

**DRAFT**

# Contents

November 22, 2024

Executive summary .....	4
Strategic Vision and Goals .....	8
Governance and Partnerships .....	10
Workforce Development System and Services .....	19
Performance and Accountability .....	66
Technology and Innovation .....	73
Local Planning and Stakeholder Engagements .....	77
Appendices [Pending] .....	95

## Hudson County Local Workforce Plan 2024-2027



Welcome to the Local Plan for the Hudson County Workforce Development Board.

The plan is designed to give the public an understanding of some of the challenges that are ahead in providing services that are offered to our community through the Hudson County Workforce Development Board.

It's important to understand where you are going and how you're getting there in order to aid our community and improve the quality of services to those in our community which will enhance the quality of life for those in need.

The four-year Hudson County Workforce Development Board's Local Plan will give you a look into the strategic efforts that will be guiding the Workforce system of Hudson County.

Being committed to providing critical services like education, job training and other essential services can change a person's life and that is what workforce can do.

The HCWDB will work to provide the residents of our community what's needed for a life of success and purpose. Our program is for those who want that chance for success and purpose in the workplace and in life.

Your success story will be shared with others to see the positive changes in your life from the services offered to you by the HCWDB Workforce.

If you're looking for a positive direction to change your life, the Hudson County Workforce just might be the answer.

Regards,

A handwritten signature in black ink, appearing to read "Roger Jones", written in a cursive style.

Roger Jones  
President/CEO, Jones & Associates Communications  
Chairman, Hudson County Workforce Development Board

# Executive summary



Introduction to Hudson County's Workforce Development Plan



The imperative of aligning with WIOA and state strategies



The role of the Hudson County Workforce Development Board

# Introduction to Hudson County's Workforce Development Plan

The Workforce Innovation and Opportunity Act (WIOA) came into effect on July 1, 2015. It supersedes the Workforce Investment Act (WIA) of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. WIOA supports both job seekers and businesses, thereby increasing the efficiency of local labor markets.

WIOA meets the needs of job seekers by creating a workforce system that provides them with access to education, training, and support services, enabling them to find more suitable employment faster. It also supports businesses by connecting them with skilled workers, which are essential for them to compete in the global economy. To ensure the successful implementation of the federal law's requirements and deliver high quality workforce development services to job seekers and employers, WIOA partners and other workforce development service providers in Hudson County strive to develop and implement proven leading practices and strategies for system improvement.

WIOA requires Local Workforce Development Boards to engage partners and stakeholders in the completion of a local, multi-year, workforce plan. This document describes the Hudson County Workforce Development Board (the HCWDB or the Board) Local Workforce Development Plan (the Local Plan), which outlines the vision, goals, and strategies for implementing WIOA and partner programs in the local area.

Besides compliance with WIOA requirements, this local plan must be consistent with New Jersey's Combined State Workforce Plan modified for Program Years 2022 – 2023. To support the vision of “building a stronger and fairer economy in New Jersey”, the state plan highlights two mutually supporting goals: (1) ensure all career-seeking New Jerseyans have the education and training necessary to access high-quality employment, and (2) ensure businesses and employers that are offering high-quality employment in the state can quickly and efficiently fulfill their talent needs.

The implementation of the Plan will also be governed by the principles outlined by the County Executive in his vision for building a stronger, fairer, inclusive, and prosperous talent pipeline in Hudson County (the County). As one of the most important economies in the Northern New Jersey Region, Hudson County provides vital job opportunities to its residents as well as others who reside outside of the County. By fostering a strong, coordinated workforce ecosystem in the County, employers and job seekers can effectively grow and cultivate a robust economy and sustain long-term success.

## The imperative of aligning with WIOA and state strategies

The HCWDB must follow federal and state regulations to secure federal funding, augment resources available for workforce development in Hudson County, and provide high-quality workforce services to jobseekers and employers. WIOA emphasizes the importance of collaboration among various stakeholders, including businesses, educational institutions, nonprofits, and government agencies. The HCWDB's activities must align with WIOA requirements and foster stronger partnerships with these

stakeholders, leading to more coordinated and effective workforce development efforts. WIOA also requires the use of evidence-based practices in workforce development. This means that HCWDB's programs and strategies must be based on rigorous research and quantitative data that demonstrate their effectiveness.

Closely aligned with WIOA and federal policies, the state of New Jersey has its own set of workforce development requirements and priorities, which are designed to address the specific needs and challenges of the state's labor market. The HCWDB is required to adhere to the state's requirements and provide services to respond to local labor market and business needs.

Between February and June 2021, the United States Department of Labor (USDOL) conducted monitoring of multiple grants administered by the New Jersey Department of Labor (NJDOL), including WIOA Title I and Title III programs. In response to USDOL monitoring, the former Hudson County/Jersey City WDBs were merged into a single entity, the Hudson County Workforce Development Board (HCWDB). This merger resulted in changes in the Board executive leadership, Board structure, and program providers. To help provide stability through this transition, NJDOL assumed operational control of the HCWDB in July 2022, and since then has been providing policy guidance, technical assistance, and planning support.

Aligning with WIOA and state strategies is imperative for the HCWDB; it ensures compliance with federal regulations, fosters collaboration among stakeholders, promotes the use of evidence-based practices, and ensures relevance to local businesses and job seekers. This alignment is key to developing a workforce development plan that is effective, efficient, and capable of meeting Hudson County labor market's needs.

## **The role of the Hudson County Workforce Development Board**

According to [WD-PY21-6](#), The Chief Local Elected Official (CLEO) and the HCWDB share governance responsibility for key functions, including:

- Local plan development
- Budget and approval
- Selection of operators and providers
- Youth activities
- Program oversight
- Performance accountability measures
- Workforce system policy

The roles and responsibilities of the CLEO and HCWDB are set out in the shared governance agreement, along with a description of the partnership and specific responsibilities. The agreement also defines a clear separation of duties and firewalls between the staff who perform governance functions and

operation functions in instances where the staff serve multiple roles.<sup>1</sup> On January 1<sup>st</sup>, 2024, Hudson County officially appointed a new CLEO.

The CLEO and the HCWDB each have their own responsibilities. The CLEO is responsible for appointing Board members, approving the Board's budget, and serving as the grant recipient for the workforce funds allocated to the local area.<sup>2</sup> The CLEO is also by legislation financially liable for workforce funds that are allocated to the Hudson County Workforce Development Area. The HCWDB is mandated by federal law to be the lead organization in Hudson County for workforce planning, to cooperate with state officials in providing business with labor market information, and to arrange for a service delivery system that meets the workforce needs of businesses and job seekers. The HCWDB engages leaders from the private sector, public agencies, education, labor unions and community-based organizations to inform Hudson County's workforce strategies and ensure that its efforts utilize the skilled workers of our community and are aligned with employer demands. This Plan details the existing methods by which the HCWDB provides services and undertakes its mandated responsibilities. It proposes ways to strengthen its compliance with WIOA and state requirements. The Plan also suggests ways to enhance collaborations with program partners to provide more integrated and higher-quality services to customers in the future.

## Plan Structure

The Hudson County Workforce Development Board's four-year Local Plan is designed to strategically guide the local area's efforts in fostering a robust and inclusive workforce system in Hudson County. This plan outlines a comprehensive approach to workforce development, focused on equipping residents with the necessary skills and resources to thrive in an evolving job market.

This plan starts with the HCWDB's workforce development strategic vision and goals, followed by an overview of the Board's governance structure and partnerships, the workforce system and services in Hudson County, and service monitoring and accountability. The plan describes technology and innovation in providing workforce services to job seekers and employers in the County. It concludes with stakeholder engagements and their contributions to preparing this plan. Quality assurance is attached at the end of this document to ensure this plan meets US DOL and NJDOL's requirements.

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<sup>1</sup> Per 20 CFR 679.430: "Local organizations often function simultaneously in a variety of roles, including local fiscal agent, local WDB staff, one-stop operator, and direct provider of services. Any organization that has been selected or otherwise designated to perform more than one of these functions must develop a written agreement with the Local WDB and CEO to clarify how the organization will carry out its responsibilities while demonstrating compliance with WIOA and corresponding regulations, relevant Office of Management and Budget circulars, and the State's conflict of interest policy."

<sup>2</sup> [WD-PY21-6 Local Governance Policy \(nj.gov\)](#)

# Strategic Vision and Goals



Outline of the HCWDB's mission, vision, and strategy

## Outline of the HCWDB's mission, vision, and strategy

The Vision statement of the HCWDB is derived from and is consistent with the Vision in the New Jersey Workforce Development Plan. Vision statements are aspirational – what the HCWDC is striving toward. The Mission statement is more actionable – the actions that will move us toward the vision. The Strategy section explores in more detail the actionable items that help move toward the Vision, consistent with the WIOA framework and state and federal policy.

### VISION

The Vision of the HCWDB is to foster a strong, fair, and inclusive county labor market through innovative tools and technologies, strategic partnerships, and proactive trainings to ensure sustainable economic growth and prosperity for all county residents.

### MISSION:

The Mission of the HCWDB is to achieve this vision through meeting these goals:

- Invest in residents to help them find work that provides family sustaining wages.
- Ensure all job and career-seeking residents of Hudson County have access to the education and training necessary to access high-quality employment.
- Provide local and regional employers with access to job seekers and incumbent workers with the in-demand skills they need to prosper.
- Efficiently and effectively match resident job seekers with suitable employment.

### STRATEGY:

*Strategy 1. Leverage labor market information to guide workforce development priorities.*

The HCWDB will collect and analyze relevant labor market information, identify in-demand occupations, skills, and qualifications in local job markets, and use this information to guide workforce development



priorities and help mitigate labor shortages. This will be accomplished with collecting, analyzing, and disseminating labor market information and feedback from employers.

*Strategy 2. Enhance strategic partnership and service integration.*

The HCWDB recognizes that effective communication and collaboration among local organizations are the keys to success. A commitment to building strong partnerships with WIOA partner programs, community organizations, agencies, businesses, and stakeholders will create a more coordinated, streamlined, and effective workforce development system. Furthermore, given the merger of the Hudson County and Jersey City WDBs, the HCWDB is especially focused on enhancing service integration and ensuring equal access to services across the entire county.

*Strategy 3: Drive high quality governance and enhance compliance with WIOA and state policies.*

The HCWDB is committed to effective governance and diligent execution of our roles and responsibilities. Operating and providing workforce services in accordance with WIOA policies and NJDOL requirements are necessary to achieve this strategy.

*Strategy 4: Strengthen performance monitoring and evaluation to guide workforce services.*

As required by WIOA, the HCWDB will use evidence-based approaches to continuously monitor program performance and provide corrective actions as needed. This ensures that high quality workforce development services are provided to Hudson County residents and employers.

The HCWDB will review the progress of implementing these strategies every quarter and ensure continuous improvement in the County's workforce development services.



# Governance and Partnerships



Board structure and roles of the HCWDB



Committee structure



Engagement with job seekers, employers, and education providers



Staff and partner development and training

**Overview:** The HCWDB develops strategies for meeting local workforce needs and making system enhancements based on data-driven insights.

**Committees and Partnerships:** The board, through its committees and sub-committees, collaborates with local employers, government bodies, educational institutions, and community organizations. This collaboration aims to build and sustain high-quality partnerships for workforce development.

**Mandated Roles and Responsibilities:** In accordance with WIOA, HCWDB's responsibilities include:

- Local and regional planning
- Policy development and adherence
- Analyzing labor market information for planning
- Engaging employers and developing career pathways
- Implementing best practices
- Utilizing technology for service enhancement
- Oversight and monitoring of programs
- Setting and maintaining local performance measures
- Developing stakeholder partnerships and effective communication
- Overseeing vendor procurement
- Budget development and fiscal oversight

## Board structure and roles of the HCWDB

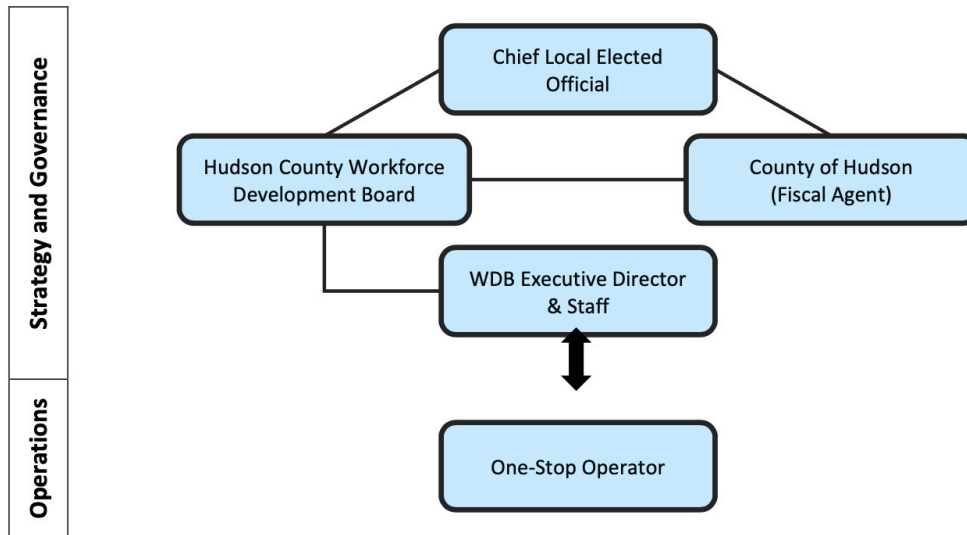
The HCWDB currently consists of 22 board members, with the board structure consistent with 20 CFR § 679.320. The full list of board members can be found in the Appendix section.

