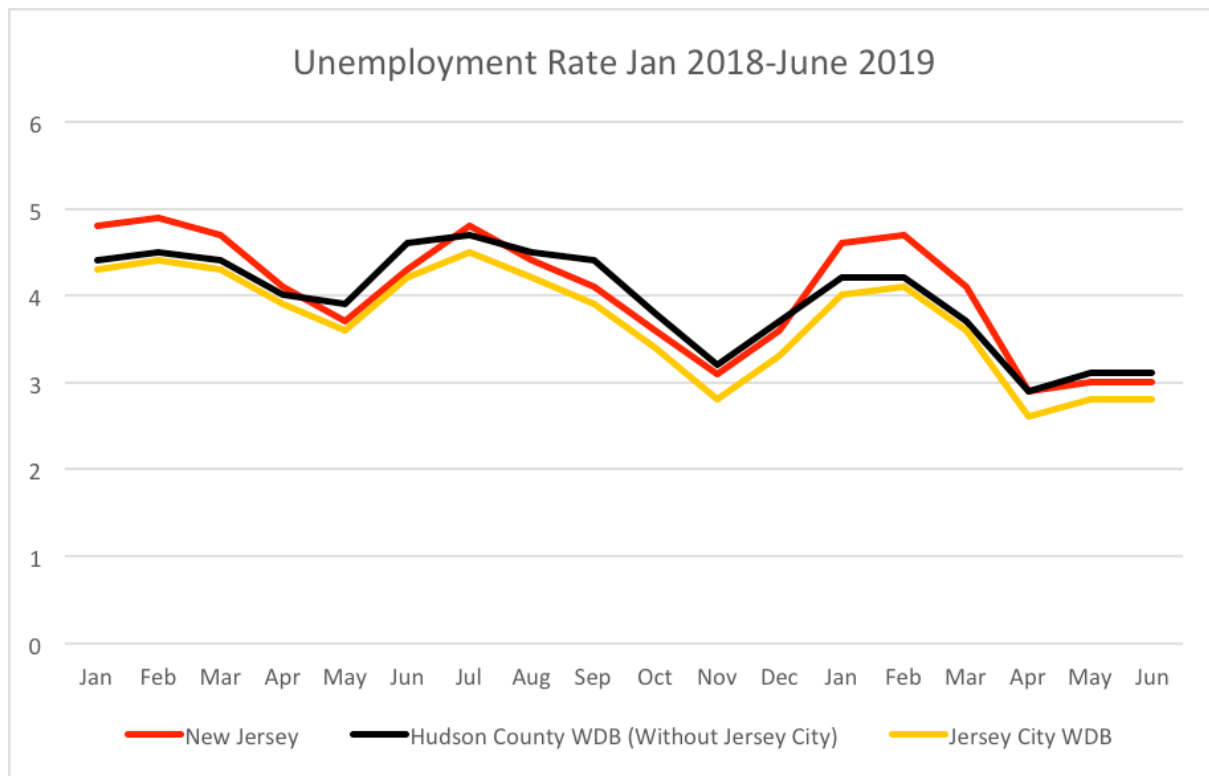
From 2012-2018 the total labor force decreased in NJ by 2.8%, Hudson County experienced a slight decrease (0.5%) and Jersey City experienced a decreased of (0.2%). However, the number of employed individuals increased in the state by 1.6% during the same period. Both Hudson County and Jersey City outpaced the state with 3.7% and 4.0% growth rates respectively.

LABOR AREA	2013	2014	2015	2016	2017	2018
Hudson County, NJ						
Labor Force	359,500	357,200	358,800	359,200	360,300	357,600
Employment	331,200	334,400	339,500	342,300	344,600	343,800
Unemployment	28,300	22,800	19,300	16,800	15,700	13,900
Unemployment Rate	7.9	6.4	5.4	4.7	4.4	3.9
Jersey City, NJ						
Labor Force	139,171	138,726	139,258	138,690	140,046	138,953
Employment	127,870	129,780	131,688	132,038	133,560	133,240
Unemployment	11,301	8,946	7,570	6,652	6,486	5,713
Unemployment Rate	8.1	6.4	5.4	4.8	4.6	4.1
New Jersey						
Labor Force	4,548,600	4,487,000	4,489,000	4,474,700	4,453,500	4,422,900
Employment	4,173,800	4,183,500	4,229,200	4,252,100	4,247,500	4,239,600
Unemployment	374,700	303,500	259,800	222,600	206,000	183,400
Unemployment Rate	8.2	6.8	5.8	5.0	4.6	4.1

Data from current labor force supply helped to identify the current and expected future strengths of the workforce across the region and in Hudson County. In the region, civilian labor force is expected to grow by 12.5% from 2014 to 2034, which is slightly higher than the expected State growth (10.8%). The forecast places Hudson County's growth among the highest at 18.6%. Hudson County and Jersey City workforce development strategies must be ready to help people be trained and equipped for the projected growth.

PROJECTIONS OF CIVILIAN LABOR FORCE BY COUNTY						
	2024	2034	Change: 2014-2024		Change: 2024-2034	
			#	%	#	%
State of New Jersey	4,744,700	5,018,700	226,100	5.0	274,000	5.8
NJP Region	2,538,900	2,689,700	157,800	6.6	150,800	5.9
Hudson	390,800	427,500	32,900	9.2	36,700	9.4
Bergen	509,000	545,100	29,600	6.2	36,100	7.1
Essex	405,700	424,700	29,800	7.9	19,000	4.7
Hunterdon	64,800	64,000	-1,600	-2.4	-800	-1.2
Morris	283,100	296,100	19,200	7.3	13,000	4.6
Passaic County	254,600	268,200	6,200	2.5	13,600	5.3
Somerset	181,100	199,000	14,100	8.1	10,900	5.8
Sussex	76,500	73,900	-2,200	-2.8	2,600	-3.4
Union	311,200	337,100	32,100	11.5	26,900	8.3
Warren	55,100	54,100	-2,300	-4.0	-1,000	-1.8

Within the NJP region, there remains a massive gap in unemployment relative to pre-recession levels. While the unemployment rate started to decline in 2013, this unemployment gap was more a result of decreasing labor force participation due to retiring, aging, and discouraged workers, rather than overall economic health. Future job growth is likely to remain concentrated in low-wage occupations and industries; however, the majority of growth occupations require a high school diploma or more. Through 2020, health care and social assistance is the top growth industry, while information, government, and manufacturing industries are projected to decline. Given the current macroeconomic conditions, policies that improve labor demand may be more effective in creating long-term regional living wage employment opportunities.⁴



"Come to Hudson County where the people are diverse, committed, and real!"

-Samantha Moore, Administrator, Hudson County Health and Human Services

⁴ North Jersey Partners (Winter 2015). Regional Workforce Collaboration: A Local Demonstration Project.

Regionally, the top five industries in terms of net regional employment are 1) educational services, health care, and social assistance; 2) professional scientific, management, administration, and waste management services; 3) retail trade; 4) manufacturing; and 5) finance, insurance, real estate, and rental and leasing. These five industries comprise 66% of the total civilian employed population aged 16 and older.

Resident Employment by Industry in the Region⁵

INDUSTRY	RESIDENT EMPLOYMENT
Educational services, health care, and social assistance	511,361
Professional, scientific, mgmt., admin, and waste mgmt. services	303,330
Retail trade	242,970
Manufacturing	215,884
Finance, insurance, real estate, and rental and leasing	207,254
Arts, entertainment, recreation, accommodation, and food service	169,163
Transportation, warehousing, and utilities	132,828
Construction	121,674
Other services, except public administration	105,026
Wholesale trade	80,448
Public administration	79,308
Information	70,925
Agriculture, forestry, fishing and hunting, and mining	5,015
Total civilian employed population 16 years and older	2,245,186

In 2017, Hudson County had 354,000 total employees. The top five industries were 1) Health care and social assistance; 2) Professional, scientific and technical services; 3) Retail trade; 4) Finance & insurance and 5) Educational services.

TOP INDUSTRIES IN HUDSON COUNTY		
	#	%
Health Care and Social Assistance	39,374	11.1%
Professional, Scientific and Technical Services	37,558	10.6%
Retail Trade	37,279	10.5%
Finance & Insurance	32,705	9.2%
Educational Services	27,820	7.9%

In 2017, Jersey City had 135,799 total employees. The top five industries in Jersey City slightly differ from Hudson County. The first two industries, health care and social assistance and professional, scientific and technical services, were consistent with Hudson County. Jersey City has a larger concentration of employment in Finance and insurance which comes in at number three. Rounding out the top five are retail, trade and transportation, and warehousing.

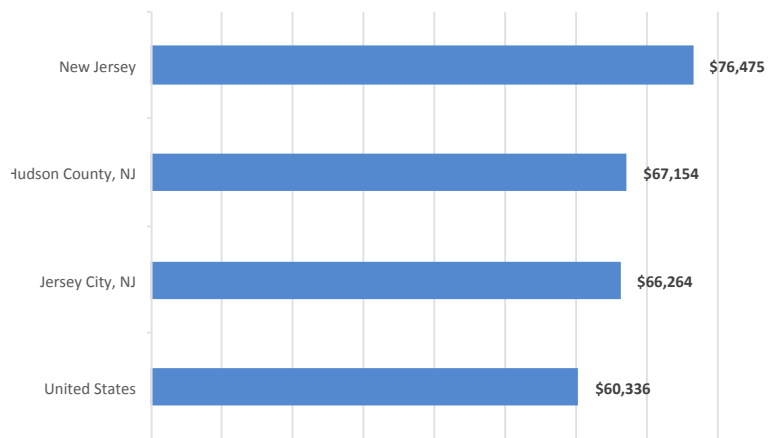
TOP INDUSTRIES IN JERSEY CITY		
	#	%
Health Care and Social Assistance	16,634	12.2%
Professional, Scientific and Technical Services	16,358	12.0%
Finance & Insurance	15,376	11.3%
Retail Trade	14,231	10.5%
Transportation and Warehousing	11,185	8.2%

⁵ Source: US Census Bureau. 2010–2014 American Community Survey 5-Year Estimates.

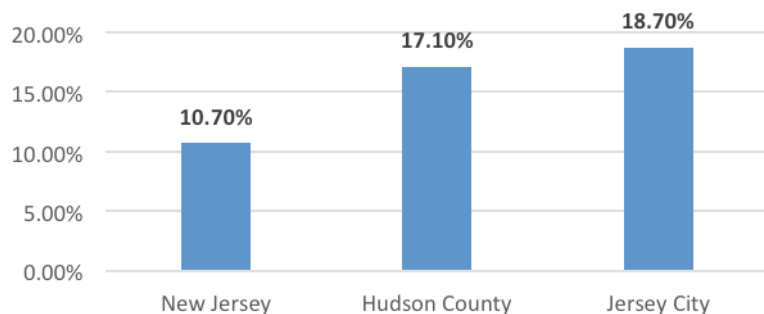
Income & Poverty⁶

Median household income in Hudson County is \$67,154. Males in Hudson County have an average income that is 1.38 times higher than the average income of females, which is \$62,638. Households in Jersey City have a median annual income of \$66,264, which is more than the median annual income of \$60,336 across the entire United States. This is in comparison to a median income of \$63,227 in 2016, which represents a 4.8% annual growth. However, the County and City's median income lags behind the state which is \$76,475. It was determined that 17.1% of the Hudson County population (115k out of 672k people) live below the poverty line, a number that is higher than the national average of 13.4%. The largest demographic living in poverty are Females ages 25 - 34 (10,539, 9.14% of all person in poverty), followed by Females ages 35 - 44 (8,241, 7.31% of all person in poverty) and then Males ages 25 - 34 98,241 of all person in poverty).

Median Household Income, 2017



Persons Living In Poverty



The most common racial or ethnic group living below the poverty line in Hudson County is Hispanic (63,302, 35.5% of all persons in poverty), followed by White (60,585, 33.9% of all person in poverty).

Approximately nineteen percent (18.7%) of the Jersey City population (49.2k out of 263k people) live below the poverty line, a number that is higher than the national average of 13.4%. The largest demographic living in poverty are Females ages 25 - 34 (4,935, 10% of all persons in poverty), followed by Males ages 25 - 34 (3,332, 6.8% of all persons in poverty and then Females ages 18 - 24 (3,324, of all person in poverty).

⁶ Source: US Census Bureau. 2013-2017 American Community Survey 5-Year Estimates

Similar to the County, the most common racial or ethnic group living below the poverty line in Jersey City, NJ is Hispanic (17,809, 26.6% of all persons in poverty), followed by White (16,351, 24.4% of all person in poverty).

Unemployment Characteristics

The number of unemployment claimants in both Hudson County and Jersey City were males by a slight majority. The racial makeup by claimant differed for the County versus Jersey City. The majority of claimants in Hudson County were White and over 60% claimed Hispanic ethnicity. While the majority of claimants in Jersey City were African American, 57% were of non-Hispanic ethnicity. The Educational Attainment percentage for the County and City were similar. In Hudson County over 21% had less than a high school diploma and 42.2% were high school graduates. In Jersey City, approximately 20% had less than a high school diploma and 44% were high school graduates. Sixty-one percent (61%) of claimants in Hudson County and 69% of claimants in Jersey City made less than \$30,000 per year.

	HUDSON COUNTY		JERSEY CITY	
	Claim	Percent	Claim	Percent
Total Claimants	6,131	100%	4,397	100%
Male	3,270	53.3%	2,208	50.2%
Female	2,862	46.7%	2,190	49.8%
Race				
White	3,658	59.7%	1,158	26.3%
Black	522	8.5%	1,979	45.0%
Asian	166	2.7%	278	6.3%
Other	130	2.1%	85	1.9%
Chose Not to Answer	1,656	27.0%	897	20.4%
Ethnicity				
Hispanic	3,721	60.7%	1,436	32.7%
Non-Hispanic	1,936	31.6%	2,528	57.5%
Chose Not To Answer	475	7.7%	433	9.9%
Educational Attainment				
Less Than High School	1,316	21.5%	866	19.7%
High School Graduate	2,588	42.2%	1,926	43.8%
Some College Including Associates Degree	1,183	19.3%	9902	20.5%
Bachelor's degree and More	1,044	17.0%	703	16.0%
Age				
Under 25	421	6.9%	470	10.7%
25-35	1,430	23.3%	1,405	31.9%
35-44	1,313	21.4%	965	22.0%
45-54	1,432	23.4%	806	18.3%
55-64	1,103	18.0%	570	13.0%
65 and over	375	6.1%	154	3.5%
Missing Data	59	1.0%	27	0.6%

	HUDSON COUNTY		JERSEY CITY	
	Claim	Percent	Claim	Percent
Wages				
Less than \$5,000	129	2.1%	131	3.0%
\$5,000 - \$10,000	660	10.8%	627	14.3%
\$10,001 - \$20,000	1,781	29.1%	1,431	32.5%
\$20,001 - \$30,000	1,204	19.6%	864	19.6%
\$30,001 - \$40,000	742	12.1%	486	11.0%
\$40,001 - \$50,000	522	8.5%	290	6.6%
\$50,001 - \$60,001	345	5.6%	182	4.1%
\$60,000 & Over	749	12.1%	386	8.8%

Veteran Employment⁷

Veterans account for 2.5% of Hudson County and 2.2% of Jersey City's populations. The median income for Veterans in Hudson County and Jersey City, \$39,300 and \$40,000 respectively, lags behind median income for all of Hudson County and Jersey City, \$67,154 and \$66,264 respectively.

	HUDSON COUNTY	JERSEY CITY
Number of Veterans	13,274	4,640
Percentage of Population	2.5%	2.2%
Median Income	\$40,000	\$39,300
Percentage of Labor Force (Ages 18-64)	77.1%	75.4%
Percentage Living Below the Poverty Line	10%	14.5%
Percentage with a Disability	22.1%	24.5%
Percentage whom served in Vietnam War	29%	29.5%

Educational Attainment for the Region, Hudson County and Jersey City⁸

The educational attainment for young adults ages 18-24 highlights that the number of persons with less than a high school degree remains consistent in comparison to each other. Hudson County and Jersey City are both lower than the state average of 11.6%. Both Hudson County and Jersey City have 63% of its population ages 18-24 who have attended some college or have a degree beyond high school. Jersey City has a higher percentage of persons with a bachelor's degree (24%) than Hudson County as a whole (20.2%). Overall these statistics indicate that a



⁷ Ibid

⁸ Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates. 2017

significant number of young adults have enrolled in academic programming beyond high school at both the County and the City level.

POPULATION 18 TO 24 YEARS	NEW JERSEY	%	HUDSON COUNTY	%	JERSEY CITY	%
Less than high school	92,320	11.6%	6,578	11.1%	2,520	10.6%
High school graduate (includes equivalency)	224,905	28.3%	15,175	25.7%	6,185	26.1%
Some college or Associate Degree	357,976	44.9%	25,348	43.0%	9,278	39.2%
Bachelor degree or higher	121,440	15.2%	11,911	20.2%	5,692	24.0%

In the population of 25 years and older, Hudson County has a large population with less than a high school diploma (16.2%) at 6% higher than the state of NJ as a whole. Jersey City is slightly lower than Hudson County with 13.9%. Jersey City however has a higher rate of persons with bachelor's degrees or higher (44.7%) compared to Hudson County (39.4%) or even the state of NJ (38.1%).

POPULATION 25 YEARS AND OVER	NEW JERSEY	%	HUDSON COUNTY	%	JERSEY CITY	%
Less than high school	666,782	10.8%	78,305	16.2%	25,255	13.9%
High school graduate (includes equivalency)	1,722,597	27.9%	126,237	26.2%	43,900	23.5%
Some college or Associate's Degree	1,426,484	23.1%	87,836	18.3%	34,251	18.3%
Bachelor's degree or higher	2,347,836	38.1%	189,467	39.4%	83,338	44.7%

Housing Overview

The median property value in Hudson County was \$377,800 in 2017, which is 1.74 times larger than the national average of \$217,600. Between 2016 and 2017 the median property value increased from \$370,200 to \$377,800, a 2.05% increase. The homeownership rate in Hudson County, NJ is 31.7%, which is lower than the national average of 63.9% and New Jersey rate of 64.1%. Thus, higher than average property values have created a much higher percentage of persons renting.

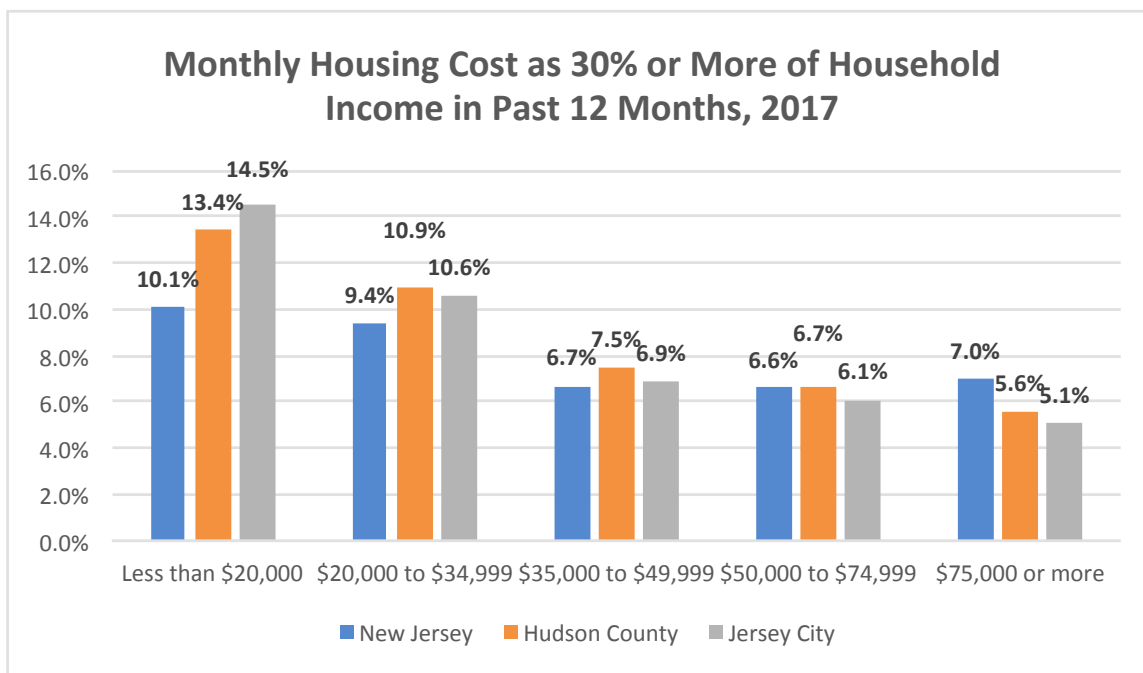
Jersey City's median property value was \$379,900 in 2017, which is 1.75 times larger than the national average of \$217,600. Between 2016

	NEW JERSEY	HUDSON COUNTY	JERSEY CITY
Home Ownership Rates	64.1%	31.7%	31.2%

and 2017 the median property value increased from \$376,300 to \$379,900, a 0.957% increase. The homeownership rate in Jersey City, NJ is 31.2%, which is lower than the national average of 63.9%.

National experts and housing counselors recommend that no more than 30% of an individual or family's take home pay (with some flexibility depending on various circumstances) should be spent on housing expenses. For those with lower incomes, having housing cost that exceed 30% is more likely to add financial stress and limit housing options. Housing location can have impact on a variety of quality of life factors including, transportation cost, healthy food and

employment options. Helping people obtain a sustainable wage enables them to make choices that can lead to a better quality of life. Those making less than \$20,000 in Hudson County and Jersey City, 13.4% and 14.5% respectively, pay more than 30% of their monthly wages in housing costs.



Homeless Overview

NJCounts, a point-in-time tally of homeless residents conducted across the state in January 2019, counted 829 homeless individuals from 660 households in Hudson County. This year's figures are down 9.6 percent from last year's tally, when 917 people from 728 households. The decline in Hudson County mirrored a similar trend across the state. A total of 8,941 residents statewide were recorded as being homeless this year -- a 12.4 percent decrease from last year's total of 10,211.

At the time of the count, more than 27 percent of the homeless people counted in Hudson County - 226 people - said they were "unsheltered homeless," a 33.7 percent increase from 2015. Those considered "sheltered homeless" reported staying at shelters.

Despite having counted nearly 100 fewer homeless residents this year, Hudson County still comprises 9.3 percent of New Jersey's homeless population, the highest count in the state.⁹

Of the homeless counted in Hudson County, 147 were children under the age of 18. More than half of those counted reported having a disability, including substance abuse disorders, mental health issues and chronic health conditions.

⁹ Mota, Kate. January 16, 2019. The New Jersey Journal. https://www.nj.com/jjournal-news/2016/06/counts_finds_fewer_homeless_pe.html#incart_river_index

Health Care Coverage

In 2017, it is reported that 13.2% of Hudson County Residents were uninsured compared to 9% for the state and 10.2% for the US. This is important because the lack of health insurance is strongly associated with lack of access to health care services, particularly preventive and primary care. The uninsured are significantly more likely to be in fair or poor health, to have unmet medical needs or surgical care, not to have had a physician or other health professional visit, and to lack satisfaction in quality of care received.¹⁰ This can have an impact on a person's ability to find or sustain employment

"Hudson County has evolved as a vibrant place to live and work. Improved health care and education options have positively impacted families' decisions to stay and raise their children here."

-Laura Skolar-Gamarello, Vice Chair, Hudson County/Jersey City Workforce Development Board

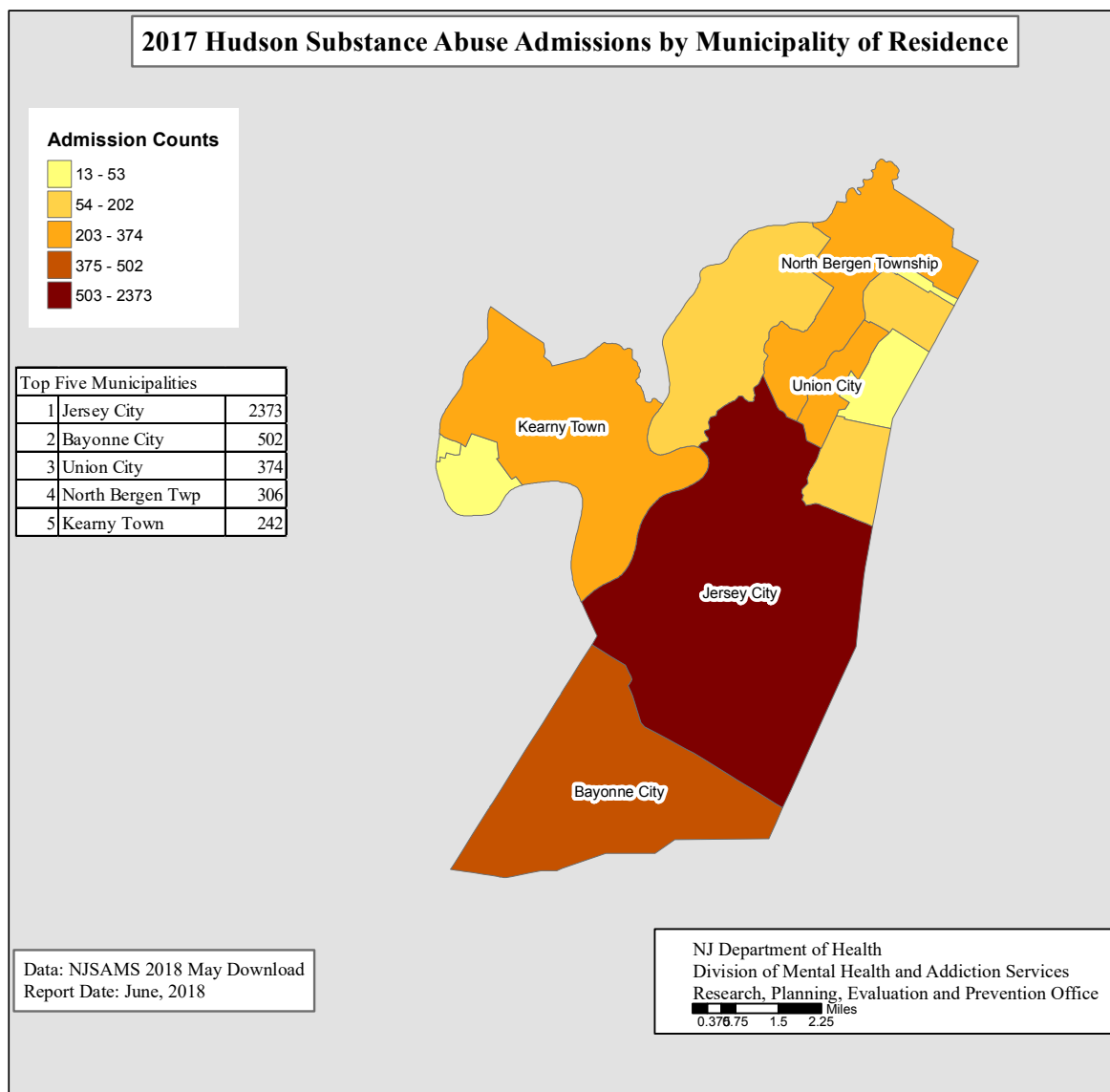


¹⁰ New Jersey Department of Health. NJ Jersey State Health Assessment Data: 2017 Hudson County Public Health Profile Report. Accessed on Oct. 22, 2019: <https://www-doh.state.nj.us/doh-shad/community/highlight/profile/HealthInsCov.County/GeoCnty/9.html>

Substance Abuse

Although Hudson County is not among the top five counties in New Jersey for substance abuse, it is an issue that shouldn't be ignored when thinking through various factors of employment for residents. The 2017 New Jersey Substance Abuse Treatment Admissions for Hudson County Residents report that there were 4,534 admission (3,331 unduplicated). Over half the admission, 2373, were in Jersey City. Key statistics from the report states:

- The Criminal Justice System referred 36% of those admitted to treatment programs
- The primary drug people were admitted for was for Heroin (36%)
- Only 52% completed high school
- 36% were not in the labor force at the time.
- 70% were male



English Language Learners

Fourteen percent (14%) of adults in the State report speaking English “less than very well.” Hudson County reports twice as many than the State at 29% of adults. For people who speak “a language other than English,” the number increases to 47% at the State. Assisting ESL learners with supportive services is essential for closing unemployment gaps.

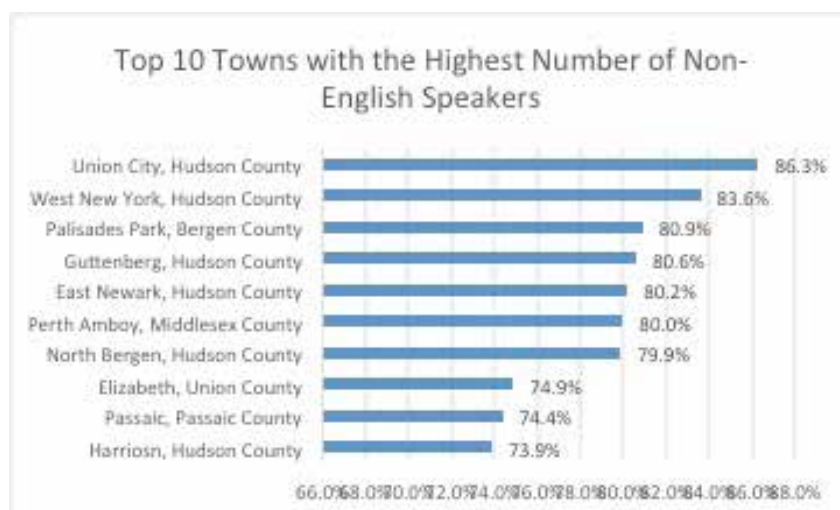


Nearly a third of New Jersey residents now speak a language other than English at home and the population of people who were born outside the U.S. continues to grow. About 2.6 million residents, or 30.7 percent, above the age of 5 speak a language other than English at home, according to U.S. Census Bureau. That’s an increase of 1.5 percentage points over the last 10 years.