Financial oversight is crucial, with the board responsible for effective allocation and use of WIOA funds. To help administer grant funds and track financial activity, the HCWDB has designated the County of Hudson as its fiscal agent. As the fiscal agent, the County is responsible for receiving funds, ensuring fiscal integrity and accountability, responding to findings from financial audits, maintaining proper records and documents, preparing financial reports, providing technical assistance to subrecipients regarding fiscal issues, and procuring contracts/providers. To reinforce accountability, the HCWDB conducts regular audits and evaluations of programs and initiatives. These assessments may be performed by hired staff or independent auditors and ensure compliance with legal and ethical standards, providing an objective view of our performance and areas for improvement.

The chart below summarizes the relationship between the CLEO, HCWDB, County of Hudson (as fiscal agent), the WDB Executive Director and staff, and the One-Stop Operator. On the strategy and governance side, the CLEO and the HCWDB share governance responsibilities, as described above. The CLEO appointed the County of Hudson to serve as the fiscal agent and assist in the administration of grant funds; the fiscal agent then works with the HCWDB to help administer grant funds, track financial

activity, and procure providers. The HCWDB sets the strategic direction and policies for workforce development in the local area, and the WDB Executive Director and staff are responsible for implementing these strategies and managing the day-to-day operations of the Board. The One-Stop Operator works with the strategy and governance side of the system to manage the One-Stop center and partners, according to the broader strategies set by the Board.

**Figure 1: Strategy, Governance and Operation Entities**



Recognizing the value of collaboration, HCWDB actively pursues strategic alliances with key partners across sectors. These partnerships aim to leverage resources, share expertise, and create synergistic solutions for workforce development challenges. The HCWDB takes a collaborative approach that engages various stakeholders, including employers, educational institutions (K-12 and higher education), training providers, community organizations, economic development agencies, the public and labor unions. To ensure that the HCWDB remains attuned to the needs and concerns of all stakeholders, the HCWDB is committed to maintaining regular, open dialogues with its partners. This includes routine community forums, feedback sessions, and dedicated communication channels for ongoing input and concerns. The HCWDB recognizes the importance of promptly addressing stakeholder concerns. To this end, the HCWDB will develop an enhanced response mechanism, where concerns raised are systematically recorded, evaluated, and addressed in a timely manner, ensuring that the Board’s strategies remain relevant and effective. To support this process, the HCWDB will collaborate with the One-Stop Operator to ensure that feedback and recommendations are raised to the Board during their regularly scheduled meetings. The OSO and Operations Committee will coordinate to implement feedback efficiently and track their results to ensure issues are addressed in a timely manner.

To provide high quality services to job seekers and employers in the workforce community, the HCWDB emphasizes transparency and accountability by making plans, reports, and other public information available in accordance with the New Jersey Sunshine Law. Meeting agendas, minutes, and decisions are made publicly available on the [HCWDB website](#), ensuring stakeholders are well-informed about the Board’s activities and rationales behind key decisions.

## **Procurement of Operator and Services**

The HCWDB is committed to following all federal, state, and local procurement policies and processes. The HCWDB has established a procurement policy (Resolution No.2022-07) and procedures which have been approved by the Board. Services are announced for bid or proposal and evaluated by an independent team of either staff, board members and/or community members based on procurement thresholds and nature of the service. Contracts are awarded based on pre-established qualifications and scoring protocols.

As outlined in the procurement policy, the HCWDB issues RFPs to procure the One-Stop Operator and services to build the workforce system infrastructure in Hudson County. The RFPs invite proposers to:

- Deliver Adult, Dislocated Worker and Youth Services; and
- Act as the One-Stop operator.

The RFP process involves a set of rules to safeguard fair and objective decision-making when awarding grant funds. The rules comply with applicable federal, state, and local requirements, i.e., Title 2 Code of Federal Regulations (CFR) Part 200. Notice of the RFP is sent to entities through electronic mail. Additionally, information regarding the RFP is legally noticed (i.e. published in local newspaper and on the HCWDB website).

The procurement of the One-Stop operator and services specifically consider what is needed for the job center to obtain American Job Center certification. The Job Center, must meet certain criteria such as:

- Offering a comprehensive array of employment and training services
- Including job search assistance, skills assessments, and career counseling
- Providing access to a range of partner programs, such as adult education, vocational, rehabilitation, and veteran services
- Demonstrating effective case management practices to ensure that job seekers receive individualized support and guidance
- Establishing partnerships with local employers to develop job opportunities and meet the workforce needs of the community
- Demonstrating effective performance outcomes, such as job placement rates and earning gains for program participants

As the HCWDB becomes more connected with North Jersey Partners', the Northern Jersey regional consortium, planning effort, it strives to align procurement priorities and considerations with the regional labor market needs. For example, if an industry/occupation/employer in the North Jersey region provides a large number of high-quality jobs available to Hudson County residents, the HCWDB may prioritize the service vendor/provider who has the qualifications and experience training job seekers for these jobs. The HCWDB will also leverage supports from North Jersey Partners by adopting promising practices tested by other local workforce boards in the region.

## **Oversight and Monitoring of WIOA Activities**

The HCWDB provides overall oversight and monitoring for WIOA activities in Hudson County. The purpose of oversight and monitoring is to ensure that workforce development programs within the local area are operating in accordance with all applicable federal, state, local regulations and policies associated with all WIOA funded recipient agreements, and all appropriate administrative directives. Monitoring is scheduled twice a year, or anytime at the discretion of the HCWDB to ensure that all services and programs are designed and operating to achieve expected results, to ensure funds are being

spent for authorized purposes, to ensure reliable and timely information is captured, reported, and utilized to improve decision making, and to aid in corrective action prior to oversight by grantors. The HCWDB expects internal monitoring to include periodic review of information entered into the AOSOS. In addition, the HCWDB expects that contractors to monitor data integrity in AOSOS to include assurance that case notes and activities are entered in a timely manner and that outcomes and soft exits are monitored properly.

The HCWDB closely works with NJDOL and will comply with the requirement for all contractor/ subcontractor agreements be monitored regularly and at the discretion of NJDOL. The HCWDB staff monitor contractors regarding both programmatic and fiscal compliance. The HCWDB also reviews the intake and enrollment processes, case files, accessibility for all customers, programmatic specific compliance for WIOA, Priority of Services, and training services.

Expenditures are tracked monthly to assure correct cost categories and that expenses are within contracted cost limitations. These expenditures are related to training, work-based activities, and supportive services. Additionally, frequent desk reviews are conducted on each WIOA contract.

Training on policies and reporting requirements are held for all partner agencies and contractors at minimum on a yearly basis. Local policies addressing the oversight of the AJC, youth programs and WIOA Title I programs are developed in response to NJDOL issuances, or internal needs.

Oversight and monitoring entails policy development. The HCWDB monitors existing and new requirements of USDOL and NJDOL, identifies missing policies in the local area, and develops policies to guide the workforce development activities in Hudson County. All policies must be reviewed and approved by the Board. The policy development procedure follows these key steps:

- Identify need for policy and policy impact
- Draft the policy
- Policy review by Board committees, Board members, and subject matter experts
- Finalize and approve the policy

## Committee structure

The HCWDB employs an effective committee structure that ensures strategic oversight and successful, efficient implementation of workforce initiatives. [NJDOL WD-PY21-6](#) requires that each LWDB must establish at a minimum, a local Youth Council, a Disability Committee, a One Stop Committee, and a Literacy Committee. These committees, each with a distinct focus, are instrumental in guiding the HCWDB's efforts to address the multifaceted needs of Hudson County's labor market.

### Executive Committee

Although not required, the [Workforce Investment Board Member Handbook](#) recommends LWDBs use Executive Committees to provide strategic direction and governance functions. The Executive Committee of the HCWDB consists of the Board Chairs and each of the Committee Chairs. The committee will work closely with the Executive Director, making decisions between full Board meetings, helping to frame issues, and proposing an overall direction and approach for the work of the Board. Specific activities of the committee include:

- Discussing and developing strategies for cultivating a strong relationship with the Local Elected Officials
- Identifying and cultivating relationships with key leaders in the community
- Reviewing periodic reports

- Developing an annual budget for approval by the CLEO with ratification by the Board and monitoring fiscal expenditures against the adopted annual budget
- Reviewing and negotiating with the State on annual performance measures; reviewing performance reports on a frequent basis
- Attending local and State meetings that support the work of the Board and enhance the leadership of the Board

### **One-Stop Partners Committee**

This committee plays a key role in the management of One-Stop Career Centers. It is responsible for developing recommendations on center operations, site selection, and service delivery, ensuring these centers effectively meet the needs of job seekers and employers with quality resources and support. This committee is comprised of Board members who do not represent providers of One-Stop services, such as private sector and labor organization members, to avoid potential conflicts of interest.

### **Disability Committee**

Focusing on inclusivity, the Disability Committee advises on accommodating and supporting individuals with disabilities. It ensures that workforce services are accessible and tailored to the diverse needs of this group, fostering an inclusive labor market in Hudson County.

### **Literacy Committee**

Collaborating with educational institutions and training providers, its primary mission is to provide active leadership engaging community stakeholders around local needs and priorities for literacy services. The Literacy Committee provides strategic direction and works in collaboration with other programs and initiatives in the local community to develop a comprehensive system of supports for developing the basic literacy skills of local residents.

### **Youth Investment Council**

Concentrating on the younger segment of the workforce, this council oversees programs targeting youth employment and skill development. It connects young individuals with career development opportunities, playing a vital role in nurturing the next generation of the workforce. This council will develop methods of soliciting youth perspectives on program structure, design and effectiveness. Such a student-centric approach is important to well-designed, responsive and effective youth programming. As stated in WD-PY21-6, the Youth Council should:

- Help to identify gaps in services and develop a strategy to use competitive selections or community partnerships to address the unmet needs of youth
- Coordinate youth policy
- Ensure quality services
- Leverage financial and programmatic resources
- Recommend eligible youth service providers to the LWDB

The Youth Council must include a member of the LWDB, who chairs the committee, members of community-based organizations with a demonstrated record of success in serving eligible youth and young adults, and other individuals with appropriate expertise and experience who are not members of the LWDB.

### **Business Services and Economic Development Committee**

As stated in the Workforce Investment Board Member Handbook, LWDBs can establish other committees to address the board's priorities and implement tactics. To better connect job seekers with employers, the HCWDB plans to set up a new Business Services and Economic Development Committee that will be comprised of industry leaders and economic development representatives. These professionals have



first-hand knowledge of emerging industry trends, labor market needs, and skills gaps in the regional economy. It is pivotal to leverage their knowledge, real-time observations of the labor market, and connections with the business communities to inform workforce development priorities and serve as the bridge between job seekers and employers. The mission of this committee is to plan and oversee marketing and outreach services to business as well as evaluating how effectively business is being served as a customer of the One-Stop system.