The most prevalent language spoken in New Jersey other than English is Spanish, according to the data. The percentage of Spanish-speaking residents increased from 14.8 percent to 15.9 percent. By comparison, 13 percent of residents nationwide speak Spanish.

Six of the top ten towns with the highest number of non-English speakers are located in Hudson County.¹¹

Percentage of Adults, English Speaking, “Less Than Very Well”	
County	
Bergen	17%
Essex	17%
Hudson	29%
Morris	10%
Passaic	26%
Somerset	11%
Sussex	3%
Warren	3%



¹¹ Astudillo, Carla and Raychaudhuri, Disha. January 16, 2019. About 2.6M people in NJ don’t speak English at home, new Census data shows. NJ Advance Media. <https://www.nj.com/data/2017/12/new-jersey-now-has-more-non-english-speakers-censu.html>

Literacy

In the US, 63 million adults—29% of the country’s adult population—don’t read well enough to understand a newspaper story written at the eighth-grade level. An additional 30 million—14% of the country’s adult population—can only read at a fifth-grade level or lower. Forty-three percent (43%) of adults with the lowest literacy rates in the United States live in poverty.¹²

Analysis conducted by the State Council for Adult Literacy Education Services indicates that a significant portion of the State’s population could benefit from literacy and English language programs. For example:

- 1) 17% of adults lack basic prose literacy skills; and
- 2) 12% have not earned a high school diploma.

The statewide impact of low levels of education is clear. For example:

- 1) 34% of those without a high school diploma are not in the workforce, while only 17% with some college or an associate degree are in that category;
- 2) those with less than a high school diploma earn, on average, about half of the State’s median income. Twenty percent (20%) of those without a high school diploma are living in poverty.¹³

Hudson County has the highest percentage (30%) of adult learners with low literacy rate in New Jersey. Essex County is close behind with 28% and Passaic County at 26% of adults classified as having low literacy rates. The low literacy rates of all three counties are higher than the State average of 17%.¹⁴ The increase of non-English speaking population has impacted the need for ESL and Literacy services in Hudson County and Jersey City. The Workforce Development Board should evaluate the level of services in these areas and determine if additional investment is needed to accommodate for growth.

Families and adult learners needing basic education are an enormous potential asset. They want to improve their lives, their communities, and their children’s future. Ninety percent (90%) of Fortune 1000 companies stated that “low literacy levels are limiting their productivity and profitability.” Literacy is essential for job opportunities, participation in civic and community engagement, and meaningful involvement in children’s education.

Transportation

Hudson County residents have excellent access to public transportation and Hudson County also serves as a gateway for a large part of Northern NJ due to NJ Transit stations in Secaucus and Hoboken. Transportation Infrastructure plays a key role in the health of the regional and local economy: As Hudson County, specifically Jersey City, is the public

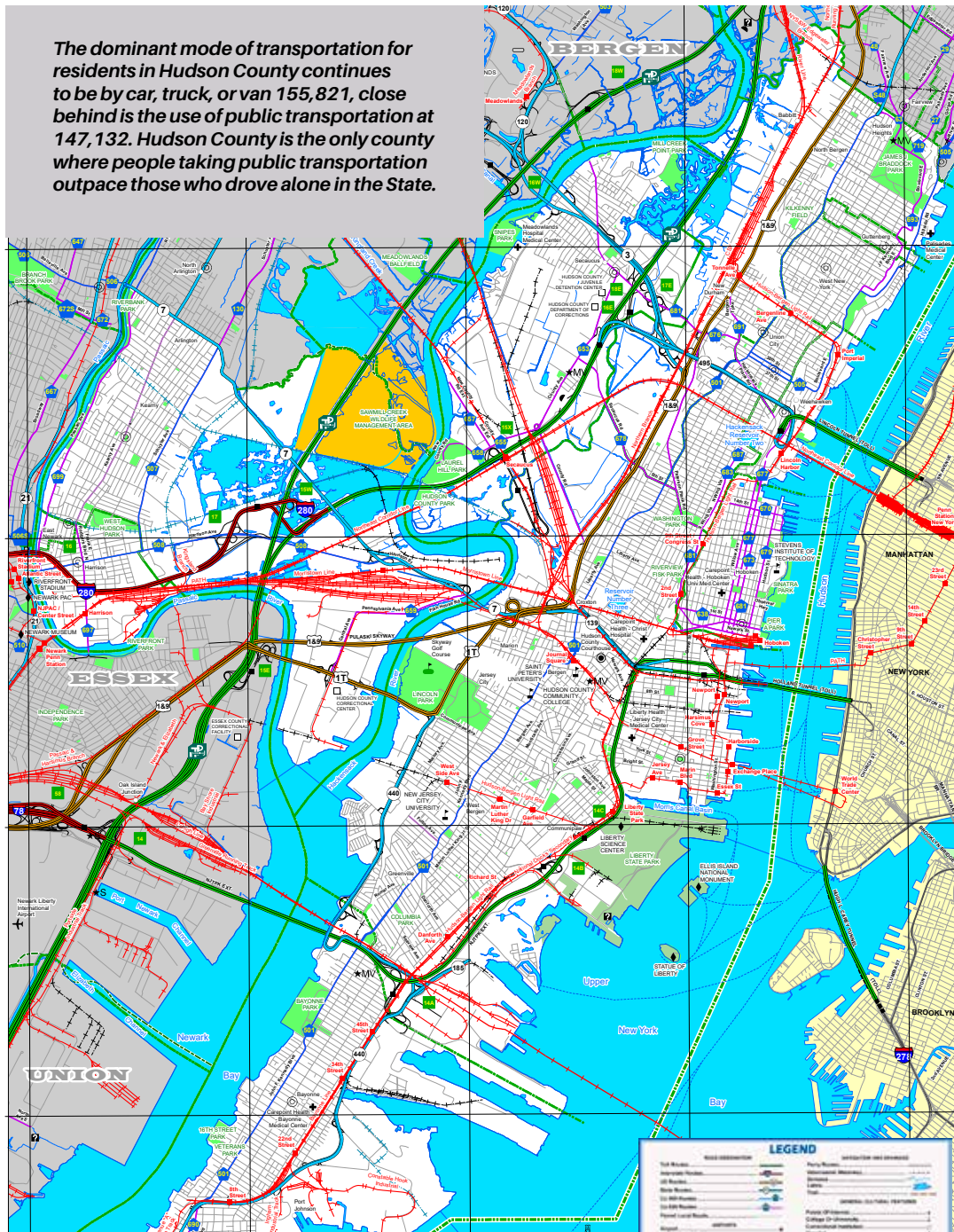
¹² ProLiteracy, 2010 Census, LVNJ, State of Adult Literacy Report, Department of Education, Ohio Research Center, Do Something.org, ThinkQuest.

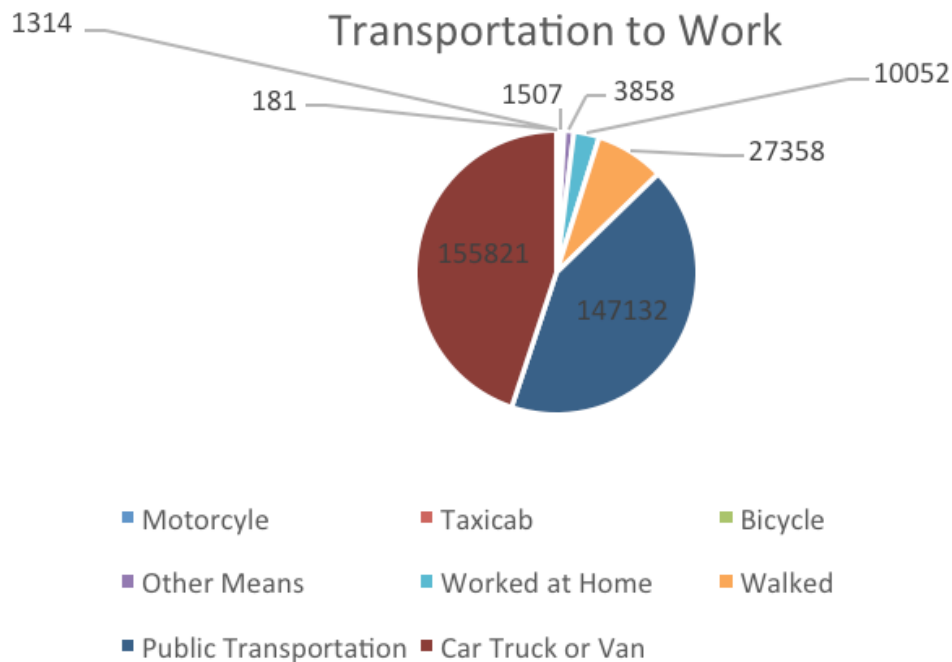
¹³ Jacobson, Erik (2013). Investing in New Jersey’s Adult Learners: Needs Analysis and Recommendations Regarding the State of Adult Literacy Education in New Jersey. State Council for Adult Literacy Education Services for the New Jersey State Employment and Training Commission.

¹⁴ National Center for Educational Statistics.

transportation gateway. From Northern NJ and Central NJ to NYC, the transportation gateway sector plays a key role for both New Jersey's economy and for the regional workforce.

Hudson County provides access to major highways and the Lincoln & Holland Tunnels, which provide access to Manhattan. The PATH train, New Jersey Transit trains and Light Rail, are all transit modes that service Hudson County Residents. Hudson is also home to an extensive Ferry System with access to various points in New York City.





Many job seekers will continue to need a cost-effective public transportation system to obtain and sustain employment. For the 17% of NJ residents who work out of state, a large portion of whom travel through and use Hudson County as a gateway to get to their jobs in NYC.

In order to maintain a healthy economy, especially where this densely populated and regional, our transportation network (including highways, bridges, tunnels and public transit) must remain healthy, properly maintained, and properly funded. If the transportation network is not properly maintained and funded, the state's economy and workforce will suffer.

Analysis of Workforce Development Activities

The Workforce Development Board held a strategic planning session with its designated subcommittee. The committee are a group of committed professionals dedicated to service in Hudson County and Jersey City. During a half day exercise the group identified Strengths, Weaknesses, Opportunities & Considerations¹⁵ (SWOC). The responses for this were vast and many, indicating that those whom were in the session felt confident in the work that has been done by many and that Hudson County/Jersey City has a strong foundation to build upon and is moving in the right direction. Highlight of the responses are as follows:

¹⁵ Normally called threats.

Strengths

In terms of workforce development, education, and employment Hudson County/ Jersey City has in the last five years.

...Expanded public transportation options in the county and enhanced busing system.

...Increased opportunities in both the County and City that is evidenced by the construction of new buildings and economic development projects.

...Diversified its funding sources in various areas including socio-economic.

...Increased the number of people graduating from college or skilled labor.

...Developed partnerships to encourage and promote job fairs in the County and City.

...Prepared clients which is supported by key data including the decrease in the unemployment rate and recidivism numbers as well as reduction in Welfare and General Assistance clients.

...Implemented non-academic credentialing programs for workforce development through our area colleges.

...Advanced entrepreneurial efforts and business development through The County/City offices.

...Became a testing center for Microsoft Corporation.

...Built a high tech campus at The Hudson County School of Technology that advances Workforce Development options.

Weaknesses

In terms of workforce development, education, and employment

...Developing strategies to retain the strongest and brightest. This includes breaking down silos between departments and partners and working together to share resources and less duplication of efforts.

...Finding a way to provide additional support for disadvantaged youth to assist them with obtaining and retaining new jobs. This includes youth with large barriers to employment including high school dropouts.

...The increase of businesses and higher paying wages in the city has created an affordable housing crisis for low- & middle-income workers. Our strategies must include how to address the stress in our client's lives.

...Providing life skills training that removes the major obstacles for jobseekers in various services (youth, dislocated, etc.). Each population has a different set of needs in terms of life skills. The County and the City must examine the best way to approach this.

...Integrating in workforce employment strategies for the financial center/waterfront development. There needs to be better collaboration between Economic and Workforce Development.

...Communicating opportunities for employment. We can do a better job with our marketing efforts.

...Reassessing the location of the offices of the Workforce Development System.

...Developing career pathways instead of just getting people a job.

...Focusing too much on the re-entry population with less emphasis on our general population. Those in the general population often think there are no services for them due to our marketing efforts.

...The integration between the one-stop system and the literacy consortium.

...Coordination of WDB leadership and ensuring its effective leadership.

...Ensuring the vision of the WDB would trickle down properly in the workforce development system, particularly at the service delivery level.

...Building stronger relationships between the county and the city in the area of workforce development systems.

...Implementing programming for Adult works (age 55+). There needs to be a stronger emphasis.

...Expanding First source/Workforce NJ. The current way it is operated is very limited.

...Considering ESL/Immigrants that are transitioning into work.

Opportunities

If we were to _____ we would be the best workforce development system in the State of New Jersey.

...Increase investment in secondary, post-secondary, and vocational education.

...Develop more public/private partnerships to increase resources for workforce development.

...Invest more resources in youth employment training programs.

...Strengthen the Workforce Development Board with “invested” employers/business members.

...Provide living wage jobs for all clients as well as increase sustainable career paths.

...Seek more grant/foundation funding to fill programming gaps.

...Provide better support for special needs adults and children.

...Move one-stop & vocational training programs to a new city campus.

...Improve employer program offerings as well as create multiple marketing strategies for communicating workforce development programs.

...Increase and improve life skills training.

...Develop strong collaboration & integration of the different systems delivery service to our customers.

...Improve integration of workforce development and economic development activities.

...Encourage the One-Stops to share innovative projects they are doing and model best practices.

...Create a system that allowed for better coaching and support.

Considerations

In our quest to be the best we must_____.

...Discover ways to minimize the “politics” of who gets funding and ensure that program partners are properly vetted and qualified to perform services.

...Find ways to work within the “Gig” economy because the job market is changing...ensuring people have access to healthcare/sustainable pathways.

...Address our fiscal constraints and find ways to make additional investments.

...Develop more employer recognized credentials.

...Reassess our partnerships and think through different ways of collaborating to expand our impact.

...Improve our collaboration with substance abuse/recovery and mental health professionals to help our clients that are going through challenges that impact their ability to gain or retain employment.

...Continue to be inclusive and consider the diversity of the people in the County/City.

...Help Workforce Development to inspire people to see the best versions of themselves...get them to buy into self-pride and county pride...we do not do a good job of instilling county pride.

...Ask our employers to “Raise the Floor.” Change the culture of employment so people’s quality of life is considered.

...Create multicultural marketing materials and utilize social media platforms to inform the

Program Numbers for 2018

The following are program numbers from the One-Stop Centers in 2018

Hudson County

ACTIVE PARTICIPANTS	
Hudson County – One-Stop Career Center	3,231
Hudson County New Registrations	1,819
Hudson County Exiters	2,163
CLIENTS SERVED BY FUNDING STREAMS	
WFNJ TANF	1,114
WIAO Self Service Only	602
WFNJ SNAP/GA	590
No Funding	511
WIOA Adult Local Learning	257
Workforce Learning Link	186
Others	292

Jersey City

GENERAL SERVICES	
Jersey City – One-Stop Career Center	3,143
Jersey City Employment and Training Program	1,212
Jersey City	4,355
OTHER SERVICES	
Workforce Learning Link (ABE)	69
Tuition Waiver Program	50
Smart Step (WorkFirst New Jersey)	11
Job Search and Adkins Program	45
EMPLOYMENT SERVICES	
Number of Employers Contacted	172
Job Orders	171
Total of Employers Served	172
Positive Recruitment	54
Hires	101
INDIVIDUAL TRAINING CONTRACTS	
Adults	80
Dislocated Workers	62
Out-of-School Youth	8
WFNJ	
General Assistance (GA)	2
Temporary Assistance for Needy Families (TANF)	15
Total # of Individual Training Contracts	167

2019 Vendor List

The following is a list of vendors that provide services on behalf of HCJC WDB

ORGANIZATION	PROGRAM	TYPE
American Technology Training	Adult Basic Education – ESL/SOROA/CPR/Job SEARCH	ED OCC
	High Equivalency Preparation – ESL/SORA	ED OCC
	Business Administration Assistant – ESL/SORA/CPR/Job Search	ED OCC
	Customer Service – ESL/SORA/CPR/Job Search	ED OCC
	English as a Second Language – ESL/SORA/CPR/	ED OCC
	Job Search – SORA/CPR	ED OCC
	Microsoft Office Specialist – ESL/SORA/CPR/Job Search	Job Search
	Shipping and Receiving Associate – ESL/SORA/CPR/Job Search	ED OCC
	Foundation in Child Development – SORA/CPR	ED OCC
	Child Development Associate with First Aid CPR/SORA/Job search	ED OCC
Academy of Allied Health Sciences	Introduction to Allied Health	J/S
	Intro to Certified Medical Billing and Coding	J/S
	Intro to Certified Clinical Medical Assistant Assoc. w/HER	J/S
	Intro to Certified Pharmacy Technician	J/S
	Intro to Certified Patient Care Technician	J/S
	Basic Computer Skills & Medical Billing and Coding	ED OCC
	ESL & Administrative EKG & Phlebotomy Tech.	ED OCC
	ESL & Certified Pharmacy Technician w/ Pharm. Software	ED OCC
	Basic Computer Skills & Patient Care Technician	ED OCC
	ESL & Clinical Medical Administrative Asst. w/ HER	ED OCC
	ESL & Clinical Medical Administrative Asst. w/ Computers HER	ED OCC
	ABAWD & Administrative EKG & Phlebotomy Technician	J/S
	ABAWD & Certified Patient Care Technician	J/S
	ELT & Administrative EKG & Phlebotomy Technician	ELT
	ELT & Certified Clinical Medical Assistant Assoc. w/ HER	ELT
	WBLE Certified Medical Administrative Assist.	WBLE
	WBLE & Administrative EKG & Phlebotomy Technician	WBLE
Bright Horizon Institute LLC	CISCO Certified Networking Assoc. w/ Basic Computer Skills	ED OCC
	Hospitality Management w/ Basic Computer Skills/HS Completion	ED OCC
	Office Management w/ Basic Computer Skills/HS Completion	ED OCC
	Clinical Medical Assistant w/ Basic Computer Skills/HS Completion	ED OCC
Computer Professional Learning City, Inc	Clinical Medical Administrative Assistant	ED OCC

ORGANIZATION	PROGRAM	TYPE
Dux Education, LLC	Intro to Computer, Business and Office Application w/ Job Search	J/S
	Computer Tech. & Business Apps w/ High School Equivalency Prep	ED OCC
	Office Support Specialist w/ Enhanced Bus. Support Communication	ED OCC
	Medical Office Admin w/ Enhanced Business Communication	ED OCC
	Medical Reimbursement Specialist w/ Enhanced Bus. Communications	ED OCC
	ABE w/ Occupational English Comm-Remedial Education	AWEP
	High School Equivalency w/ Advanced Occupational English	Ed Occ
	Computer Tech & Business Apps w/ Occ English Comm	ABAWD
Educate the Block, LLC	Career Boot Camp	J/S
	Hospitality Advancement	J/S
	Merchant Mariner	ELT
	Hospitality Certificate	ELT
	Hospitality Certificate	WBLE
	Culinary Hospitality	WBLE
	Medial Production	WBLE
	Graphic Design	WBLE
Efron Solar Solutions	Renewable Energy Technician Intensive	ELT
	Renewable Energy Hands-on Technician	WBLE
	Solar Energy Technician	WBLE
	Job Search Life Skills	J/S
Hudson County Schools of Technology	HESPA	
Institute of Science and Technology	Certified Physician's Aide	ED OCC
	TASC & Phlebotomy Technician	ED OCC
	Business English & Phlebotomy	ED OCC
	Medical Office Administration	ED OCC
	Career Exploration	Job Search
International Communication Solutions, Inc. (Workforce Advantage)	C.N.A./HHA/CRP	ELT
	ABE-CAN/HHA/CPR	ED OCC
	Job Search	J/S
	ABAWDS	J/S
	AWEP/ESL	AWEP
Pro Data, Inc	Business Administration w/ ABE	ED OCC
	Corporate Office Assistant w/ ESL	ED OCC
	Administrative w/ Microsoft Office	WBLE
	Bookkeeping Package	WBLE
	Career Development	J/S

ORGANIZATION	PROGRAM	TYPE
St. Bernadine School of Allied Health	Certified CAN w/ Soft Skills	ED OCC
	Patient Care Technician	ED OCC
	Certified Nursing Assistant w/ Patient Care Technician and Soft Skills	ED OCC
Suites for Success	Retail and Customer Service Training	ED OCC
	Equipped for the Future	J/S
	Image Enhancement	Image Enhancement
Urban League of Hudson County	Painting 1 & 2 OSHA	ED OCC
	Carpentry 1 & 2 OSHA	ED OCC
	ABE & GED	AWEP
Woman Rising Inc	AWEP	AWEP
	Project Career Path	J/S
	Gateway to Culinary/Food Service	ED OCC
	Gateway to Culinary/Food Service	ABAWD
	Microsoft Office Specialist	ED OCC
Worldwide Educating Services	Security Guard	ELT
	Customer Service	WBLE
	Medical Assistant	WBLE
	GED Customer Service	ED OCC
	ESL/Medical Assistant	ED OCC
	ESL/HHA	ED OCC
	Job Search	J/S
	Microsoft Office Specialist	J/S
	ESL/ABE/GED Prep	AWEP
Career Development Center	Testing	
National Career Institute	Certified Medical Office Specialist	ED OCC
	Electrical Assistant w/ Employment Skills	ED OCC
	General Construction 2/ Employment Skills	ED OCC
	HVAX w/ Employment Skills	ED OCC

HCJC WDB Strategic Vision and Goals

Mission is to develop and maintain an equipped labor force built upon career pathways and 21st century skills by leveraging resources and creating strategies that increases the capacity of the workforce development system.

Vision is to become a workforce development system that effectively collaborates with educational institutions, economic development authorities, employers and the community to provide a skilled labor force that makes Hudson County/Jersey City an ideal place to work and do business.

Tagline: Empowering People/Engaging Employers

Strategy to Implement Core Programs and Align Resources

The Hudson County/Jersey City Workforce Development Board values a system that puts the needs of our customer's first. We do this by ensuring meaningful collaboration and a supportive environment that allows for innovation in order to develop a skilled workforce that builds on the diversity and strengths of Hudson County/Jersey City.

We have dedicated resources to work more closely with the Hudson County Economic Development Center and the Jersey City Economic Development Corporation. This will allow for a better alignment and coordination of local economic and workforce development strategies. This will enable us to work more efficiently and better serve our customer as well as area employers.

Hudson County continues to work with our educational partners to provide partnerships that will provide multiple pathways to certificate or degree completion. Hudson County has a working relationship with our local unions for apprenticeships and training. We are currently engaging in joint ventures that will enhance or expand our offerings thus allowing for more clients to have access to apprenticeships and jobs within the Union Trades. We have a focus on expanding opportunities for minorities and woman.

The County will continue to work with our Regional and State partners to recruit companies to move to the County/City. Hudson County/Jersey City's unique location serves as a catalyst for companies that need access to New York City. Our short commuting distance and transportation system allows for residents of the county to be a desirable workforce for NYC based employers and can serve as satellite offices for large companies headquartered in New York City.

II. Describe the Workforce Development System

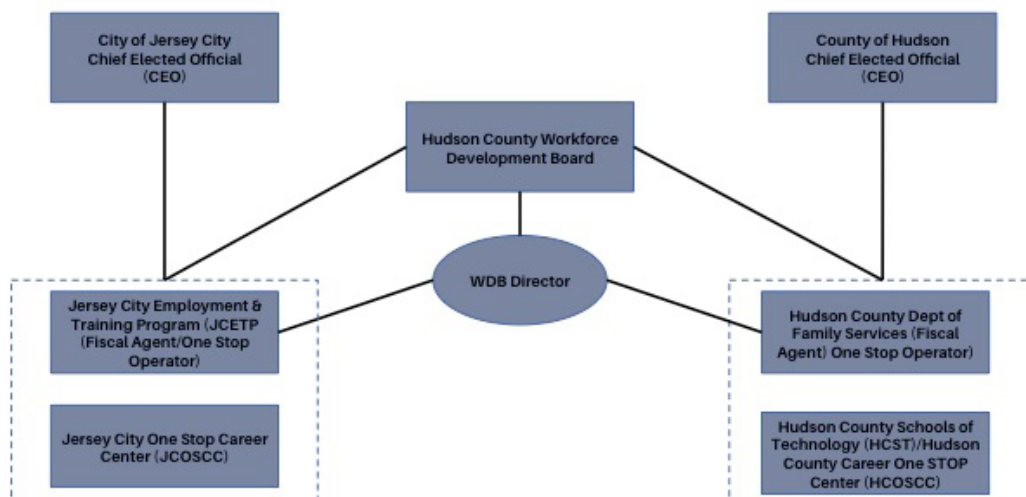
The Hudson County/Jersey City Workforce Development Board (HCJC WDB) supports two separate systems as designated by law that includes Hudson County (excluding Jersey City) and Jersey City.

"I love working in Jersey City because of the united front the partners have to serve our clients to the best of our ability"

Each entity has a One-Stop operator and fiscal agent. Although they collaborate, they remain independent of each other. Therefore, the HCJC WDB supports programmatic activity in both areas and supplies oversight to the system.

-Sharita Brown, Manager, Jersey City One-Stop

Hudson County/Jersey City Workforce Development Board (Organizational Structure)



The Office of The County Executive

The County Executive is the chief executive officer of the Hudson County Government. This position appoints the department heads and oversees the activities of all departments and divisions. This includes the Hudson County Department of Family Services which houses the office of the Hudson County Workforce Development Board. The County Executive is responsible for appointing members to the Workforce Development Board.

The Office of the Mayor of Jersey City

The Mayor is the chief executive officer of Jersey City. The Mayor's office appoints the head of each agency and coordinates with each department and agency across the city, works with the city council and confers with residents, local businesses and other key stakeholders to set forth various policies, laws and regulations to move the city forward. The Mayor and City Council provide input into and appoint members of the HCJC WDB.

The Hudson County Department of Family Services

The Department of Family Services (DFS) provides services to the Hudson County community at large. These services include economic assistance, health coverage through Medicaid, Food Stamps (SNAP), Emergency Assistance (EA), and Temporary Rental Assistance (TRA). The Department is composed of two divisions: The Division of Welfare and The Division of Workforce Development. The Division of Welfare provides intake and eligibility determination for economic assistance, paternity determination for Child Support, Home Health Care for seniors and the elderly, Social Services for all of its cases, as well as all emergency assistance.

The Division of Workforce Development is responsible for all case management activity and the development of an employability plan for all the mandatory to work clients receiving economic assistance. It develops individual service strategies to engage clients in workforce development activities which will lead to self-sufficiency.

The Executive Director is responsible for planning, organizing, directing, coordinating, and evaluating the Workforce Development Board (WDB) activities. The Director serves as the chief staff person to the Board Members and works closely with Jersey City, the Hudson County Board of Freeholders and the County Executive.

The Jersey City Employment & Training Program (JCETP)

The JCETP accomplishes its mission of helping communities in Jersey City to work through personal outreach services, workshops to prepare job seekers, and intensive services for qualified customers, it provides a variety of youth services to support both in-school youth needing summer employment & career guidance and out of school youth preparing to enter the workforce. JCETP staff work together with various social service agencies to assist customers securing employment. It has also been involved with servicing over 25,000 youth in Jersey City for over two decades. The JCETP serves as the fiscal agent for the Jersey City One-Stop

III. How the Local WDB Implements Programs

HCJC WDB and local agency partners from Hudson County and Jersey City have worked collaboratively to implement programming that has impacted both clients and employers for the better. Supporting the growth of regional economies in the years ahead will require that businesses have access to a pipeline of skilled workers. The HCJC WDB recognizes the rapidly changing pace of workforce development. "Technology is blurring the lines between the physical and digital world. As new technologies emerge, innovative companies have already begun to adapt, promoting re-evaluations of workforce development strategies.¹⁶ New sectors such as the "Gig Economy" have now entered the landscape that were not prominent just five years ago. These shifts have had an enormous impact on workforce development and how we train clients as well as recruit employers.

"I have heard stories of people in the "Gig Economy" working 3-4 jobs, close to seven days per week, with no vacation pay, sick leave nor health care. The Workforce Development System must help both Clients & Employers navigate this new reality."

-Dean Eric Friedman, Hudson County Community College.