## Engagement with job seekers, employers, and education providers

The HCWDB recognizes the critical importance of actively engaging with employers and education providers. This partnership is key to aligning workforce development initiatives with the actual needs of the labor market and educational institutions. The following strategies outline HCWDB's approach to fostering these essential collaborations:

1. **Strategic Job Fairs and Career Events:** The HCWDB organizes and participates in job fairs and career events, strategically targeting employers that provide high quality jobs and industries that are key to Hudson County's economy. These events will not only facilitate direct hiring but also provide opportunities for employers to communicate their needs, directing training resources and program development.
2. **Industry Advisory Panels:** The Business Services and Economic Development Committee will lead ad-hoc industry-specific advisory panels comprising employers, industry experts, and educators based on key labor market information. These panels will provide first-hand, in-depth knowledge on current and future skill needs, ensuring that the Board's workforce development efforts are in line with industry trends and technological advancements. The business representative at the Hudson County One-Stop will closely work with these panels to address the business communities' unmet needs and efficiently connect appropriate career seekers with employers.
3. **Collaborative Training Program Development:** In partnership with local educational institutions, the Hudson County One-Stop Career Services Provider works to develop training programs that are directly aligned with the skills and qualifications sought by employers. This involves regular consultations with industry representatives to ensure that curriculum and training content remain relevant and up to date. For example, a key partner in these efforts is the Hudson County Community College (HCCC), which is represented on the HCWDB. The HCCC has numerous training and credential programs already developed based on community needs. In addition, the HCCC has a wealth of in-house experience that can be leveraged to develop new training or curriculum programs. The HCWDB will expand its relationship with the HCCC and other education providers and provide additional support regarding labor market information and facilitating connections with employers and training providers.
4. **On-the-Job Training (OJT) including Internship and Apprenticeship Opportunities:** The HCWDB facilitates the creation and expansion of internship and apprenticeship programs, utilizing both federal funding and state resources like the Office of Apprenticeship when appropriate. These programs are developed in close collaboration with employers and educational institutions, providing hands-on experience to participants and creating a pipeline of skilled workers for local businesses. For example, the HCCC is a key partner in these roles leveraging their existing "Learn and Earn" programs, such as a registered apprenticeship in advanced manufacturing and credential programs in healthcare, financial services and information technology, and more. The HCCC's work-



based learning programs also strive to align non-credit training programs with credit training programs, so that individuals participating are able to earn college credits and will be able to achieve higher levels of education in the future without having to repeat and/or repay for similar courses.

5. **Employer-Led Workshops and Seminars:** Regular workshops and seminars led by employers and industry experts are organized by the One-Stop Operator (OSO) and workforce partners. These sessions provide insights into industry-specific trends, skills in demand, and career advancement opportunities, enhancing the knowledge base of both job seekers and workforce service providers.
6. **Feedback Mechanisms for Improvement:** HCWDB will establish feedback mechanisms that allow employers and education providers to regularly share their experiences and insights. This feedback will be crucial in continuously improving programs and aligning them more effectively with market needs. To aid in this continuous improvement process, the One-Stop Operator collects feedback from partner programs through monthly meetings. The OSO then passes this feedback, any issues, and recommendations for improvement to the Board which will then discuss its options and act to implement those recommendations in a timely manner.
7. **Education-Business Partnerships:** Strengthening partnerships between educational institutions and businesses will be a priority. This includes joint initiatives in research, curriculum development, and the sharing of resources and expertise. The vision of the HCWDB includes leveraging the OSO as a centralized hub and service coordinator to connect education providers and the business communities and provide work-and-learn experience, internships, apprenticeships, and other meaningful pathways to Hudson residents.
8. **Economic Development Partnerships:** The HCWDB will leverage new and existing partnerships with community organizations supporting the workforce development ecosystem in Hudson County. The HCWDB especially looks forward to strengthening its partnership with the Hudson County Economic Development Corporation (HCEDC). As the County's economic development agency, the HCEDC provides numerous services related to promoting access to capital, education, and job market information within the County. Through years of collaboration, the HCEDC has developed many strong relationships with employers and education resources. For example, the HCEDC and Hudson County Community College (HCCC) have established a new internship program focused on small businesses. The HCWDB looks forward to exploring ways to collaborate with and cross-learn with the HCEDC to expand the reach of both organizations. For example, the HCEDC plans to enhance its integration and partnership with the OSO by providing economic development training to OSO and partner program staff, with the goal of providing labor market insights and seamless services to job seekers and connecting them with employers and high-quality jobs.
9. **Sector specific workforce development:** Many local workforce boards in the nation explore and leverage fundings outside of WIOA grants to support workforce development in local regions; these flexible and diversified funding streams allow boards to provide uninterrupted, holistic, and seamless services to customers. This blended funding approach will also allow the Hudson County workforce system to reach and serve more participants, benefiting a broader population in the community. The HCWDB will adopt this promising practice and identify additional funding streams to support local residents/job seekers and businesses.

Through these specific tactics, the HCWDB aims to create a dynamic and responsive workforce development ecosystem in Hudson County.

## Staff training

An important component of establishing and developing a high-functioning Board that can help guide Hudson County over the next four years and beyond is ample training in the federal and state policies the Board is subject to, along with leading practices that will result in better program outcomes.

Through partnership with NJDOL and other organizations well versed in WIOA guidelines, the CLEO, County leadership and staff, the Executive Director, HCWDB members and Board staff participate quarterly in training on how to maintain WIOA compliance, including its regulations, additional state regulations, leading practices for local governance, and promising practices to lead and support the Hudson County workforce development ecosystem. Training topics include:

- Establishing and maintain robust monitoring and evaluation systems
- Developing appropriate goals and performance metrics, and measuring performance against those goals
- Using local labor market information to identify workforce needs, including growing industries/ occupations and current training/education gaps
- Conducting program/process evaluations to identify areas for enhancement
- Communicating and collaborating with public agencies, including robust procurement processes in line with WIOA
- “Change management” best practices to ensure staff and service providers’ actions are aligned with the HCWDB’s objectives and strategic goals

Informed, engaged, and capable Board members and staff are vital in ensuring the effectiveness of the HCWDB and the operation of the County’s workforce development system. As membership is solidified and new members are brought on, the HCWDB will ensure all individuals have the knowledge and skills needed to excel in their roles. Stakeholder and partners will participate in the training sessions listed above to understand WIOA compliance requirements as well as One-Stop cross-trainings facilitated by the OSO to develop a holistic understanding of what organizations and partner programs are servicing the Hudson County local area.



# Workforce Development System and Services



Analysis of Hudson County's workforce and economic conditions



Current system overview and integration of WIOA programs



Strategies and services for workforce and economic development



One-stop center operations and management



Workforce Partners



Target population and strategies for inclusion

# Analysis of Hudson County's workforce and economic conditions

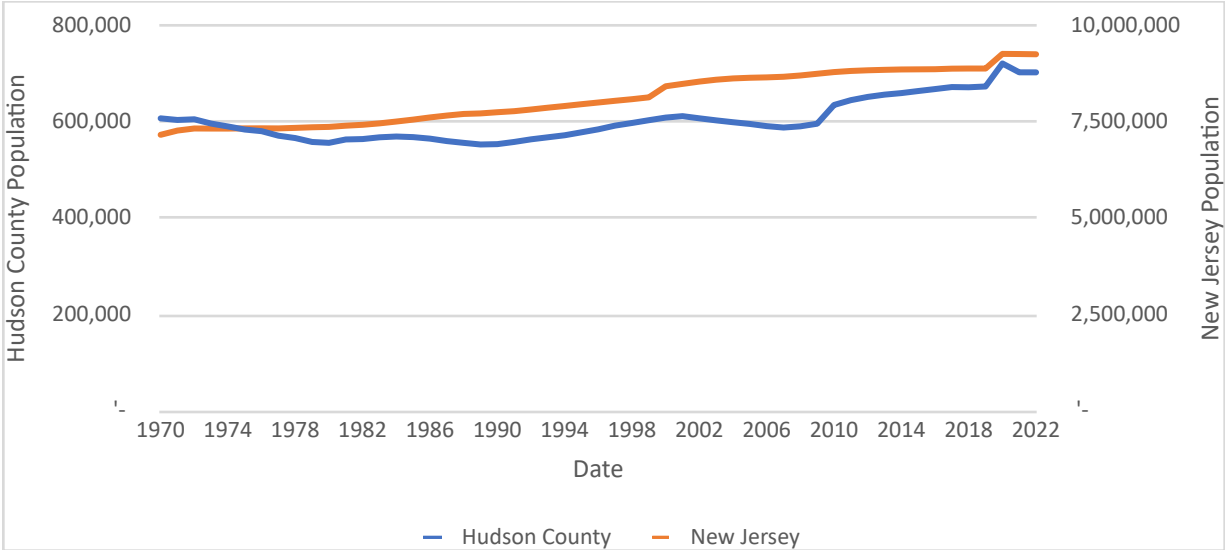
## Introduction

Hudson County lies along the Hudson River, just across from Manhattan and just north of Staten Island. It is the smallest county in New Jersey in terms of land area but by far the most densely populated (about 15,226 residents/square mile, Census estimate 2022). Hudson County also borders several larger New Jersey counties. To the north lies Bergen County (Hackensack) and to the West is Essex County (Newark). Union County (Elizabeth) lies to the Southwest. Hudson County enjoys highway and rapid transit (train and bus) connections to New York City and adjacent New Jersey counties. As a result of this geography, many Hudson County residents work outside the County, in other New Jersey counties as well as locations in New York.

## Overview

Hudson County has a growing and diverse population, standing at 703,000 in 2022. The chart below shows the County's population growth rate has generally kept pace with that of the state population.

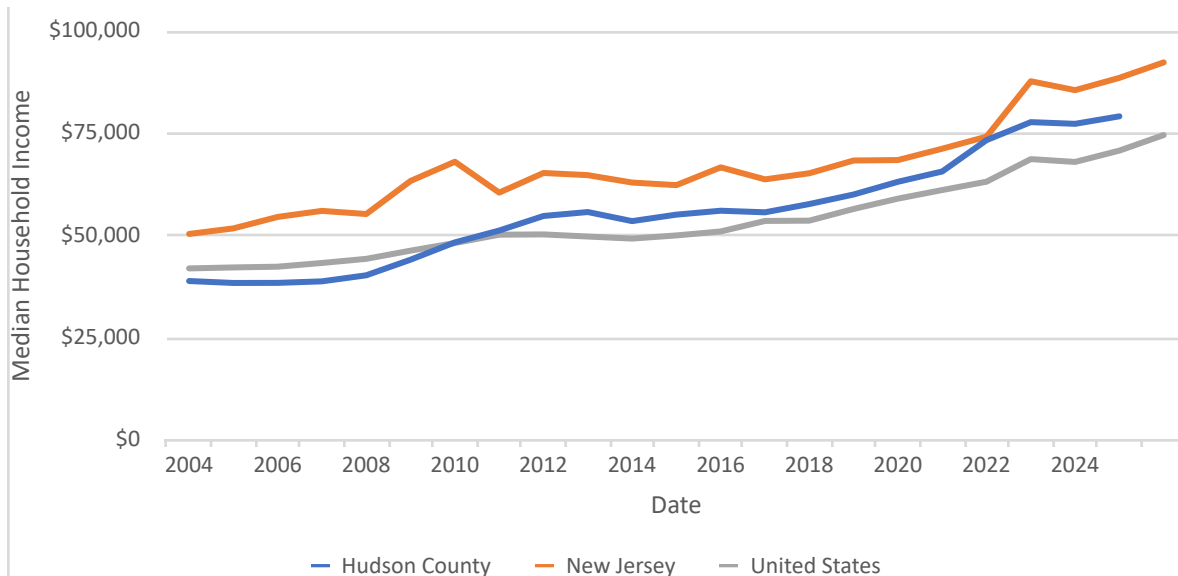
**Figure 2: Population Growth Trends in New Jersey and Hudson County**



Source: St Louis Federal Reserve Bank, FRED

The median household income (Current Dollars) for Hudson County was about \$79,000 in 2021 as shown below, about \$8,000 above the US median of \$71,000, and \$10,000 below the New Jersey median of \$89,000. The figure shows these values over time:

**Figure 3: Median Household Income (Current Dollars)**



Source: Federal Reserve Bank of St Louis, FRED

The levels of educational attainment for Hudson County show a higher proportion of the population with less than a High School Diploma compared to the national average, but also a greater proportion of people with bachelor and graduate degrees. This phenomenon of thicker “tails” of the educational distribution makes workforce development perhaps more important in Hudson County than in many other areas. The lower tail of the educational distribution suggests that many Hudson County residents may face difficulties attaining self-sufficiency through working alone. Other supportive services and programs may be required for this group of Hudson County residents. The relatively large proportion of County residents with a graduate or professional degree reflects the strength of Hudson County’s workforce: these workers typically have higher earnings and an easier path to employment in job search. Table 1 shows these data.