The strategies and partnerships we are developing are being designed with future of work in mind. To accomplish this, Counties, Cities and Regions must have robust workforce

¹⁶ Sales Force Research. 2019. The Future of Workforce Development: Insight from 750 business leaders on how technology is transforming the future of work. Accessed on Oct. 10, 2019. <https://media.erepublic.com/document/future-of-workforce-development-salesforce-research.pdf>

development capacity through an education and training system that adapts quickly to businesses' changing needs. The HCJC WDB and our partners are not just reacting but thinking forward to meet the challenges of Workforce Development.

Over the past several years the HCJC WDB has held successful employer networking events. One particular event entitled, "Grow In Hudson," was held at the Liberty Science Center. It attracted hundreds of attendees and employers of all sizes. The event connected both local and statewide resources available to help businesses advance. Our identified strategy outlined in this plan will build upon that success.

Other highlights of how Hudson County and Jersey City WDB implement programs includes:

1. Expanding the employer representation on the WDB with greater consideration to the industries that are projected to have the most job growth and career advancement opportunities for our workers.
2. Organizing employer networking events/local job fairs within all key local industry sectors.
3. Coordinating with state and regional efforts to expand high-quality employer partnerships to focus on the specific jobs and skills in demand by the region's leading industry sectors: Health Care, Financial Services, Retail, Hospitality & Tourism, Transportation, Logistics & Distribution, and Technology.
4. Working with our employers to identify distinct career pathways that will lead to clients obtaining industry valued credentials, degrees, and certifications that employers value when hiring.
5. Increasing the use of technology in all aspects of our local workforce system, including staff training and one-stop worker training.
6. Developing pre-apprenticeships, internships and mentoring opportunities that offer collaborative learning experiences where workers can apply lessons from the classroom in real-world settings.
7. Developing partnerships to attract new funding by working with the State Talent Networks and Development Centers and North Jersey Partners among others.

Strengthening the pipeline of skilled workers while expanding the economic region's middle-to high-skilled workforce within the prioritized industry sectors, will help create meaningful economic opportunities for Hudson County and Jersey City.

IV. Describe Strategies & Services for Workforce Development System

The HCJC WDB will implement goals that support our local mission and the Five Strategic Themes of the New Jersey Talent Development Program. The Hudson County/Jersey City Workforce Development System seeks to build an innovative, skilled workforce that powers economic growth and allows for economic opportunity for all its residents. The HCJC WDB will develop strategies to expand and build new high-quality partnerships with local and regional employers, local government and educational entities, and community organizations to assess and respond to the unique needs of the County and City.

The core of our local plan aligns with New Jersey's strategic themes:

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, the HCJC WDB will ensure that all workforce investments activities 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.

Goal 1: Facilitate "Awareness Events" to Inform Clients of Available Industry-Valued Credentials

Specific	The WDB will facilitate a series of events around the county to highlight Industry-Valued Credentials offered by educational partners for workers.
Measurable	This will be measured by: <ul style="list-style-type: none">- The creation of the event format- # of events- # of attendees- % increase of clients whom obtain Industry-Valued Credentials
Assignable	HCJC WDB will create a working committee that will include members of the HC and JC One-Stop Career Centers, and education partners.
Relevant	The goals will address the need of having more clients obtain Industry Valued Credentials.
Time Based	The formation of the committee will take place upon completion of Theme 2 Goal 2 4 th Q 2020; and the work will be ongoing.

Theme 2: Expanding High Quality Employer-Driven Partnerships

The HCJC WDB will focus on investments and programs that build high quality employer-driven partnerships that follow a common definition and framework. We understand that these partnerships are critical to building new career pathways for jobseekers, students, adult English language learners, and the underemployed clients. It also helps to increase the number of individuals with an industry-valued postsecondary degree or credential.

Goal 1: Identify Industry/Businesses in the County/ City Related to Industry-Valued Credentials

Specific	The WDB will conduct a needs assessment with employers to identify Industry-Valued Credentials they deem necessary for their industry and relative to employ workers.
Measurable	This will be measured by: <ul style="list-style-type: none"> - # of meetings conducted with businesses - % increase in # of credentials - other outcomes to be determined by needs assessment
Assignable	WDB Executive Director, HDEDC and JCEDC, and Hudson County Community College, One-Stop Director, and JCETP Director.
Relevant	This will allow the County/City to review its current offerings and make adjustments based upon employer needs and industry trends.
Time Based	Due diligence will be completed by 4 th Q 2020 and implementation will launch 1 st Q 2021.

Goal 2: Create a Pre-Apprenticeship Program that Prepares Students for Work with the Unions.

Specific	The WDB will jointly create a pre-apprenticeship program that will address barriers, specifically for minorities and woman to trade union jobs.
Measurable	This will be measured by: <ul style="list-style-type: none"> - # of students enrolled - # of students completed training - # of students accepted into union apprenticeship
Assignable	This will be led by the WDB Director and Union representation.
Relevant	This will help students overcome specific barriers and increase the number of minorities and women in the unions.
Time Based	Program design will be completed by 2 nd Q 2020 and program will launch 3 rd Q 2020.

Goal 3: Create a Pre-Apprenticeship Program that prepares students for work with the other industries.

Specific	The WDB will create a pre-apprenticeship program that will address barriers, specifically for minorities within demand industries.
Measurable	This will be measured by: <ul style="list-style-type: none"> - # of students enrolled - # of students completed training - # of students accepted into pre-apprenticeships/interns
Assignable	This will be led by the WDB Director, HCEDEC, JCECD, and Chamber of Commerce.
Relevant	This will help us increase the number of clients in internships and pre-apprenticeship programs, specifically in demand jobs
Time Based	Program design will be completed by 2 nd Q 2020 and program will launch 3 rd Q 2020.

Theme 3: Providing Career Navigation through the Hudson County and Jersey City One Stop Career Centers and Broad Partnerships.

HCJC WDB is committed to supporting the One-Stop Career Centers to meet local needs and assist individuals in obtaining new skills and sustainable employment. Hudson County and Jersey City 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 the local and regional One-Stops, community, private and four year colleges, libraries, community-based organizations and faith-based organizations, organized labor and educational institutions.

Goal 1: Identify and Improve Marketing Resources that Promote WDB Activities

Specific	The WDB board will redesign its website to be more interactive, user friendly and informative.
Measurable	This will be measured by: <ul style="list-style-type: none"> - # of site visitors per month, - # of links to other sites and various programs - ensuring information is updated weekly
Assignable	WDB Director, Hudson County IT Department, Finance/Procurement Office
Relevant	This will allow the WDB to keep both employers and workers informed of services and events. It will also allow for WDB to be more active on social media to better engage workers and residents whom need job assistance.
Time Based	Initiated 3 rd Q 2019 will be completed by 1 st Q 2020

Goal 2: Examine the Life Skills Curriculum and Delivery System

Specific	The WDB will conduct research on life skills curriculums accepted as best practices in the industry. The WDB will select three to five of these curriculums and require future grantees to select one of the curriculums during the RFP process.
Measurable	This will be measured by: <ul style="list-style-type: none">- # of curricula reviewed- Selection of 3-5 curricula- Reduction in # of clients in job retention programs
Assignable	WDB Director, One-Stop Directors, and JCETP Director
Relevant	This will allow for the WDB to set a high standard for life skills training as well as ensure consistency in measuring the success of the training.
Time Based	Research initiated in 1 st Q 2021 and completed by 1st Q 2022.

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

HCJC WDB is committed to supporting regional planning through North Jersey Partners, service coordination and resource sharing for all workforce education and training programs, recognizing that labor markets are not constrained by governmental or political boundaries. We understand that a major factor in strengthening governance is to ensure that government officials are informed of the Workforce Development System.

Goal 1: Provide an Orientation for Elected Officials on the Workforce Development System and Benefits to the Community.

Specific	Develop an orientation for all Hudson County/Jersey City elected and key appointed officials to give an overview of Workforce Development System, how it relates to other activities (i.e. Economic Development, Education, Housing and Community Health) to booster support and assist with needed partnerships, funding and other related items.
Measurable	This will be measured by: <ul style="list-style-type: none">- PowerPoint/Brochure Created,- # of officials attending meeting- % increase of funding/grants for WDB related projects- % increase of WDB Board members and diversity
Assignable	HCJC WDB Executive Committee and Executive Director
Relevant	To give elected/key appointed officials information needed to advocate for WDB activities, funding and policy.
Time Based	Completed 1 st Q 2020 and ongoing.

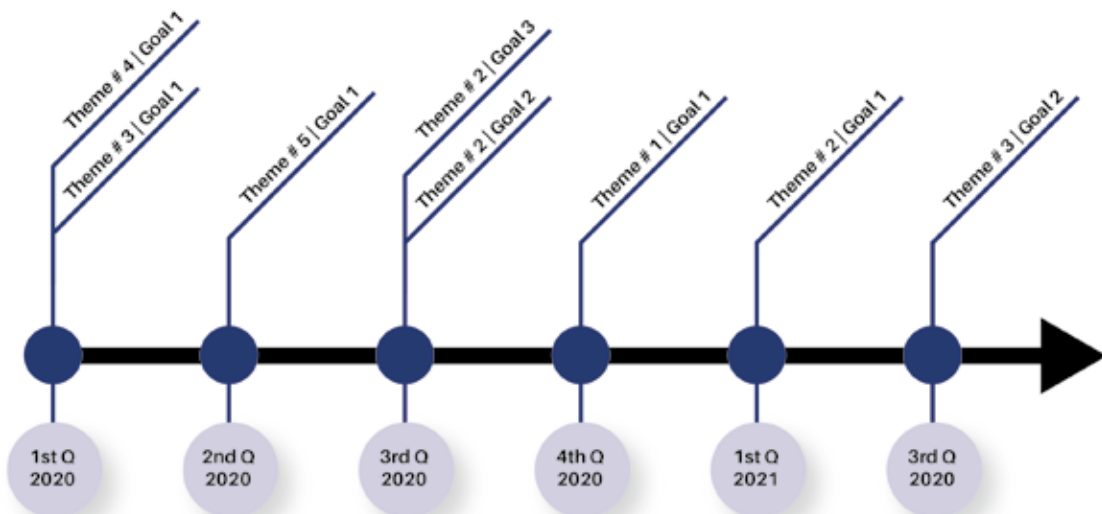
Theme 5: Ensuring System Integrity through Metrics and Greater Transparency

The HCJSWDB is committed to ensuring that the system is serving all constituents and stakeholders by confirming transparency and that data is being reviewed and effectively utilized. The HCJC WDB will continue to make certain of the system's integrity through analysis of financial reports and metrics presented at regularly scheduled meetings of the Executive Committee, the One-Stop/Partners Committee and full Board.

Goal 1: Standardized Reporting from all WDB Partners and Fund Recipients

Specific	The HCJC WDB will work with all partners to create standardized reporting tools at meetings as required by governing bodies
Measurable	This will be measured by: - Type of forms developed for regular reporting at meetings
Assignable	HCJC WDB Executive Director, One-Stops, and All Grantees
Relevant	This will allow for greater transparency of information and ensure data is consistent.
Time Based	This will be completed by 2 nd Q 2020.

Timeline for Goals



V. Workforce Development and Economic Development

The HCJC WDB recognizes the importance of collaborating with Economic Development agencies. It is natural that the interest of Workforce and Economic Development are aligned. While workforce development initiatives help connect workers to jobs, economic development initiatives help connect firms to a pool of labor in the form of job creation or retention. HCJC WDB recognizes that the inclusion of municipal planning and redevelopment departments, state and municipal economic development organizations, and education institutions are imperative to help local workers prepare for employment opportunities.

"Typically, Workforce and Economic Development are siloed and do not work together. Through a collaborative effort, we would be better positioned to identify strategies, projects, organize recruitment events and plan education/training opportunities that help local workers and employers prepare for job opportunities and be informed of all their options."

- Michelle Richardson, Director, Hudson County Economic Development Corporation

Hudson County is growing rapidly with a significant number of commercial and residential projects and more in the planning stages. During recent conversations with the Hudson County Economic Development Corporation and Jersey City Economic Development Corporation, we have begun collaborating and are heading in the right direction to leverage development activity and create opportunities for Hudson residents and businesses.

The HCJC WDB has re-activated the Economic Development committee. We are actively recruiting additional members to serve on the committee. The goal of the committee is to implement strategies to attract new business, promote business retention and growth, encourage entrepreneurship and start ups and the support and training services

During our strategic planning session in 2020, we are exploring additional ways to formalize our partnerships and strengthen the relationship between workforce and economic development.

VI. One-Stop Delivery System

One-Stop Career Centers are a vital component of the Workforce Development System. They are on the frontlines to meet local needs of clients seeking services such as job support, career exploration, education and training. They also serve employers seeking qualified candidate to fill job vacancies. Hudson County and Jersey City's One-Stops reflect the State's strategy of building a new network of One-Stop Career Centers that include working with community colleges, libraries, community-based organizations and faith-based organizations, organized labor and educational institutions.

As noted earlier in our demographics, The Hudson County and Jersey City One-Stop Centers serve a diverse clientele. The One-Stops serve diverse workers in various area including, but not limited to, educational attainment, race, culture, language barriers, socio economic factors and individual challenges and experiences. In addition, the needs of our employers are vast and varied in terms of skill sets, job vacancies and type of workers that are essential for their success. Therefore, the continued success of our One-Stop Centers can partly be attributed to our ability to remain flexible and diligent in building and executing programs.

There are two locally funded area One-Stop Career Centers in Hudson County. The Hudson County One-Stop Center, located in Union City, serves all of Hudson County with the exception of Jersey City. The Jersey City One-Stop Center serves Jersey City. Although there is frequent coordination and collaboration, each One-Stop operates independently.

The Hudson County and Jersey City One-Stop Operators are competitively selected by the local Workforce Development Board. The HCJC WDB serves as the convener, coordinator and manager of both centers, funded through WIOA Title I funds allocated to each local Workforce Development Board.

The Hudson County and Jersey City One-Stop Centers offer services for traditional WIOA customers and priority populations. Each One-Stop Center has at least one WIOA funded counselor who serves Workforce Innovation and Opportunity Act Adult, Dislocated and Youth customers. Although staffing resources are limited, the One-Stop is implementing the “triage” approach identified in the State plan.

The One-Stop Partners are required sign and participate in the creation of a Memorandum of Understanding (MOU), sponsored by HCJC WDB to establish respective roles, responsibilities and financial and institutional commitment of each entity in the development and operation of a One-Stop workforce service delivery system pursuant to the provisions of Section 121 of Title I of the Workforce Innovation and Opportunity Act of 2014 (WIOA). Partners provide the following services: career services, training services and work activities (WorkFirst NJ). All partners agree to provide, to the extent feasible, career services at their respective sites. Customer participate in orientation, intake, eligibility for services and other activities offered at the One Stop Career Centers as described in Sec. 134 (d) 2 of the WIOA. The MOU includes a commitment by One-Stop Partners to jointly and mutually implement processes for referral of customers to One-Stop Career Center services.

The One-Stop Centers are compliant with the American with Disabilities Act and have provided reasonable accommodations for job seekers with disabilities. The One-Stop Career Centers have created an environment that makes people with disabilities feel welcome and designed services so that people with disabilities can fully benefit from and participate in the system. Several steps have been taken to guarantee the Career Center design is useful and marketable to people with diverse abilities. For example, most printed material and presentations request customers to inform staff if assistance is required, both in the form of onsite accommodation and transportation needs, where applicable. Resource rooms are equipped with furniture to accommodate wheelchairs; computers are made available for the hearing impaired to read text through audio.

The WDB facilitates access to services provided through the One-Stop Centers based on the oversight of location of services, availability of transportation and the utilization of distance learning.

Each One-Stop Career Center is composed of both state and locally funded staff to deliver WIOA Title I, III, IV, WorkFirst, and Workforce Learning Links services. Customers entering the One-Stop Career Centers are served through the State “triage model” which emphasizes identification of customer characteristics that result in referral to appropriate state and local staff and services. The goal is for staff to identify and recognize customers from various target groups so they can effectively develop service strategies and interventions most appropriate for each customer. A description of this model can be found in the Combined State Plan for the Workforce Innovation and Opportunity Act 2014.

The HCJC WDB is in the process of examining marketing and branding opportunities to help meet the challenges of communicating in this hyper-connected age. This has started with the rebranding of the HCJC WDB website but will continue with creating marketing strategies with our One-Stop Partners. Intensive and intentional marketing is necessary to assist in defining its relevance to the residents of Hudson County and Jersey City.

The HCJC WDB is working with the One-Stop Centers and other partners to identify new sources of funding to further support the critical work of One-Stop Centers. New funding will help secure additional training for our staff, update our technology to meet client needs, as well as implement or supplement programmatic activity.

Hudson County

The vision of the Hudson County One-Stop (HCOS) is to provide a comfortable user friendly environment with a diverse, dedicated staff utilizing the latest technology in a business and industrial partnership which can easily demonstrate success.

We Believe...

- We are a customer driven organization responsive to the human and economic needs of the community
- That the HCOS provides opportunity for all clients to gain the skills and information necessary to maximize their employment potential.
- People are our greatest asset and the HCOS full service employment and training environment will enable our customers to develop skills that will lead to employment opportunities.
- The HCOS will assist clients to adjust to a global economy through the seamless provision of employment counseling, training and education.

Customer Flow

Assessment - Assessments are computer based in an aptitude/interest format designed to match the client's specific likes and abilities to a suitable career choice so they will be able to perform the work efficiently and effectively and will be on a career that is personally rewarding.

Career Counseling - Professionally certified career counselors will discuss all aspects of a potential career choice and offer their advice and expertise to clients to make the best decision possible. Counselors can also help match clients to jobs posted on the internet through the WNJPIN web site.

Employability Planning - Our team develops a written employability plan that is tailored to the client's background and individual needs while exploring their occupational goals and the supportive services that may be needed.

Job Skills Workshops - Workshops are conducted to assist clients with everything from filling out an application to getting and keeping a job. Among those offered is Career Beacon, a series of re-employment workshops designed to increase job knowledge, skills, and abilities and learning the tools to become self-sufficient in today's labor market.

Hudson County Workforce Learning Link - Located onsite is our brand new state-of-the-art literacy lab designed specifically for instruction of Phonics, English-as-a-Second Language (ESL), and basic computer literacy. Our learning center is open to the general public and enrollment is required.

Job Placement Services - Our staff assist clients with help finding a job strategy and our One-Stop Partners assist clients with job placement.

Job Referrals - Our One-Stop Partners can also refer clients to various employers who have positions available.

Referral to Training and Education Programs - If after completing the pre-requisite services, and if clients have not at that point secured employment, they may be referred for occupational training.

Distance Technology Based Learning - The Hudson County One-Stop offers to those who qualify, a new and innovative service called E-Learning. Clients can now receive a license to access a web site and complete training programs via the internet. The program is flexible, self-paced, self-directed, and comprehensive. It has on-demand availability and accommodates different learning styles. There is a 24/7 unlimited access to a variety of over 5,000 instructional events. Also more than 250 courses are offered in Spanish. Skills assessment and objective skills tests are provided to develop individual learning plans.

New Jersey Career Connections - A user friendly and highly sophisticated online career and labor market information system that is available through the station of computer terminals

at our One-Stop. A host of job-related information is available at this site and self-access is available or you may ask for assistance.

Multi-media Resource Center – A unique media center providing clients with the latest in career oriented materials to assist with their career and special interests and needs. Computer terminals, a telephone bank, TV, a video library, CD-ROM library, and much more are available for public use. Clients can explore a wide variety of career possibilities in a relaxed setting.

List of Programs

1. English as a Second Language (ESL): falls under the Work Force Learning Link Dollars (WWL State Funding)
2. Metrix Learning System: A licensing agreement offered to our clients with over 3000 classes/courses that they can access 24/7 in their home over a six-month period. This allows clients to take as many courses as they want, study, and then take certification tests for upgrades in their careers.
3. Job Search workshops and Resume Writing workshops
4. Job Placement ("America to Work") through the State Employment Services
5. Private One-on-One Career/Job Counseling ("America to Work")
6. Career Scope: Allows clients to explore areas they may have innate and hidden abilities to fulfill an unknown career path.
7. Aptitude Testing to confirm placement choices for training purposes.
8. Positive Recruitments and job postings through State's database and the One-Stop database

Jersey City

The Jersey City One-Stop Career Center helps those who are unemployed, under-employed, out-of-school youth, high school graduates, and adults ages 25 and older. The One-Stop is also committed to helping veterans and persons returning from incarceration.

The program provides Jersey City residents with education, job skills training, career planning, job search assistance, comprehensive assessments, case management, and more. The ultimate goal is to help individuals develop and strengthen their skills and become an asset in today's competitive job market.

For individuals entering the labor market for the first time or for those in the midst of a career change, having an employment development plan is essential to success. The Jersey City One- Stop Center's expert case managers and employment specialists work to establish this by providing guidance and linkage to supportive services that assist clients in achieving their employment goals.

Clients learn how to prepare resumes and cover letters, identify key skills desired by employers, strengthen job interview etiquette, and more. In addition, they learn what careers are in-demand and the Industry-Valued Credentials available.

Client Training Opportunities

A variety of training courses and workshops are available to help clients gain valuable new skills and certifications, such as:

- Admin EKG and Phlebotomy
- Administrative Assistant
- Basic Computer Skills
- Bookkeeping Specialist
- Certified Nurse Assistant
- Clinical Medical Office Specialist
- Compliance (OSHA Certification)
- Dental Assistant
- ELT and Certified Clinical Medical Assistant Associate with EHR Training
- Forklift Training
- HVAC
- Home Health Aide
- Medical Billing and Coding
- Medical Office Administration
- Microsoft Office Specialist
- NJ BUILD Pre-Apprenticeship Training
- Construction, carpentry, electrical work, general labor, plumbing
- Patient Care Technician Training
- Security Guard

Job Placement

JCETP's One-Stop is committed to serving its clients so that they have the appropriate work experience and knowledge needed to obtain and maintain gainful employment. Having been in business for more than 30 years, JCETP has established hundreds of connections with companies throughout Hudson County. Pairing JCETP's employment training model with its wide network has led to job placements for thousands of clients.

Benefits for Employers

Because the JCETP model is so effective and there are always qualified clients who are ready to work, many companies utilize JCETP and the One Stop Career Center as a go-to hiring resource. In addition, there are state and federal programs available to employers who hire candidates from JCETP's One Stop, which can add value to their company's bottom line. Such opportunities include On-the-Job Training, Work Opportunity Tax Credit, and the Federal Bonding Program.

VII. Adult & Dislocated Employment & Training Activities

Title I of WIOA sets performance standards and eligibility criteria for a broad array of training services for adults and dislocated workers. It encompasses numerous programs including the Job Corps; Veterans' Workforce Investment programs; Youth Opportunity grants; technical assistance efforts to States and local areas; program evaluations; and National Emergency grants. Wagner-Peyser funds cover the majority of costs for providing employment and training services to jobseekers in New Jersey.

Individual Training Account Grants

Residents of Hudson County and Jersey City who are economically disadvantaged or dislocated in their job by a layoff may be eligible to receive an Individual Training Account (ITA) grant up to \$4,000. They can choose from several post-secondary schools or colleges, provided the school is approved by the New Jersey LWD, the field of study is in a demand occupation, and completion of the course results in an industry-recognized credential. Before an ITA is considered, a One-Stop Counselor explores all career development opportunities at the One-Stop, including On-the-Job Training (OJT) and E-Learning grants. The goal of training is to secure employment for the client as quickly as possible. During the counseling session, the WIOA Counselor prepares an individual training plan, documented in the State's database, AOSOS. This includes information on employment behavior, job seeking skills, and a summary of educational/occupational skills and weaknesses. ITAs are successful because training must enhance skills in an existing in- demand occupation. If the client is unlikely to return to the previous industry or occupation because it is no longer viable, the counselor works with him/her to identify training in a different field.

All courses must have a minimum of 20 hours of classroom instruction for individuals collecting unemployment benefits. Exceptions are made for those individuals that are taking course at a college. Classroom instructional hours, for any course, constitute only the hours that the instructor is present in the classroom or online portal to teach and oversee the class.

The school must assist clients in filing applications for Pell Grants and other appropriate financial aid. All financial assistance is considered and used prior to allocating WIOA funds and must be paid directly to the provider.

The progress of One-Stop clients is tracked to allow the One-Stops, HCJC WDB and other related parties to gauge performance and suggest quality improvement processes when necessary.

On-the-Job Training Grants

On-the-Job Training (OJT) grants reimburse employers for some of the costs associated with training a new employee. This initiative offers an immediate positive outcome because an individual trained with WIOA dollars simultaneously secures employment. A contract may

be developed between a public, private, or non-profit sector employer and One-Stop Career Centers to provide occupational training for an eligible WIOA participant in exchange for the reimbursement of up to 50 percent of the wage rate as compensation.

WIOA Title I and WIOA Dislocated monies fund OJT grants. To provide consistent delivery of grant funds through an On-the-Job Training (OJT) Contract, the HCJC WDB has developed a formula for determining grant monies and a subsequent OJT Training Plan and OJT Worksheet.

An OJT Training Plan is used to outline the specific skill requirements for on-the-job training. It is also used as the assessment tool to document which skills the trainee lacks at the start of the training and to predict skill attainment during the course of the training. An OJT Worksheet then establishes the grant amount based on training hours, wage and reimbursement rate.

An OJT Contract essentially contains two grant recipients: the employer who provides training on-site, and the employee who serves as trainee. They include previous job placements, local community groups, and newspaper ads. An OJT grant can help employers who are looking to expand their businesses and who need additional staff trained with specialized skills. One of the strengths of the OJT program, is that a company designs its own training activities for new employees and receives payment to offset those training costs.

VIII. Statewide Rapid Response Activities

The Hudson County and Jersey City One-Stop Career Centers assists employers and workers involved in a business closing or permanent mass layoff. The Rapid Response team, which is comprised of Business Service Representatives from the Business Resource Center and WIOA Counselors, provide on-site assistance during working hours and at no cost to the company. Business Services Representatives meet with the employer management and union personnel (if appropriate) to develop a plan to serve the workforce. This meeting identifies the services to be offered and the service delivery dates. Meeting will remain confidential if requested by employer.

Rapid Services Activities Include:

<i>Unemployment Insurance:</i>	<ul style="list-style-type: none">• Explanation of benefits and eligibility requirements• Assistance in filing claims
<i>Reemployment Services:</i>	<ul style="list-style-type: none">• Referrals to available jobs• One-Stop Career Center Registration• Labor Market Information• Referral to Jersey Job Club• Resume Development
<i>Training Assistance:</i>	<ul style="list-style-type: none">• An introduction to state and federal retraining programs including assistance available through Hudson County and other New Jersey Community Colleges

It is the goal of the HCJC WDB to assist employers and workers during this season of transition. Every effort will be made to care for people, educate them of their options and help them navigate the system.

IX. Youth Activities

Youth services and programs are fully integrated in both One-Stops Centers with governance provided by the HCJC WDB. In addition, each One-Stop has full-time youth counselors who specialize in recruitment, counseling and retention.

As of 2017, the number of youth ages 15-24 make up 11.5% in Hudson County and Jersey City.

The One-Stop Centers have established relations with community partners. Most out-of-school youth customers are referred to One-Stops by schools, social service agencies or youth training providers. At the One-Stop Centers, they receive information on youth services and activities, eligibility requirements and training providers. Youth who wish to enroll in Workforce Innovation and Opportunity Act youth programs are referred to dedicated youth counselor for eligibility determination, counseling and enrollment. Youth who decline program enrollment are offered employability counseling, and referral to social services. Youth who are not eligible are referred to employment service partners, Hudson County Community College, and other related services.

Since 2016, the HCJC WDB and One-Stop Centers have been implementing a plan that transitions dedicated funding of 75% for out school youth and 20% to youth for work experience. The HCJC WDB have coordinated with the Local Division of Vocational Rehabilitation partners, JCETP and Hudson County to assist disabled youth with workforce development and supportive services. In addition, our Youth Investment Council has been active in overseeing the process and ensuring that our funding and programmatic activity are in alignment.



Kimathi has overcome many personal obstacles to become self-sufficient, self-confident. After being evaluated by the New Jersey Division of Developmental Disabilities, Kimathi was referred to Hudson Community Enterprises located in Jersey City. Its mission is to assist individuals with disabilities and other barriers to employment. She was accepted into the “OPUS” (Latin for Work) program, which is funded by the Hudson County One Stop. Kimathi successfully completed the OPUS program. After extensive mentoring and job coaching Kimathi was hired at the Shoprite supermarket where she has been successfully employed since October of 2018.

Kimathi White – Recipient of the 2018 STAR Award sponsored by the Garden State Employment and Training Association (GSETA).

Jersey City Employment Training Program: Youth Corp

The Jersey City Employment Training Program (JCETP) concentrates its focus on out of school youth population. The JCETP assists youth with exploring experiences in advanced manufacturing and health care. This is primarily done through a Working Scholars program that is dedicated to educating, training, and equipping local youth to enter the workforce. JCETP also provides work experience that includes summer and year-round employment opportunities, pre-apprenticeships, internships, job shadowing and on the job training.

Hudson County Schools of Technology

The Hudson Schools of Technology (HCST) operates WIA Summer and extended program for the Hudson County One-Stop. The program focuses on both Out-of-School Youth and In-School Youth.