**Table 1. Educational Level for Population Aged 25 and Over in 2022**

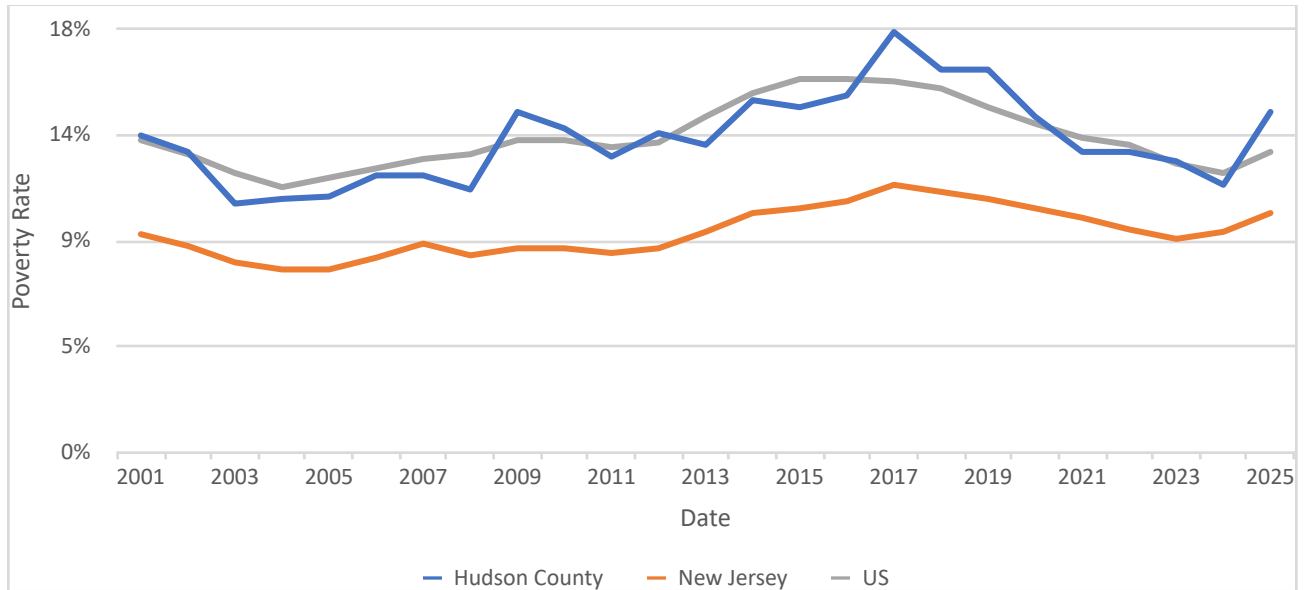
Educational Attainment	Hudson County	US
Less than HS Diploma	13.30%	8.80%
High school graduate (includes equivalency)	21.70%	28.50%
Some college, no degree	12.50%	14.50%
Associate degree	4.60%	10.50%
Bachelor degree	28.50%	23.40%
Graduate or professional degree	19.30%	14.20%

Source: Census Bureau, ACS

Figure 3 shows the poverty rates for Hudson County, New Jersey, and the United States. Given the distribution of educational attainment in Hudson County, it is not surprising that Hudson County has higher poverty rates than the US, which, in turn, are higher than the rates for the state of New Jersey. This would also seem to argue for an active and effective workforce development system. The

prevalence of residents with lower levels of education may help explain the sluggish recovery from the pandemic related increase in poverty rate in Hudson County.

**Figure 4: Poverty Rates**



Source: Federal Reserve Bank of St Louis, FRED

Hudson County has a diverse population. One of the dimensions of this diversity is the larger proportion of foreign-born residents than either New Jersey or the US. Table 2 shows these proportions.

**Table 2. Foreign Born Population in 2022**

Location	Percentage
Hudson County, NJ	41.70%
New Jersey	23.50%
United States	15.50%

Source: US Census Bureau, ACS

Hudson County also has a larger population of people of color, particularly Asian and Latino compared to the national level and state level, as shown below.

**Table 3. Race and Hispanic Origin in 2022**

Race and Hispanic Origin	Hudson County, NJ	United States	New Jersey
White alone, percent	63.10%	75.50%	70.70%
Black or African American alone, percent	15.40%	13.60%	15.40%
American Indian and Alaska Native alone, percent	1.30%	1.30%	0.70%
Asian alone, percent	17.00%	6.30%	10.50%
Native Hawaiian and Other Pacific Islander alone, percent	0.20%	0.30%	0.10%
Two or More Races, percent	2.90%	3.00%	2.40%
Hispanic or Latino ethnicity, percent	42.40%	19.10%	21.90%
White alone, not Hispanic or Latino, percent	28.20%	58.90%	52.90%

Source: US Census Bureau, ACS; Note: the data on each row is not mutually exclusive.

Not surprisingly, given the County’s location, many Hudson County residents work outside the County, in New York as well as in other New Jersey counties. Measuring these commute patterns is challenging. The Census Bureau administers the American Community Survey (ACS), a large annual national household survey covering a wide range of topics, including commuting patterns. Unfortunately, sample sizes in the ACS do not permit annual analysis of ACS data for smaller jurisdictions, such as Hudson County. The ACS data are therefore aggregated over a five-year period for smaller areas like Hudson County.

ACS data for Hudson County covers the five-year period from 2016 through 2020. While this is a pre-pandemic time-period, analysis of similar Census data shows little change in commuter behavior between 2018 and 2021. We are confident these data accurately represent current commute behavior for the Hudson County area.

Table 4 and Table 5 summarize these labor market dynamics. Table 4 shows the places of work for Hudson County Residents in 2016-2020. Nearly half (46%) worked in Hudson County while 54% worked in other counties. Manhattan (New York County) comprised by far the largest number of out-of-county workers (26%). The remainder were split between New Jersey counties and other counties in New York City.



**Table 4. Work County for Hudson County Residents in 2022**

State of Work	County of Work	Number of Workers	Percent of All Workers
New Jersey	Hudson County	162,967	46.1%
New York	New York County	92,561	26.2%
New Jersey	Bergen County	26,572	7.5%
New Jersey	Essex County	21,816	6.2%
New Jersey	Union County	8,626	2.4%
New York	Kings County	7,812	2.2%
New Jersey	Middlesex County	6,534	1.9%
New Jersey	Morris County	5,688	1.6%
New Jersey	Passaic County	4,401	1.2%
New York	Queens County	3,689	1.0%

Source: US Census Bureau, ACS



Table 5 shows the County of residence for those working in Hudson County. 55% of workers in Hudson County also live within the County. This may reflect the proximity of the County to New York and other New Jersey counties as well as a broad range of transportation option. The relatively large proportion of out-of-county residents coming into the Hudson County for work may suggest issues such as congestion, transportation and parking constraints. As the County grows, these issues may become more formidable as constraints to workforce success. It also presents an opportunity to upskill local residents so they can obtain many of the good jobs located within the County.

**Table 5. County of Residence for Those Working in Hudson County in 2022**

State of Residence	County of Residence	Workers	Percent of All Workers
New Jersey	Hudson County	162,967	55.2%
New Jersey	Bergen County	26,960	9.1%
New Jersey	Essex County	20,463	6.9%
New Jersey	Middlesex County	11,247	3.8%
New Jersey	Union County	10,400	3.5%
New Jersey	Passaic County	8,695	2.9%
New York	New York County	6,968	2.4%
New York	Kings County	6,556	2.2%
New Jersey	Monmouth County	6,019	2.0%
New Jersey	Morris County	4,845	1.6%
New York	Queens County	3,731	1.3%
New York	Richmond County	3,142	1.1%

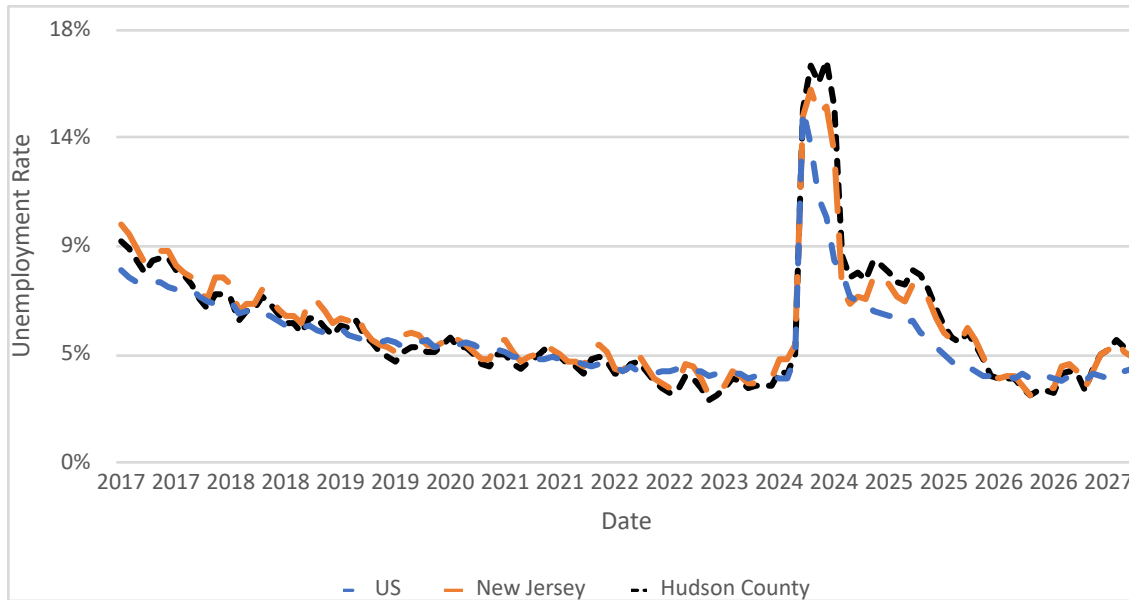
Source: US Census Bureau, ACS

### Hudson County Labor Market

Hudson County is home to a diverse and vibrant economy featuring a dynamic labor market. This section will describe some key characteristics of the County labor market, with emphasis on its impact on county residents and the workforce system.

Perhaps the most prominent indicator of labor market health is the unemployment rate. By that measure, in September 2023, Hudson County (4.8%) fares slightly worse than New Jersey (4.6%) and a whole percentage point worse than the US (3.8%). The figure below shows these unemployment rates over time.

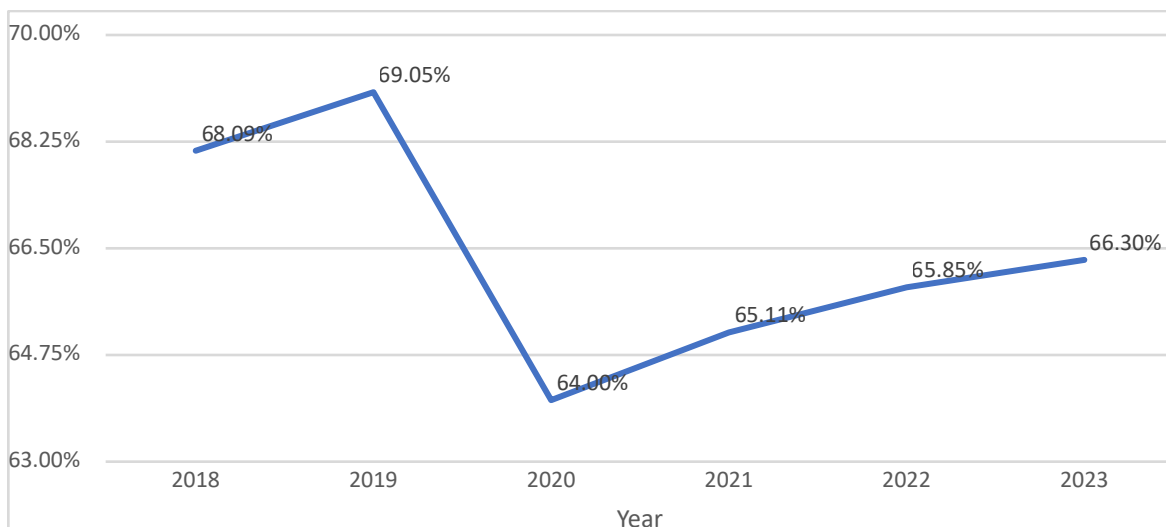
**Figure 5: Unemployment Rates, Not Seasonally Adjusted**



Source: Federal Reserve Bank of St Louis, FRED

During the pandemic in 2020-2021, a substantial number of workers left the labor market. The proportion of the population that is either employed or unemployed but actively seeking work (the labor force) is the Labor Force Participation Rate. Hudson County followed the national trend as shown below. The labor force participation rate remains substantially below pre-pandemic levels, indicating a “hidden” workforce of potential workers. With the appropriate training and engagement with these residents who are currently not in the workforce, it is promising to increase labor participation rate of the Hudson County to its pre-pandemic level.