Out-of-School Youth: The Out-of-School Youth program targets students and brings them into a welcoming environment. HCST develops individual learning plans for each student to assist them in completing their high school diploma and subsequently with job search and finding employment.

In School Youth: The In-School youth program prepares students for successful transition from high school to post-secondary options. HCST implements programs that are aligned with 21st Century Life & Career Skills that enables students to make informed career decisions and to meet the challenges of the global workplace.

X. Coordination of Secondary and Postsecondary Education

The HCJC WDB provides coordination of education and workforce development activities with relevant secondary and postsecondary educational programs through oversight of the One-Stop Operator. Secondary and postsecondary institutions are represented on committees and the WDB board and One-Stop Operators are members of local Advisory Boards. Key providers are partners in offering training strategies, enhancing services and monitoring duplication of services.

XI. Transportation and Supportive Services

Limited on-demand and fixed route transportation is offered to HCJC low-income, TANF and GA/SNAP clients through a partnership between the HCJC WDB and Hudson County Department of Family Services. Some of the Hudson County transportation services are coordinated by the One-Stop Operator and Employment and Training Services although the County has dedicated staff responsible for Human Services managed transportation. All transportation services across the three counties are partially funded through NJ Department of Transportation, NJ Department of Human Services, and NJ Department of Labor grant funding. County-specific coordinated transportation planning meetings are held quarterly and

bi-annually to include local level transportation stakeholders. Childcare and public housing is available to qualified individuals through referrals to the Department of Family Services.

XII. Wagner-Peyser State Employment Services

After extensive meetings and training sessions with the New Jersey Department of Labor & Workforce Development (LWD) and New Jersey State Employment & Training Commission (NJSETC) earlier this year, the HCJC WDB One-Stop Committee began analyzing existing programs in order to integrate service delivery under WIOA.

The HCJC WDB One-Stop Committee discussed functional alignment of services and cross-training of staff. Included in this team were members of the One-Stop Committee, representatives from the County (Operator funded staff), and local LWD divisions (ES, DVR, and UI). The HCJC WDB is working with this team to more deeply integrate WIOA Title I, Title II and Wagner-Peyser within the One-Stop system, providing training, capacity building and coordination of activities.

As a result, counseling and front-line staff began cross-training to learn about partner programs, resulting in integrated counseling services for WIOA, WDP, Tuition Waiver and ABT. In addition, staff who work with WFNJ programs, including TANF & GA, are working together to improve service delivery.

Individuals who are interested in One-Stop Career Center services such as job search, career counseling or training are directed to attend an information session, which is the gateway to One-Stop Services. Representatives from all OS partner agencies have an opportunity to explain services and eligibility requirements. Once registered, customers can proceed to Staff Assisted Services or Self-Directed Services.

For Staff Assisted Services, there are two distinct avenues, depending on the immediate goal. If the goal is training or skills upgrade, the customer is scheduled to take a CASA test, which assesses basic skills (waived for college graduates), and then scheduled for an appointment to see a Counselor. Customers who are separated, divorced, widowed, or spouse-disabled can meet with a Displaced Homemaker (DH) Counselor for guidance or referral to full One-Stop services. After meeting with a Counselor, a customer can receive a training grant - Individual Training Account (ITA); On-the Job Training (OJT); Workforce Development Program (WDP); Tuition Waiver; additional Benefits While Training (ABT); or Workforce Learning Link (WLL) Soft Skills or Basic Skills upgrade. Counselors may refer Customers who need basic skills remediation or ESL to the WIOA Title II Consortium to receive leveraged resources that combine literacy, soft (employment readiness, Entrepreneurship) and hard skills (digital literacy, web development) training.

If the goal is job search, the customer can benefit from Staff-Assisted or Self-Directed Services. Customers can meet with an ES Interviewer for a one-on-one job search or work independently in the Public Access computer lab.

XIII. Title II: Adult Education (Literacy, ESL, ABE, HSET and Civics)

To ensure that all literacy programs result in high-quality outcomes, New Jersey has adopted the College and Career Readiness Standards for Adult Education, developed by USDOL-OCTAE (Office of Career, Technical and Adult Education) in 2013. The College and Career Readiness Standards for Adult Education are aligned to the needs of employers and the post-secondary community. The College and Career Readiness Standards for Adult Literacy not only meet the requirements of WIOA, the standards measure proficiencies up to a 12th grade level and beyond.

Upon an assessment review and literacy testing Core Academic Skills Assessment (CASA), customers requiring adult basic education, ESL, and/or computer basics training are referred to Title II providers. After completion of their Work Readiness activity, customers are referred to Title I training (those meeting eligibility) or Title II training by the Case Managers.

XIV. Cooperative Agreements and Linkages DVRS and CBVI

The Rehabilitation Act of 1973 (often just called the “Rehab Act”) prohibits discrimination on the basis of disability in programs run by federal agencies, programs that receive federal financial assistance, in federal employment, and in the employment practices of federal contractors. Through work in its very active Disabilities and Youth Services committees, the HCJC WDB ensures that One-Stop services are open to all, considers the needs of those individuals and protects their rights. Many individuals are referred to training or job search services through NJ Division of Vocational Rehabilitation Services (DVRS) programs.

In April 2012, New Jersey became the 14th Employment First state in the United States. Employment First is a framework for systems change that is centered on the premise that all citizens with disabilities, including individuals with the most significant disabilities, are capable of full participation in integrated employment and community life. Individuals with disabilities are a multi-skilled workforce resource for employers. The Workforce Innovation and Opportunity Act (WIOA) requires states and their Local WDBs to invest prescribed resources to promote the creation and implementation of workforce development and training programs and services designed specifically for individuals with significant disabilities. The local area integrates One-Stop services for customers with disabilities.

Persons whose disabilities allow them to fully participate in One-Stop activities are integrated with other customers. Each One-Stop Public Access area is equipped with the most current accessibility hardware and software to assist customers with disabilities in their job search. Customers whose disabilities do not allow full participation are referred to the NJ Division of Vocational Rehabilitation Services. In some cases, DVRS and One-Stop staff jointly develops accommodation and assistance plans that allow customers to return to integrated One Stop activities. Customers whose disabilities prevent integrated services are served principally by DVRS.

XV. Disbursement of Grant Funds

ENTITY	FISCAL AGENT
The HCJC WDB – Direct Grantee and Vendor Payments	Hudson County Department of Family Services
Hudson County One-Stop Operator	Hudson County Department of Family Services
Jersey City One-Stop Operator	The Jersey City Employment & Training Program

The HCJC WDB has overall fiduciary and governing responsibility for grant decisions. However, each One-Stop Operator is aligned with a fiscal agent that disburses funding for grants. The Fiscal Agent enters into MOU with the HCJC WDB to carry out the responsibilities of the “Fiscal Agent” as defined in WIOA Section 117 (d) (3) and to assist the One-Stop Operators Consortium and the One-Stop Lead Operator in creating a comprehensive One-Stop Career Center system for job seekers and employers in Hudson County and Jersey City.

XVI. Competitive selection of One-Stop Operators

Hudson County and Jersey City will co-lead the One-Stop Operator Procurement process. The HCJC WDB will work with the County and City Officials to recruit a Request for Proposal Committee from the HCJC WDB Board. The goal of the committee is to help develop, read, score, and select the final submission. This Committee will ensure that no member will have a conflict of interest while serving.

The last RFP was issued in 2017. In 2020 a new RFP will be released. The tentative timeline for the procurement process for the RFP is as follows:

ACTION TIME	TIMEFRAME
Selection of RFP Committee	November 2019
Presentations to educate HCJC WDB on process	4th Q 2019/Jan 2020
Creation of RFP by RFP Committee and HCJC WDB Staff Members	1 st Q 2020
Review of RFP by County and City Legal Personnel	1 st Q 2020
Approval by NJ State Employment and Training Commission	1 st Q 2020
Review by County and City legal departments	1 st Q 2020
HCJC WDB Release RFP through procurement office	1 st Q 2020
RFP Deadline	1 st Q 2020
Selection Committee Meets to Review and Recommend Finalist	1 st Q 2020/2 nd Q 2020
HCJC WDB Board meeting to finalize all recommendations	2 nd Q 2020
Awarding of Contracts to each One-Stop operator	2 nd Q 2020
One-Stop Operations begin Process completed and implemented	July 1 st 2020

As documented in the Combined State Plan for the Workforce Innovation and Opportunity Act (WIOA), the WIOA requires local workforce areas to competitively select the One-Stop Operator based on eligibility requirements and criteria outlined in Section 121(d)(2). WIOA requires each State to provide their local workforce areas with policy guidance and technical assistance that will assist in the competitive selection of the One-Stop Operator. WIOA defines the minimum role of the One-Stop Operator as a convener, coordinator and manager of the one stop delivery system in a local workforce area. Local boards can develop a more expanded definition of the role of the One-Stop Operator as long as that role is consistent with state law.

Eligible entities to serve as a One-Stop Operator include:

- An institution of higher education
- An employment service State agency established under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), on behalf of the local office of the agency
- A community-based organization, nonprofit organization, or intermediary
- A private for-profit entity
- A government agency
- Another interested organization or entity, which may include a local chamber of commerce or other business organization, or a labor organization.

State law N.J.S.A 34:l SD-4. 7 and 21. also requires that all counseling services in One-Stop Career Centers must be either provided by a job counselor hired and employed by the State pursuant to N.J.S.A 11 A or hired and employed by a political subdivision of the State with the exception of those One-Stop Centers grandfathered under P.L. 2004, c. 39. State law further requires that all staff who are hired and supported by moneys from the Workforce Development Partnership Fund or the Supplemental Workforce Fund for Basic Skills, including any of those staff located at any One-Stop Career Center will be hired and employed by the State pursuant to N.J.S.A 11 A or hired and employed by a political subdivision of the State, with the exception of those One-Stop Centers grandfathered under P.L. 2004, c. 39.

The HCJC WDB is currently beginning the process and will identify the necessary firewalls to comply with both the Federal and State law. The board will select the One-Stop Operator through a competitive process. The Request for Proposal under development clearly delineates the role of the prospective One-Stop Operator to deliver services “at a minimum” level described within proposed 20 CFR 678.620 or near it, so as to ensure continued compliance with state law. HCJC WDB has identified the procurement requirements, selection process, roles/ responsibilities, and the standards and outcomes required of the One-Stop Operator. HCJC WDB anticipates having the procurement completed, the One-Stop Operator selected and in place for the 2020 program year that starts on July 1st.

The Infrastructure Cost Analysis agreement will calculate the non-personnel costs that are necessary for the general operation of the one-stop center, including the rental costs of the facilities, the costs of utilities and maintenance, equipment (including assistive technology for individuals with disabilities), and technology to facilitate access to the one-stop center, including the center’s planning and outreach activities. Per Federal and State guidelines, non-personnel cost include rental, utilities/maintenance, equipment, and technology. The HCJC

WDB commits to reviewing these costs on an annual basis as well as ensuring that shared infrastructure cost will be resolved and paid by partners.

XVII. Performance

The local levels of performance negotiated with the Governor and Chief Elected Official pursuant to section I 16(c) will be used to measure the performance of the HCJC WDB local areas for the performance of the two local fiscal agents, eligible providers under subtitle B, and the two One-stop delivery areas.

In order to assess the quality, effectiveness, and improvement of programs, New Jersey will utilize the performance measurement system outlined in section 116 of the Workforce Innovation and Opportunity Act (WIOA) as well as additional metrics that have been adopted by the SETC, grandfathered under P.L. 2004, c. 39. State law further requires that all staff who are hired and supported by moneys from the Workforce Development Partnership Fund or the Supplemental Workforce Fund for Basic Skills, including any of those staff located at any One-Stop Career Center will be hired and employed by the State pursuant to N.J.S.A. 11A or hired and employed by a political subdivision of the State, with the exception of those One-Stop Centers grandfathered under P.L. 2004, c. 39.

The WDB evaluates program performance by monthly review of NJ Performs Data for:

- Adult and Dislocated Worker Entered Employment
- Adult and Dislocated Worker Retention
- Adult and Dislocated Worker Average Earnings
- Youth Placement
- Youth Attained Degree
- Youth Literacy/Numeracy

The WDB evaluates WIOA budget compliance by monthly review of the NJ Department of Labor and Workforce Development Fiscal Report in comparison to the budget and the previous month's Fiscal Report. The WDB evaluated all significant training providers through third party monitoring, including:

- On-site visits
- Customer interviews
- Performance data review using NJ Performs and the NJ Eligible Consumer Report Card
- Review of provider costs and holdback billing

The WDB seeks to ensure that at least 30% of funds in each WIOA Title are spent on direct training, but funding levels could lessen this target. The WDB tracks this metric as part of monthly fiscal reviews.

The WDB also tracks and reviews the length of customer program participation to ensure that customers are exited on a timely basis. The State Employment & Training Commission Performance Committee has also identified length of program participation as a

key program metric. The WDB has not received local performance metrics for Program Year 2016.

XVIII. Local Board Membership, Recruitment, and Development

Hudson County/Jersey City recognizes that effective Workforce Development Boards are critical to the success of New Jersey's workforce system and our local economy. Led by the private sector, but inclusive of key partners, our local WDB engages in an active governance role to ensure that investments are made in effective programs and that local residents can access the services they need for career success. The local WDB is responsible for strategic direction, operation and oversight of programs and services in the local area.

The HCJC WDB shall be composed of leaders from the fields of business, labor, education and government, with at least fifty-one percent (51%) from the private sector, under the guidelines of the WDB Certification Manual issued by the NJSETC and the Commissioner of the New Jersey Department of Labor. All members shall be persons who have attained the age of eighteen (18) years.

Appointment & Terms

Pursuant to N.J.S.A 40:41A-37(b), the County Executive with the advice and consent of the Board of Chosen Freeholders, shall appoint the members of all County Boards, Commissions and Authorities (under which the Workforce Development Board lies). The initial term of office of each member of the Board shall be in accordance with the resolutions of appointment duly adopted by the Hudson County Board of Chosen Freeholders and Jersey City Municipal Council. All subsequent appointments to the Board shall be for a term of three (3) years. Upon the expiration of the term, Board members in good standing are eligible for reappointment.

The Board shall consist of forty-one (41) members and two ex-officio members (the Board of Chosen Freeholders and the JC Municipal Council). These members shall be nominated by the County Executive with the advice and consent of the County Board of Chosen Freeholders who shall then appoint members by resolution.

Vacancies

A vacancy shall be deemed to exist when:

- A member no longer represents the group from which he/she was originally selected.
- A member resigns.
- A member is removed.

A vacancy will be filled upon appointment by the County Executive.