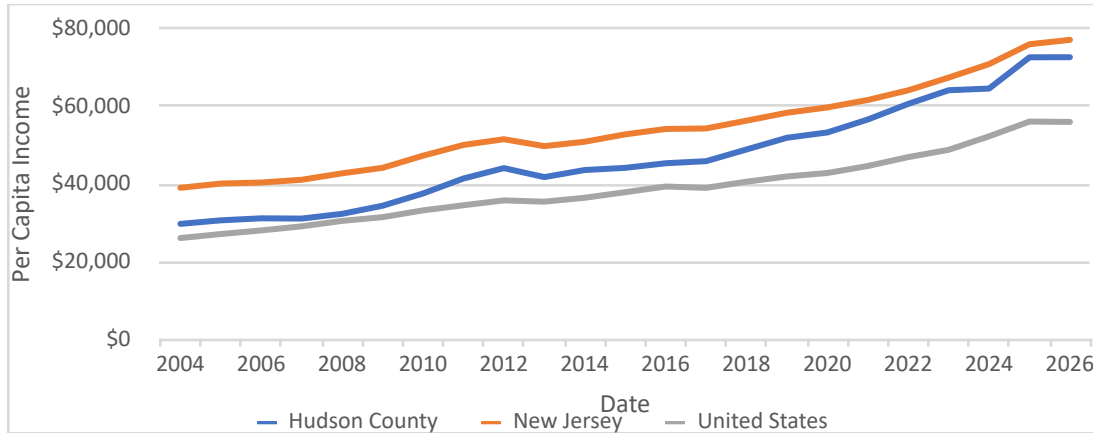
**Figure 6: Hudson County Labor Force Participation Rates**



Perhaps the most relevant measures of labor market performance are household income and income per capita (shown below). For both measures, New Jersey enjoys higher income levels than the United

States, with Hudson County lying between the two. The median household income for Hudson County was \$79,200 in 2021, above the US level (\$70,800) and about \$10,00 below the New Jersey level (\$88,600). The per capita income levels show a similar pattern, with the Hudson County per capita income level of \$72,700 below the New Jersey level (\$77,200) and well above the US level of (\$56,100). The gap between the County level and the state level indicates that, with effective training and better alignment with employer needs, it is possible to improve the job prospects for Hudson County residents and potentially increase incomes.

**Figure 7: Per Capita Income (Current Dollars)**



Source: Federal Reserve Bank of St Louis, FRED

## Industry Structure

The industry structure of Hudson County is complex. Recall from the data presented previously that 46% of Hudson County Residents are employed outside the County, with many going to Manhattan, or New York County (26%), Bergen County, NJ (7.5%) and Essex County, NJ (6.7%). Also, 55% of the jobs in the County are held by residents from other counties, largely from within New Jersey. Bergen County leads this list with its residents holding 9.1% of Hudson County jobs. Essex County (6.9%), Middlesex County (3.8%) and Union County (3.56%) are also large contributors to Hudson County in-commuters.

Of the 284,100 jobs in Hudson County in 2022, 44,200 were in the largest industry group, Finance and Insurance. Next came Health Care and Social Assistance with 30,400 jobs. Transportation and Warehousing Services (27,000), Retail Trade (26,100) and Educational Services (21,300) were also significant employers in Hudson County.

As shown by the Hudson County Chamber of Commerce, six industries had a location quotient larger than 1 in the year of 2022<sup>3</sup>. Location quotient (LQ) is a measure to quantify how concentrated a specific industry is compared to the national average; an LQ larger (smaller) than 1 means the concentration is higher (lower) than the national level. A concentrated industry usually has accumulated significant know-how and developed an advantage compared to the national level. As shown in the snapshot below, Transportation and Warehousing in Hudson County observed the highest LQ of 2.25 among all industries

<sup>3</sup> Source: [hudson-ny-chamber.eimpactv3.com/dashboards/211/hudson/Economic-Dashboard#workforce](https://hudson-ny-chamber.eimpactv3.com/dashboards/211/hudson/Economic-Dashboard#workforce), accessed 7/22/2024.

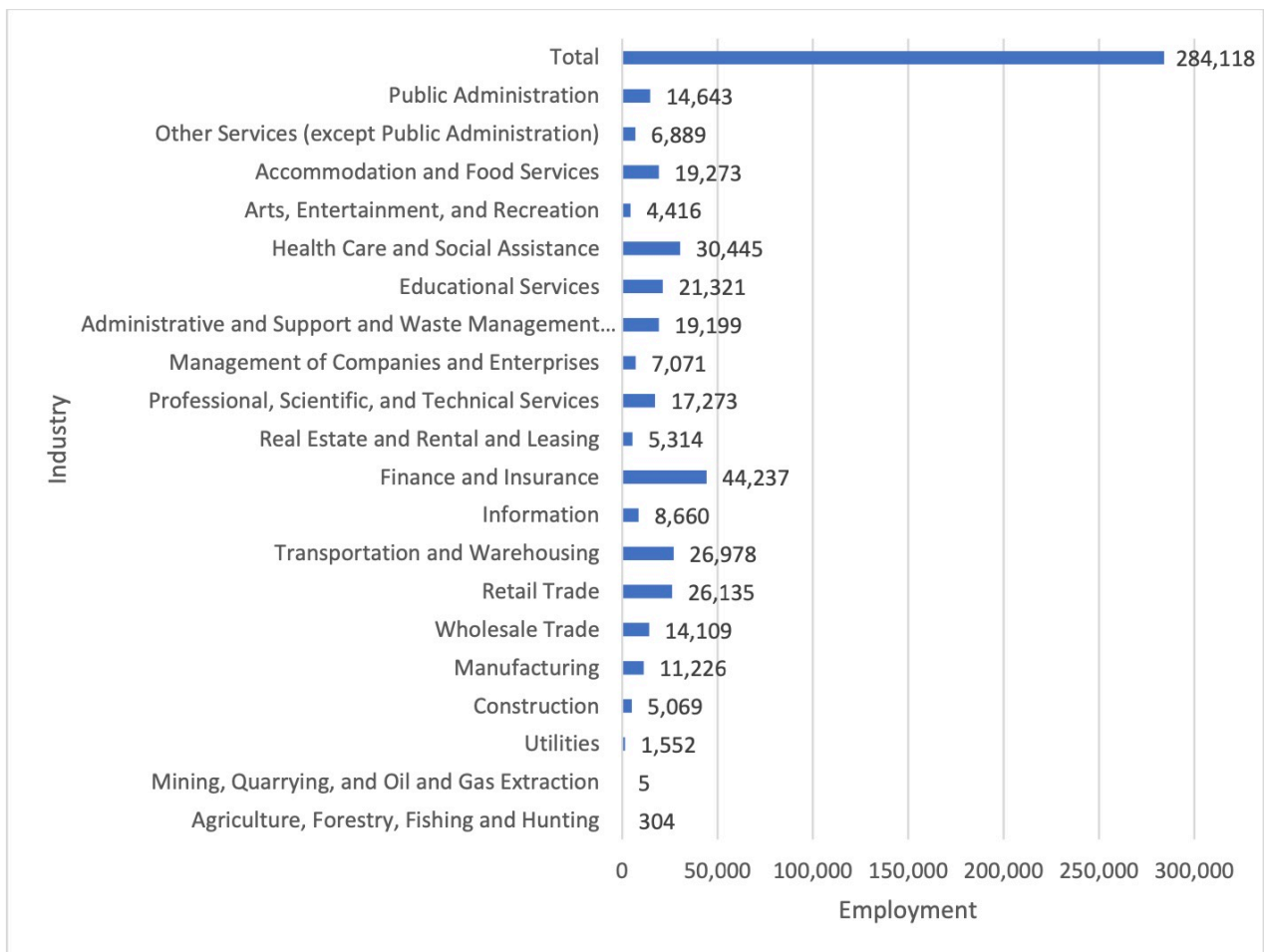
in the county, followed by Finance and Insurance, Information, Real Estate and Rental and Leasing, and Arts, Entertainment, and Recreation.

**Figure 8: Snapshot of Industries with an LQ above 1 in Hudson County**

Industry	2023 Jobs	2022 Average Earnings Per Worker	2023 LQ (Industry Concentration)	2018-2023 % Change in Jobs	2022 Earnings Total
Transportation and Warehousing	49,486	\$53,599	2.25	21.98%	\$2,579,711,289
Finance and Insurance	50,918	\$199,786	2.05	10.89%	\$10,032,502,256
Information	10,001	\$136,024	1.39	10.92%	\$1,331,181,839
Real Estate and Rental and Leasing	26,608	\$54,494	1.16	29.14%	\$1,384,474,263
Arts, Entertainment, and Recreation	9,841	\$44,904	1.16	11.52%	\$420,357,726
Wholesale Trade	14,639	\$109,244	1.15	1.04%	\$1,594,448,114

Employment by industry data is detailed below.

**Figure 9: Average Quarterly Hudson County Employment in 2022**

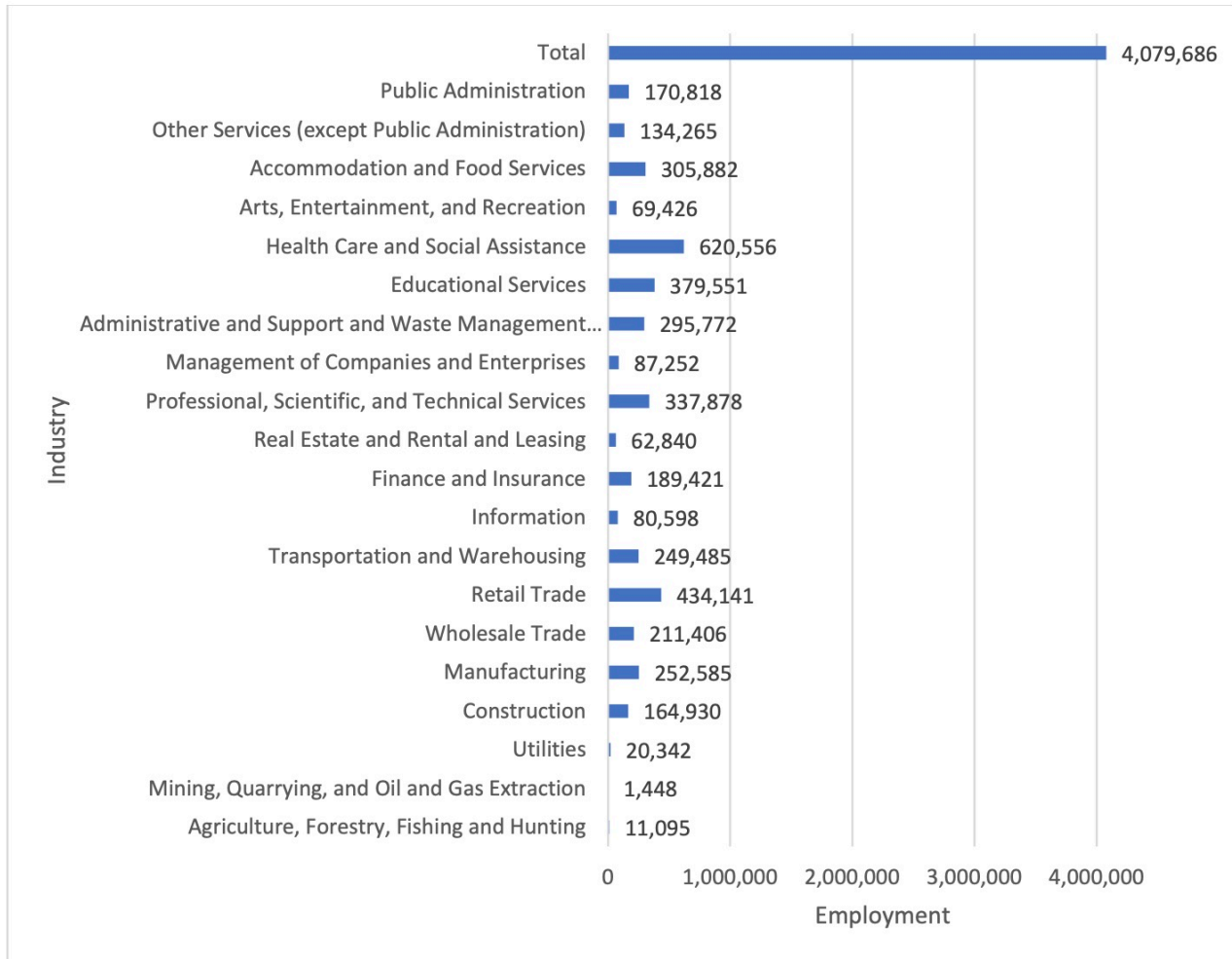


Source: US Census Bureau, LEHD, Start of Quarter Employment

For the state of New Jersey, there were 4,079,700 jobs in 2022. Health Care and Social Assistance was the largest industry group with 620,600 jobs. Other important industries in terms of employment include Retail Trade (434,100), Educational Services (379,600), Professional, Scientific and Technical Services

(337,900) and Accommodation and Food Services (305,900). Employment by industry estimates for New Jersey are detailed below.

**Figure 10: Average Quarterly New Jersey Employment in 2022**



Source: US Census Bureau, LEHD, Start of Quarter Employment

### Job Postings (Demand)

Information from job postings provides insight as to the current demand for certain occupations and skills. Lightcast, a company that provides labor market statistics and information, has provided job posting data for Hudson County. Their job postings “are collected from various sources and processed/enriched to provide information such as standardized company name, occupation, skills, and geography.” (Lightcast Q4 2023 Data Set, Job Posting Data for Hudson County, NJ)

Jobs are typically posted for specific occupations, though the occupational titles may vary. Lightcast has standardized these occupational titles and provides data on job posting for Hudson County from November 2022-October 2023.

**Table 6: Number of Selected Job Listings in Hudson County, November 2022-October 2023**

Occupational Title	Number of Listings		Average Days Open
	Total	Unique	
Registered Nurse	8,030	2,248	26
Business Management Analyst	3,732	1,891	28
Retail Sales Associate	3,608	1,354	27
Project Manager	2,740	1,212	27
Customer Service Representative	3,317	1,170	26
Office Administrative Assistant	3,440	1,151	26
Tractor-Trailer Truck Driver	3,114	1,028	26
Retail Store Manager/Supervisor	2,367	907	28
Sales Representative	3,467	902	26
Laborer Warehouse Worker	2,977	872	24
Security Officer	2,118	836	27
Restaurant Food Service Manager	2,129	611	31
Waiter/Waitress	1,071	452	28
Receptionist	1,616	447	26
Janitor/Cleaner	1,221	446	28
Bookkeeper Accounting Clerk	1,501	420	26
Building and General Maintenance Technician	1,219	410	26
Medical Assistant	1,085	397	28
Auditor	889	395	30
Merchandiser	1,206	387	25
Fast Food Counter Worker	1,147	381	26
Licensed Practical/Vocational Nurse	1,321	373	24
<b>Total</b>	<b>255,024</b>	<b>83,362</b>	<b>27</b>

Source: Lightcast

These data, particularly the unique job postings can be viewed as an indication of the demand for the associated occupation in Hudson County over the year covered by the data. The average length of time the posting is open is an indication of the difficulty in finding qualified applicants for a particular occupation. As shown in this table, positions for restaurant food service manager and auditor took a longer time to fill than the rest of the listings.

Each of these occupations has a set of associated skills. Lightcast has worked with the USDOL O\*NET skills inventory as well as internal data to associate the demand (postings) data for each occupation with

the associated skills. The Economic Development Committee, working with industry partners, will work with the incoming Executive Director and One-Stop partners to develop competencies and industry certifications for these in-demand occupations. The US Department of Labor through the Employment and Training Division (ETA) maintains an occupational skills inventory, called O\*NET. The O\*NET career exploration tool (matching a client’s skills to an occupation) can be found here: <https://www.dol.gov/agencies/eta/onet/tools> .

ETA also published a Competency Model Clearinghouse ([Home Page | Competency Model Clearinghouse \(careeronestop.org\)](http://Home Page | Competency Model Clearinghouse (careeronestop.org))) in which tools are available to build or view competency models for industries or occupations. These competency model tools can be used by the One-Stop Operator, Employment Service staff, or partner agency staff to assist in a number of workforce activities, including:

- Communicate industry needs (through Business Services)
- Career exploration and guidance, including identifying career paths and lattices
- Workforce program planning and analysis
- Curriculum planning, development and evaluation
- Human resource services to business
- Certification and licensure
- Industry models and registered apprenticeships

The HCWDB will utilize competency models to develop the marketable skills of job seekers, to enhance business growth and productivity and to make Hudson County labor markets more effective and more efficient for workers and employers.

Table 7 shows the skills indicated by job postings data to be in most demand in Hudson County. It indicates that job applicants with good verbal and interpersonal communications skills, an orientation to detail, problem solving and are self-motivated to be the best matches for open jobs in Hudson County. These in-demand skills should be a focus of job training efforts for job seekers.

**Table 7: Largest Skill Gaps in Hudson County**

Skill	Job Postings	Job Seeker Profiles	Skills Gap
Communications	31,687	19,312	12,375
Detail Oriented	10,629	1,467	9,162
Problem Solving	12,547	4,985	7,562
Self-Motivation	6,814	499	6,315
Verbal Communication Skills	6,620	367	6,253
Interpersonal Communication	6,675	1,923	4,752
Multitasking	6,329	1,814	4,515
Influencing Skills	5,270	798	4,472
Organizational Skills	5,753	1,726	4,027

Prioritization	4,452	977	3,475
Lifting Ability	3,406	47	3,359
Computer Literacy	3,752	489	3,263
Professionalism	3,583	1,047	2,536
Analytical Skills	4,328	1,872	2,456
Accountability	3,081	1,192	1,889
Writing	8,523	6,636	1887
Governance	3,213	1,373	1,840
Decision Making	3,513	1,767	1,746
Ethical Standards and Conduct	2,586	915	1,671
Ability To Meeting Deadlines	2,114	595	1,519
Cleanliness	2,133	849	1,284
Mathematics	3,323	2,549	774
Critical Thinking	2,161	1,782	379
Clerical Works	2,220	1,845	375
Mentorship	2,822	2,751	71

Source: Lightcast

On the other hand, there are occupations and associated skills for which there are more applicants than positions. The “negative” skill gaps are shown in Table 8 below. The table indicates that there is a relative shortage of jobs requiring skill in sales, Microsoft Office, research, and customer service compared to the current pool of job applicants. This information may provide guidance for economic development and job development efforts.

HCWDB and occupational pipelines: The HCWDB works with the K-12 system, Community Colleges CTE programs and other education providers to address skills gaps among the targeted populations. The Board works with employers and providers to ensure the skills provided meet the needs of employers and clients. The HCWDB will support educational institutions to develop programs and curricula that develop skills and competencies demanded by the County labor markets.

**Table 8: Smallest Skill Gaps in Hudson County**

Skill	Job Postings	Job Seeker Profiles	Skills Gap
Sales	11,593	38,462	-26,869
Microsoft Office	6,114	31,831	-25,717
Research	5,848	29,247	-23,399
Microsoft Excel	7,794	30,045	-22,251
Customer Service	16,485	38,479	-21,994



Microsoft PowerPoint	5,046	22,229	-17,183
Management	22,130	37,802	-15,672
Leadership	12,396	25,568	-13,172
Teaching	3,219	11,156	-7,937
Operations	14,254	21,621	-7,367
Teamwork	3,251	10,360	-7,109
Consulting	2,422	7,427	-5,005
Time Management	5,086	9,624	-4,538
Microsoft Outlook	2,671	6,327	-3,656
Forecasting	2,177	5,419	-3,242
Innovation	5,344	8,157	-2,813
English Language	3,975	6,051	-2,076
Scheduling	4,039	5,530	-1,491
Information Technology	2,169	3,371	-1,202
Coaching	3,361	4,270	-909
Planning	9,128	9,699	-571
Coordinating	5,625	6,169	-544
Presentations	6,164	6,468	-304

Source: Lightcast

## Employment Dynamics

More important to Workforce development than the number of jobs or job postings in industries is the rate at which hires and separations take place. Figure 9 includes data most relevant to workforce development. It shows the New Hire rates for industry groups for both Hudson County and New Jersey. Overall, 17.6% of jobs in Hudson County were associated with a new hire compared to 17.4% in New Jersey overall. In Hudson County, Accommodation and Food Services had the highest new hire rate at 29.5% of jobs, for the state that figure was 29.8%. Perhaps not surprisingly, Arts, Entertainment and Recreation had the highest new hire rate for New Jersey at 36.5%, the corresponding figure for Hudson County was 26.9%. Transportation and Warehousing had a large proportion of new hires at 27.0%. New Jersey had 20.2% for the same industry. Interestingly, Finance and Insurance, the leading sector for jobs in Hudson County had a modest 9.4% of new hires in Hudson County and 9.6% for the state.

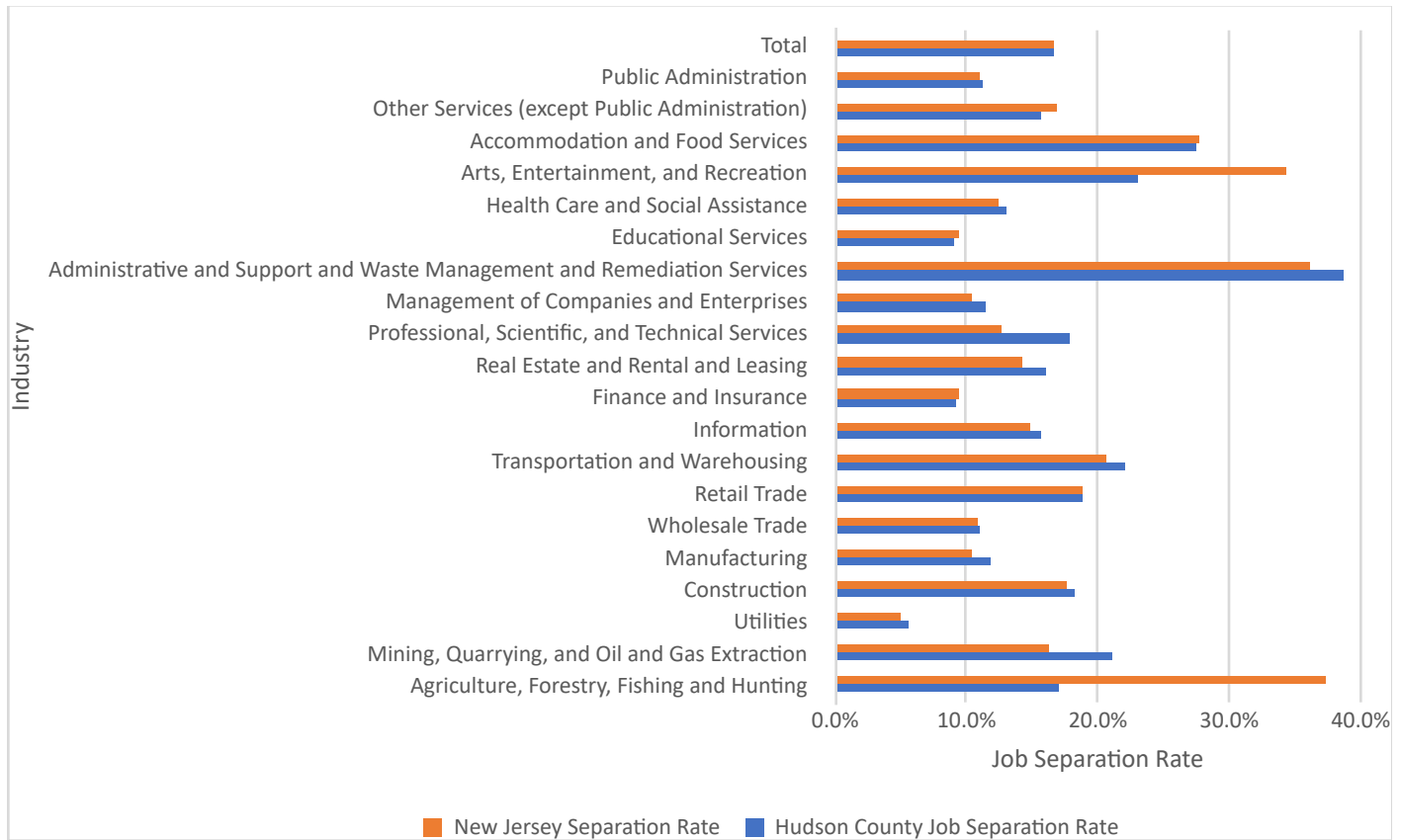
**Figure 11: Average Quarterly New Hires, 2022**



Source: US Census Bureau, LEHD, Accessions and Separations

The other side of the labor market dynamics coin is job separations. Overall, both Hudson County and New Jersey experienced a job separation rate of 16.6% in 2022. This is a percentage point lower than the accession rate and indicates modest job growth in the County. Industries with high separation rates include Arts, Entertainment and Recreation (23.0% in Hudson County and 34.3% in New Jersey), Accommodation and Food Services (27.6% in Hudson County and 27.8% in New Jersey) and Administrative and Support Services (38.6% in Hudson County and 36.0% in New Jersey).