Resignation

An officer may resign at any time by giving written notice to the WDB, the Chairperson, or the Secretary of the WDB, unless otherwise specified in the notice. The resignation shall take effect ten (10) days after receipt thereof by the Board or such officer, and the acceptance of the resignation will not be required to make it effective. Three consecutive absences of a member from any regularly scheduled meeting shall constitute resignation unless waived by the Board.

Removal

A member is removed in accordance with the following procedure:

1. A member who has missed three consecutive regular meetings shall be considered to have resigned unless the Board determines that such absences were for good cause.
2. A member may be removed for good cause by a two-thirds (2/3) vote of the Board, if written notice that such a vote will be taken is provided to the members at least seven (7) days before the meeting.

Alternates

Alternates for voting members at the four annually schedules WDB meetings are discouraged. However, should it become necessary for a member to send an alternate, that person will be non-voting.

Remuneration

Members shall not receive any compensation or remuneration for their services.

The WDB Director is always cognizant of the board composition and routinely encourages recruitment of new board members. The Director provides new members with an orientation to the Workforce Development Board and the workforce system. Additional training is available for the Chair through professional organizations.

The local WDB closely monitors performance of the One-Stop Operator and the workforce system. The WDB meets its oversight responsibility with strategies including joint monthly review of program and fiscal reports for Workforce Innovation and Opportunity Act, Workforce New Jersey, and other HCJC WDB programs from the WDB Director, One-Stop Operator and Chief Fiscal Officer of Hudson County and Jersey City. Workforce Development Boards in the state play an important role in New Jersey's efforts to expand high-quality employer-driven partnerships. The local WDB members represent the board at regional meetings and business events, serve on committees and develop relationships with area partners to identify opportunities and create high quality employer-driven partnerships.

Development/training program with board members: An orientation is in the planning stages for new board members as well as mentoring for new board members by experienced board members.

Actions the local board will take toward becoming a high- performing workforce development board: The HCJC WDB is a large and wide agency and will strive towards increasing communication on its mission and efforts. Social Media will be used to communicate with internal and external stakeholders.

Current Board Members

	NAME	TITLE/ORGANIZATION	TERM	NOTE
Business Members	Lourdes Valdes	Director, Workforce Planning and Strategy/St. RWJ Barnabas	2021	Board Chair
	Vacant		N/A	Vice Chair
	Roger Jones	President & CEO/Jones & Associates	2020	Exec Committee
	Jared Pilosio	Senior Associate/Ankura Consulting Group	2020	Exec Committee
	Andrew Campbell	President & CEO/Eastern Millworks	2020	Exec Committee
	Maria Nieves	CEO/Hudson County Chamber of Commerce	2021	
	Beatriz Baldwin	VP, Northern NJ Div/Goodwill of NY & NJ	2020	
	Deidra Viney	Owner/Express Pros	2020	
	Emily Pring	Director, Group Sales/Liberty Science Center	2022	
	Seth Kramer	Sales/ICM Properties	2021	
	Denise Wilkerson	CEO/Robert Scott PR	2019	
	George Blount	President/National Career Institute	2020	
	Vacant	PSE&G	N/A	
Economic Development	Michelle Richardson	Executive Director/Hudson County Economic Development	2022	Required
	Florence Baron	Development Director/Jersey City Economic Development	2020	

	NAME	TITLE/ORGANIZATION	TERM	NOTE
Organized Labor and Community Based Development Organizations	Peter Busacca	President/Hudson County Central Labor Council	2020	Exec Committee
	Patrick Kelleher	Business Agent/Plumbers Local 24	2021	
	Greg Hancox	President/International Alliance of Theatrical	2020	
	Robert Garrison	Business Representative/Laborers International Union of North Jersey	2020	
	Roseann Mazzeo	Director/Women Rising	2021	
	Elaine Dawson	Director of Family Support Services/Urban League of Hudson County	2020	
	Rekha Nandwani	Advisory Committee Member/ISSAW	2020	
	Courtney Madsen	Director, JC Immigration & Refugee Office/World Church	2020	
Education Representatives	Esmeralda Doreste-Roman	Director of the Union City Adult Learning Center/Union City Board of Education	2021	Required
	Dean Eric Friedman, PhD	Exec Vice President & Provost/Hudson County Community College	2020	Required
	Amy DeGise	Internship Coordinator/Hudson County Schools of Technology	2020	Required
	Dr. Jennifer Jones	Director, Career Planning & Placement/New Jersey City University	2019	
	Laura Pakhmanov	Exec Director, The Center for Engagement/St. Peter's University	2020	
	Miriam Frolow	Director of Academic Affairs/University of Phoenix	2020	
	Gary Williams	Campus President/Brandford Hall Career Institute	2020	
	Darnelle Richardson	Program Coordinator/Jersey City Public Library	2020	

	NAME	TITLE/ORGANIZATION	TERM	NOTE
Government Partners	Steve Smith	Director/Hudson County One-Stop	2020	Executive Committee
	Sharita Brown	Manager/Jersey City One-Stop	2020	Required
	William Schulz	DVRS Representative/State of New Jersey	2020	Required
	Keith Davis	Director/Hudson County Corrections & Rehabilitation	2020	
	Vivian Brady-Phillips	Exec Director/Jersey City Housing Authority	2020	
	Randi Moore	Division Chief/Hudson County Division of Housing and Community Development	2020	Required
	Samantha Moore	Administrator, Office of Children and Youth Services/Hudson County Dept of Health & Human Services	2020	
	Erin Ross	Coordinator/Office of Disability Services	2020	
	Robert Martinovich	Director/Hudson County Dept of Family Services	2020	
	Stacy Flanagan	Director/Acting Char JCETP	2020	

Scheduled & Special Meetings

The full Board shall meet four (4) times a year quarterly and one (1) annual meeting, unless a special meeting is called by the Chairperson. These meetings will be set and scheduled annually. Special meetings of the Board may be called at any time by a member upon written request to and approved by the Chairperson.

Standing Committees

The Workforce Development Committee has the following Seven (7) Standing Committees:

Executive: Comprised of the chair of each committee and provides leadership and strategy to accomplish the HCJC WDB mission and objectives.

One-Stop Career Center: Develops recommendations to the full HCJC WDB for the One-Stop Career Center design, implementation, site selection and other operating functions.

Literacy: Coordinates literacy resources and develops new strategies in support of enhancing literacy skills within the workforce development system

Youth: Assists in shaping a system that serves the needs of local youth. The Youth Committee provides expertise in policy and aids in developing and recommending local employment and training policy.

Finance: Evaluates operating costs, oversees procurement activities as well as leads in financial planning for workforce development board.

Disability: Researches and identifies new services and programs that can benefit persons with disabilities and recommends ways to incorporate the programs and services into the One-Stop System. Also advocates for persons with disabilities and communicates their goals and needs for consideration in One-Stop planning and program delivery.

XIX. Staff and Partner Development and Training Activities

The work of local staff across all WIOA Titles is supported by ongoing professional development and staff training activities. WIOA Title I, Employment Service, Adult Education and other staff will participate in professional development that is provided directly by, or coordinated by, the WIOA Office of Technical Assistance and Capacity Building.

Professional development will utilize multiple delivery modes to reach part-time and other hard to reach staff. This includes a mix of in-person meetings, synchronous online events and resources made available online. The local Workforce Development Board through the One-Stop Operator promotes planning and training for One-Stop, adult literacy and WDB staff. Professional development resources are available to all One-Stop Career Center staff through the WIOA Technical Assistance webpage. LWO also will incorporate training opportunities for One-Stop staff relating to the provision of services to individuals with disabilities, in coordination with DVRS and CBVI. On the local level, HCJC WDB staff professional development is factored into annual performance reviews. Partners of the One-Stop Career Centers are invited to attend, when appropriate. Annual training includes, but is not limited to:

- Mental health awareness
- Microsoft Office applications (e.g., Excel, Access)
- Customer service skills
- Leadership and managerial skills

In addition, the HCJC WDB is a member of the Garden State Employment and Training Association (GSETA), a statewide professional organization. A GSETA annual professional development conference is open to workforce professionals and geared toward providing information on workforce development strategies occurring across the country.

Participants include local level direct service staff, managers, board members and other One-Stop Career Center partners involved in workforce development (WIOA, Wagner-Peyser, DVRS, and TANF). Attendees also include employers, adult educators, community- and faith based organizations, county and local welfare agencies, vocational education professionals, city and county government, state officials, economic development agencies, elected officials and community action agencies.

XX. Training Services Delivery

The HCJC WDB use intelligence gathered from employers, HCJC WDB members, community colleges, chambers of commerce, county economic development entities, business associations, the Talent Advisory Councils, Business Representatives, LWD labor market information, individual employers and training providers to determine training areas and curriculum development. The community colleges and private training providers often have their own advisory bodies which guide curricula and instruction. This guidance is often shared with the HCJC WDB. The Combined State Plan for the Workforce Innovation and Opportunity Act 2014 identifies the certifications that are most desired by employers within New Jersey's seven key industry clusters. Placement in training programs is by customer choice but counselors provide employment data to help individuals select training in key industry clusters that will lead to employment in an in-demand occupation and provides an industry valued credential. LWD has created a list of credentials that will be used for determining training offerings that match employer needs, job demand and portable credentials.



All job seekers follow the same service model:

- Referral from NJ Division of Unemployment Insurance or county welfare organization
- Attend Reemployment Evaluation Assessment session
- Attend training orientation (customers not interested in training are referred to NJ Employment Service [NJ ES] for intensive services)
- Meet with employment counselor
- With counselor, develop preliminary Individual Service Strategy
- Research labor market information and training providers
- Secure counselor approval for training; finalize Individual Service Strategy
- Report to classroom training or On-the-Job Training
- Discuss training problems and issues, if any, with counselor: participate in training provider placement activities
- Report employment information to counselor
- As necessary, participate in additional NJ ES placement activities
- Provide follow up information in response to WDB/Employment & Training request

XXI. Local Planning Process

The HCJC WDB hired Kairos Development Group to help facilitate the strategic planning process. The firm reviewed research on industry and key demographics, set timeline and facilitated discussion. The HCJC WDB created a Strategic Planning Committee to guide the creation of the local plan. The strategic planning committee participated in two meetings (September 10, 2019 and October 21, 2019). Committee members made themselves accessible by phone or email to ask/answer questions or give feedback on various sections of the plan. Every effort was made to ensure that the strategic planning committee was representative of various sectors of the HCJC WDB.

NAME	TITLE
Brown, Sharita	Manager, Jersey City One-Stop
DeFilippo, Michelle	Admin Assistant, HC/JC WDB
Ehret, John	Labor Market Analyst
Flanagan, Stacey	Director, Jersey City Department of Health & Human Services
Friedman, Dr. Eric	Executive VP & Provost/COO, Hudson County Community College
Jones, Dr. Jennifer	Director of Career Services
Lopez, Benjamin	Director HC/JC WDB
McPherson, Esq. Bernadette	Director of Outreach, Millennium Strategies
Moore, Randi	Division Chief, Hudson County Division of Housing & Community Development
Moore, Samantha	Administrator, Hudson County Health & Human Services of Children & Youth
Richardson, Michelle	Executive Director, Hudson County Development Corporation
Romero, Gilberto	Director of Urban Workforce Advantage
Sabater, Julio	CEO, Advantage First
Santiago, Reinaldo	Director, One-Stop Operations - JCETP
Schulz, Bill	Manager, Jersey City DVRS
Sheridan, Timothy	Assistant Director in Hudson County One-Stop
Skolar-Gamarello, Laura	Vice Chair HC/JC WDB

A draft was delivered on October 25, 2019 to a small subset of the committee. The Final draft was submitted to SETC on October 31st, 2019.

XXII. Technology

One-Stop Center divisions are working together to transition to an integrated OneStop model. The facility has state of the art computers and Cisco IP Phone systems.

- Installed Smart Boards for training, orientations and presentations by employers and vendors

- Upgraded computers for job searches, resume writing and for general use by the public.
- Renovated a room to allow for phone interviews with employers.
- Installed direct phone lines to State's Unemployment Offices.
- Purchase scanners to allow customer to upload information related to employment.
- Renovated room for computerized testing for career aptitude.

XXIII. Priority of Service

Title I provides for a "Priority of Service" for Out-of-School Youth, Low-Income Adults and Veterans. This provision grants priority access to higher-intensity career services and training to public assistance recipients, other low-income individuals, Veterans and individuals who are basic skills deficient, particularly individuals with Limited English Proficiency. All One-Stop Career Center visitors with an interest in training are referred to Training Counselors for an assessment. The local WDB reserves 20% of the Adult funds to address priority of service.

Public Assistance & Low-Income

Public assistance recipients, low-income and individuals who are basic skills deficient are each thoroughly assessed by staff to ensure the most appropriate activity necessary to improve work readiness skills and employment preparedness. Such activity could include assignment to a four-week Work Readiness class, Community Work Experience worksite, occupational and vocational training, remedial training (ABE, ESL) or monitored job search.

Veterans

One-Stop Veterans' services are totally integrated into One-Stop activities, with additional specialized services available as needed. Veterans follow the same path as most Workforce Innovation and Opportunity Act (WIOA) enrolled One-Stop customers: REA, training orientation, counseling, research, enrollment in training and follow up. However, on request, WIOA enrolled Veterans and Veterans who do not pursue training are referred to Disabled Veterans Outreach Program Specialists (DVOPS) or Local Veterans Employment Representatives (LVER), located at area One-Stops.

DVOPS provide intensive services to meet the employment needs of disabled veterans and other eligible veterans, with the maximum emphasis directed toward serving those who are economically or educationally disadvantaged, including homeless veterans, and veterans with barriers to employment. LVERs conduct outreach to employers and engage in advocacy efforts with hiring executives to increase employment opportunities for veterans, encourage the hiring of disabled veterans, and generally assist veterans to gain and retain employment. To meet the specific needs of veterans, particularly veterans with barriers to employment, DVOPS and LVER staff are thoroughly familiar with the full range of job development services and training programs available at the One-Stop Career Centers and Department of Veterans Affairs Vocational Rehabilitation and Employment Program locations. Veterans who wish to enroll in training are given priority for training orientations, ensuring that there is no delay in veterans beginning or continuing training. Veterans also receive priority in job referrals.

The HCHC WDB are also active participants in and supporters of local veteran's committee and veterans' events. For example there is a local collaboration with the Bergen County Veterans stakeholders meeting group.

Veterans and eligible spouses receive priority referral to all job and training opportunities for which they qualify. Staff specialists are assigned to each One-Stop Career Center to help veterans find suitable jobs and opportunities. Services include:

- Free job search workshops
- Resume development assistance
- Career Coaching
- Assistance with the many benefits available through the Veterans Administration and state and local government agencies.

All priority services are prominently advertised in the One-Stop Centers.

XXIV. Additional Local Elements

Not applicable at this time.