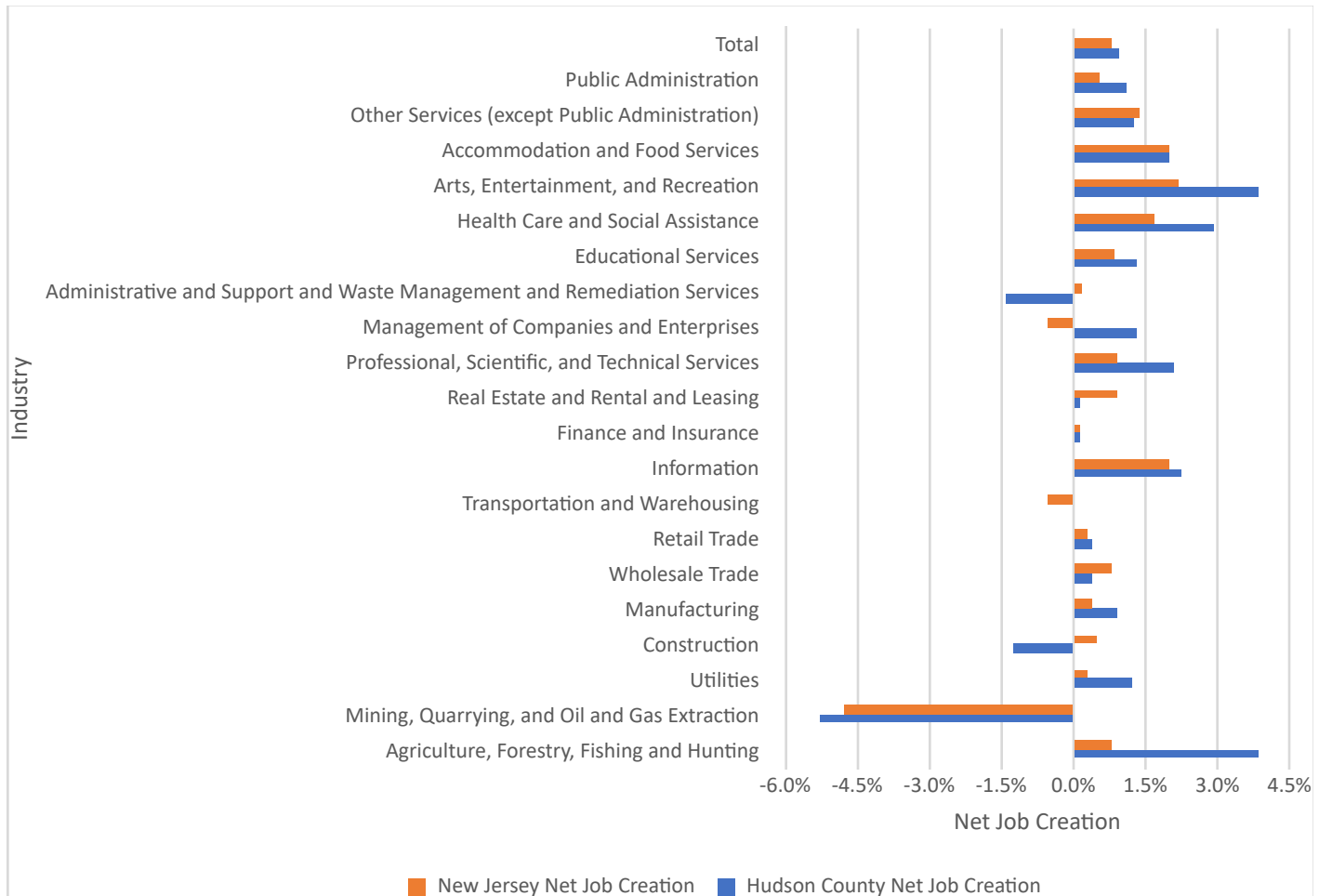
**Figure 12: Average Quarterly Job Separation, 2022**



Source: US Census Bureau, LEHD, Accessions and Separations

Separations subtracted from New Hires yields Net Job Creation, which is presented in Overall. Hudson County employment grew by 0.9% in 2022, while the state grew by 0.8%. Some industries experienced more separations than new hires in 2022 and thus lost jobs. In Hudson County, the Construction Industries lost 1.2% of its jobs and Administrative and Support Services and Waste Management lost 1.4% of its jobs. On the brighter side, the Arts, Entertainment and Recreation industries gained employment by 3.8% in 2022 in Hudson County while New Jersey grew by 2.2% in the same industries. Efforts in Hudson County reflect this industry growth; for example, the HCCC helped found a new Film and TV Production Center for Workforce Innovation. Agricultural industries grew at a robust 3.9% in Hudson County, but by only 0.8% in the state. The Health Care and Social Assistance industries employment grew at a 2.9% rate in Hudson County in 2022, while the corresponding industries in New Jersey grew at a 2.0% rate. The Information industries employment grew at a 2.2% rate in Hudson County and at a 2.0% rate in the state.

**Figure 13: Net Accessions by Industry Group: Hudson County and New Jersey, 2022**



Source: US Census Bureau, LEHD, Accessions and Separations

The foregoing description of the Hudson County labor market has implications for the direction of HCWDB policy. Based on the information presented in this section of the plan, the Board will emphasize these policies and programs:

1. **Targeted Education Programs:** Establish specialized training programs tailored to the needs of high-growth industries like Finance, Insurance, Health Care, and IT. This could include industry-recognized certifications in collaboration with the community college and apprenticeships and internships to provide practical experience.
2. **ESOL Training:** Offer comprehensive language courses for the large foreign-born workforce to help remove language barriers and cultural barriers. This can facilitate better integration into the local job market.
3. **Collaboration with Local Businesses:** Form partnerships with leading employers in Hudson County to identify skill shortages. Design training programs that directly address these needs, ensuring the workforce is equipped with relevant and current skills.

4. **Enhanced Support for Lower Education Levels:** Implement initiatives to assist residents with less than a high school education. This could include adult education classes, GED preparation courses, and vocational training programs that offer pathways to employment or higher education.
5. **Technology Upskilling:** Introduce comprehensive digital literacy and technology training programs across all workforce levels. This should cater to basic digital skills for beginners and advanced IT skills for those seeking specialized roles.
6. **Work-based Learning:** This approach includes engaging employers and schools in work-related instructional strategies. Examples include career related competitions, informational interviews, paid Internships, and non-paid Internships.
7. **Career Pathways in Growing Sectors:** Develop structured career pathways in expanding sectors like Health Care. This should include detailed roadmaps for career progression, from entry-level positions to advanced roles, with clear guidelines on the training and experience required at each stage.
8. **Focus on Youth and Continuing Education:** Engage with K-12, two and four-year colleges, and community-based organizations to promote the importance of lifelong learning and continuous skill development. Offer career guidance, mentorship programs, and continuing education opportunities to the youth and incumbent workforce.
9. **Focus on Supportive Services:** Form partnerships with organizations offering supportive services, such as childcare and transportation assistance. These are essential complements to development opportunities, ensuring individuals can fully engage and succeed in their educational and professional pursuits.

In addition to quantitative labor market data analysis, we gathered feedback from various economic development agencies, conducted literature research, and incorporated insights distilled from qualitative information.

Hudson County is a small county located near several employment hubs both in New Jersey and in New York state and in the center of a large marketplace stretching along the I95 corridor from Washington D.C. to Boston. This accident of geography has mixed effects on the residents of the County.

On the one hand, nearly half (46%) work outside the County, many in New York. Many of these jobs are high paying, high skill jobs in finance or healthcare. These workers bring their earnings into the County in terms of additional spending, demand for housing and other amenities. The County labor market also benefits from its location with more than half (55%) of the workers in the County residing outside the County. These in-migrating workers bring their skills and productivity to Hudson County as well as spending.

This provides an opportunity for the Hudson County Workforce system, as the effective demand for labor for Hudson County residents is much broader than Hudson County, per se. Job Openings in neighboring counties in New Jersey and New York are viable options for Hudson County job seekers. On the other hand, the particular location of Hudson County, especially its relative proximity and ease of access to New York City, presents its own unique pressures on employment. While the high paying jobs in New York City have a strong appeal, the county must ensure its residents are equipped with the skills necessary to compete for these positions. This requires a robust talent and pipeline development

strategy to prepare local residents for in-demand professions, particularly as the area attracts talent from across the country.

Concurrently, local employers are under pressure to retain skilled employees who might otherwise be lured by opportunities across the river. The rising cost of living in Hudson County exacerbates this issue, as local salaries may not be able to compete with those offered in New York. Additionally, inadequate transportation infrastructure, including a shortage of bus drivers, hampers commuter mobility making it challenging for employees to reach their workplaces. The inability to attract/obtain skilled talent is prompting some employers to consider relocating out of the county.

To address these challenges, a focused effort on local workforce development is crucial. Local organizations have efforts to facilitate networking and talent development, such as the creation of a Junior Chamber of Commerce and partnerships between the Jersey City Medical Center and local colleges and universities. In the future, the HCWDB will promote such connections, to develop structured pipelines to employment in in-demand occupations in and near Hudson County. The Workforce system should work with neighboring counties (and states) to ensure Hudson County employers have access to a broader supply of workers.

In addition to the employment challenges, Hudson County's tourism industry faces similar pressures and opportunities due to its proximity to New York. Hudson County's visitation growth rate has increased every year since the end of the pandemic. This is in part due to its proximity to major attractions and transportation hubs such as the Bayonne Cruise Terminal, Newark Airport, New York City airports, and MetLife Stadium. Efforts are underway to promote Hudson County as a desirable destination for tourists, highlighting the county as not only a convenient and cheaper alternative to staying in New York City, but also a vibrant area with its own local points of interest. All these economic activities require a healthy supply of qualified workers to support the tourism industry in Hudson County.

The HCWDB along with training providers in the area closely monitor trends and factors that may shift local labor market needs. For example, the FIFA World Cup soccer final matches are scheduled for July 18-19, 2026, at the Met-Life Stadium in East Rutherford NJ. Several earlier, qualifying matches are also scheduled for the stadium. The stadium is less than a half hour drive from Hudson County. The scale and scope of this international sporting event is enormous, and it has terrific prospects not only for direct employment at the stadium, but also for the local hospitality industry generally. The Hudson County workforce system includes this event in planning for training and for job match activities, such as conducting outreach to businesses in the community to understand their hiring needs, facilitating recruiting events, and connecting job candidates to employers efficiently.

Another emerging employment opportunity to expect in Hudson County is the clean energy sector. [On April 15, 2024, the New Jersey Economic Development Authority approved the creation of New Jersey Green Bank \(NJGB\)](#), which will make investments in the clean energy sector and help advance the state's efforts to make an equitable transition to 100 percent clean energy. These investments are expected to create a large economic impact on the energy sector as well as other industries in the value chain of the energy sector. To support the economic activities resulted from this initiative and ensure uninterrupted labor supply to support these projects, the HCWDB and Board staff closely work with employers, trade and labor organizations, and training partners in the region to prepare a healthy talent pipeline and equip job seekers with the knowledge and skills so that employers' needs can be fulfilled quickly and appropriately by a ready and trained workforce. This goal will be achieved by designing and

implementing an effective sector strategy<sup>4</sup> with a focus on understanding emerging and rapidly growing industries.

It is important for economic and labor market data to be current and up to date. The Economic Development Committee should receive periodic (monthly or quarterly) briefings on the economic conditions in the county labor market. These briefings should be conducted by state NJDOL Labor Market Information (LMI) office staff and HCWDB staff. The Board will also work to connect with the New York State Department of Labor's LMI team in order to get similar data for counties into which a high proportion of Hudson County residents commute for work. Other partners to ensure access to necessary and up-to-date data include the State Business Service representative, the HCEDC, and training service providers. The HCWDB Executive Director and their staff will use these data to stay up to date on shifts in the county, track economic development activities in the county, and track mass layoffs in the county in order to provide timely and relevant information to program partners to help guide their service delivery.

## **Current system overview and integration of WIOA programs**

According to the US Department of Labor (DOL) Employment and Training Administration (ETA), WIOA “places greater emphasis on one-stops achieving results for jobseekers, workers and businesses.” This is evident in WIOA’s goals of providing job seekers with access to the employment, training, and support services they need to succeed in the labor market while also connecting local employers with skilled workers.<sup>5</sup>

The six WIOA core programs are currently providing critical workforce services to job seekers and employers in Hudson County. They are Title I Adult, Dislocated Worker, and Youth programs; Title II Adult Education and Literacy Act; Title III Wagner-Peyser Act Employment Services; and Title IV Rehabilitation Services.<sup>6</sup> There are 13 required One-Stop partners<sup>7</sup> as shown below:

- (1) Programs authorized under Title I of WIOA, including:
  - a. Adults
  - b. Dislocated workers
  - c. Youth
  - d. Job Corps
  - e. YouthBuild
  - f. Migrant and Seasonal Farmworker programs

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<sup>4</sup> A sector strategy focuses on an industry's local or regional workforce needs through the identification of needs, education development, training or other strategies, and the implementation and coordination of services. Sector strategies aim to effect long-term changes benefiting both employers and workers, often involving systemic change.

<sup>5</sup> [Workforce Innovation and Opportunity Act | U.S. Department of Labor \(dol.gov\); WIOA\\_YouthProgram\\_FactSheet \(multiscreensite.com\)](#)

<sup>6</sup> [WIOA\\_YouthProgram\\_FactSheet \(multiscreensite.com\)](#)

<sup>7</sup> WD-PY22-3 ([Microsoft Word - NJWIN 13-16\(Required One-Stop Partners\).docx](#))

g. Native American Programs<sup>8</sup>

- (2) Employment services authorized under the Wagner-Peyser Act
- (3) Adult education and literacy activities authorized under Title II of WIOA
- (4) The Vocational Rehabilitation program authorized under Title I of the Rehabilitation Act, as amended under Title IV of WIOA
- (5) The Senior Community Service Employment
- (6) Career and technical education programs at the post-secondary level authorized under the Carl D. Perkins Career and Technical Education Act
- (7) Trade Adjustment Assistance activities
- (8) Jobs for Veterans State Grants programs
- (9) Employment and training activities carried out under the Community Services Block Grant
- (10) Employment and training activities under the Department of Housing and Urban Development
- (11) Programs authorized under State unemployment compensation laws
- (12) Programs authorized under sec.212 of the Second Chance Act
- (13) Temporary Assistance for Needy Families (TANF)

Among the 13 required partners, when a program does not have a presence in a local area, they are not required. Job Corps, HUD, and YouthBuild have no official presence in Hudson County and therefore they are not required One-Stop partners for the County.

In addition, NJDOL requires that LWDBs include New Jersey Department of Labor State Business Outreach Team as a workforce partner. NJDOL also recommends LWDBs consider partners delivering career and training services through other state-directed workforce programs, such as New Jersey Youth Corps.

In New Jersey Workforce Innovation Notice [WD-PY23-5](#), NJDOL reiterated the WIOA requirements of workforce service integration and co-enrollment and provided guidance on the role of an LWDB in supporting these initiatives. WIOA calls for specific provisions to support and facilitate coordination and integration of services across the myriad of partners and resources supporting employment and training opportunities in New Jersey. They include:

- 1) Partners work together to provide comprehensive and individualized workforce services based on needs of employers and job seekers,
- 2) Leverage opportunities to share customers and co-enroll participants to access services and supports,
- 3) An LWDB should guide and negotiate coordinated services across partners through development of MOU and IFAs,

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<sup>8</sup> Native American programs through federally recognized tribes are not currently present in New Jersey.



- 4) One Stop Operators should help develop<sup>9</sup>, implement, and support the integration of services across partners, and
- 5) Improve and develop a coordinated service flow that supports individualized services to meet customers' needs.

To be compliant with WIOA and NJDOL's requirements, the HCWDB coordinates with the relevant federal and state partners to provide services under these programs throughout the community and through the One-Stop Center. WIOA allows for and encourages co-enrollment across many of these programs, enabling participants to receive comprehensive services tailored to their individual needs. For example, co-enrollment in Title I Adult, Title II Adult Education, Title III Wagner-Peyser, and/or Title IV Vocational Rehabilitation are highly encouraged. Additionally, some programs have mandatory co-enrollment due to federal or state requirements. Currently, co-enrollment in Title I Dislocated Worker programs is federally required for all Trade Adjustment Act participants.

HCWDB also coordinates with additional local community organizations, training providers, and employers to provide additional services to participants.

Over the past several years, the HCWDB or its predecessor, the former Hudson County Jersey City WBD, implemented multiple initiatives including:

- Holding employer networking events that connected both local and statewide resources available to businesses.
- 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.
- Working with employers to identify distinct employer-led career pathways that will lead to customers obtaining industry valued credentials, degrees, and certifications that employers value when hiring.
- Increasing the use of technology in all aspects of our local workforce system, including staff training and One-Stop center worker training.
- Developing pre-apprenticeships, registered apprenticeship, internships, and mentoring opportunities that offer collaborative learning experiences where workers can apply lessons from the classroom in real-world settings.
- Developing partnerships to attract new funding.

The HCWDB plans to continue carrying out these activities. In addition, the HCWDB plans to implement the following initiatives to enhance the workforce ecosystem in the County. They include:

- Leveraging data- and evidence-based approach to identify unmet needs of job seekers with significant barriers-to-employment and identify ways to enhance service accessibility and service quality.

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<sup>9</sup> The HCWDB enters into a Memorandum of Understanding (MOU) with partners to provide an integrated service to Hudson County customers.

- Strengthening partnerships to service target customer populations. These may include at-risk youth, disabled, justice-involved, veteran status, low literacy and basic skills deficient, and others with significant barriers-to-employment.
- Enhancing service integration and providing holistic support to job seekers and employers.

## Strategies and services for workforce and economic development

In its Combined State Plan, New Jersey established three interconnected strategies for its workforce development system:

1. **Expand Access to Opportunity:** Increase educational attainment among underrepresented minorities and other target populations and ensure equal access to opportunities in all regions of the state.
2. **Train Individuals for In-Demand Jobs:** Connect education and training programs to industry needs and lead the region in programs that prepare adults for high-quality jobs throughout their entire careers.
3. **Match Talent to Jobs:** Ensure access to up-to-date job information, celebrate employers that provide high-quality jobs, and create a dedicated team to craft individualized solutions to complex access-to-labor problems.

These strategies directly relate to the broader WIOA goals of ensuring that both job seekers and businesses have access to the resources they need to succeed in support of a strong local economy. The HCWDB's vision and mission for Hudson County reinforce the broader State and WIOA goals. The HCWDB's first two strategies directly connect to the goals above, to leverage labor market information to understand the county's needs and in-demand skills/jobs, and then work with community partners and service providers to ensure that residents have access to resources, training, and jobs.

As described in the LMI analysis above, Hudson County has an incredibly diverse population. A large population of the County belongs to a racial or ethnic minority group, a majority of residents (55%) speak a language other than English at home ([2022 ACS](#)), and a relatively high percentage (41.7%) of the population is foreign-born.

Hudson County is also very densely populated with a broad labor market, including the broader New York City metropolitan area. In addition to potential language barriers and cultural barriers, common challenges facing job seekers in Hudson County may include transportation, childcare, and other barriers to employment. From the employers' perspectives, they need continuous support to find and develop talent pipelines so they can operate businesses efficiently and help maintain a robust, healthy regional economy.

The HCWDB will re-engage with the North Jersey Partners, a consortium of regional LWDBs to ensure HCWDB activities are integrated with regional initiative and that the HCWDB continues to build local governance capacities.

The HCWDB's service strategy stresses flexibility and meeting participants where they are. Through years of service, program providers have developed strong, well-known reputations within the local

community; many residents already know where to go when they need services (such as Title I DW, Adult, and Youth) and/or welfare benefits including SNAP and TANF. In addition, most programs have representatives conducting active outreach, leveraging other community-based organizations and referrals across agencies to reach a wider population. Outreach efforts target underserved and priority communities including BIPOC, veterans, homeless individuals, individuals under the poverty level, and justice-involved individuals (JII). The HCWDB looks to leverage these resources and plan for a more targeted, integrated outreach strategy to form a strong workforce service network.

In Hudson County, workforce services and training are provided based on the participants' interests and background, with flexibility to adjust their pathway as needed. Programs include a range of in-person, remote, and hybrid options that reduce participant burden while also ensuring they receive the level of support they need. Individual program services offered by the One-Stop Operator and AJC partners are further described below.

As the HCWDB and the Hudson County One-Stop further improves service delivery, there are several supportive services that can be offered. Based on discussions with program providers, transportation presents a major barrier to participants. In addition to the flexibilities described above, the HCWDB seeks partnerships with other programs and community organizations that can provide transportation assistance such as bus or subway passes or gas cards to assist participants in getting where they need to be. The HCWDB will also aim to develop relationships with programs that can provide comprehensive services such as food, clothing, and housing assistance as well as assistance obtaining technological devices necessary for education or work.

The HCWDB and partners develop multiple means for client feedback and input. This may take the form of client focus groups sessions, regular surveys of clients, and client participation on Board committees and meetings. The Board regularly assesses the effectiveness of these efforts and work within a continuous improvement model for implementing client voice.

Moreover, once partnerships are in place, it is vital that resources are accessible to all participants, especially English language learners and individuals with disabilities. This includes ensuring that documents are Section 508 compliant, providing information in multiple formats (online and on paper), and producing resources in multiple languages that are commonly spoken in the area.

## **One-Stop Center operations and management**

WIOA provides guidance for a One-Stop delivery system, nationally branded as the American Job Center (AJC) network, that integrates multiple programs into a single, accessible location. As mentioned above, WIOA builds upon the original one-stop locations created through the Workforce Investment Act of 1998 (WIA) based on decades of testing and best practices. The vision of the AJC network is to “align a wide range of publicly or privately funded education, employment, and training programs, while also providing high-quality customer service to all job seekers, workers, and businesses.”<sup>10</sup> AJCs are funded by the US Department of Labor and coordinated by Local Workforce Development Boards.

The Hudson County local area has a single comprehensive AJC located in Jersey City at 438 Summit Avenue 1st Floor Jersey City, NJ 07306-3175.

The One-Stop Operator (OSO) for Hudson County is Equus Workforce Solutions (Equus). Equus was selected through a competitive procurement process by the Board and has served as the Hudson County

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<sup>10</sup> TEGL 16-16

OSO since 2023. The HCWDB serves as the convener, coordinator, and manager of the center. The One-Stop Operator procurement process is conducted in accordance with the policies laid out in USDOL ETA TEGL 15-16 and NJ Workforce Innovation Notice WD-PY22-5.1 as well as the procurement policy of Hudson County, the fiscal agent.

The role of the OSO is to coordinate the activities of the One-Stop partners, including:

- Develop and implement operational policies that reflect an integrated system of performance, communication, and case management, using technology where appropriate to achieve this integration and expand service offerings.
- Organize AJC functionally, to help facilitate integrated partnerships that seamlessly incorporate services for the customers served by multiple program partners of the AJC.
- Ensure that AJC staff are routinely cross-trained and equipped with the up-to-date skills to address customers' needs and to increase staff capacity, expertise, and efficiency<sup>11</sup>

All the WIOA-required partners and the NJDOL-required workforce partner (per WD-PY22-3) are present in the Hudson County One-Stop, providing different levels of access to WIOA Career services. The following partners are currently co-located and have at least one program representative physically available within the center at least one day a week:

- Title I Adult, Title I Dislocated Worker,
- Title I Youth,
- Title III Wagner-Peyser Economic Services,
- Title IV Division of Vocational and Rehabilitation services,
- Title III Unemployment Compensation,
- Senior Community Service Employment Program
- Jobs for Veterans representatives,
- Edison Job Corps,
- NJDOL State Business representative, and
- Work First New Jersey (WFNJ).

Access to the remaining partner programs is enabled through cross training facilitated by the OSO, so that partners who are physically present can provide information about the availability of those services and refer customers to the appropriate services as needed. From June 2023 to February 2024, the OSO facilitated six cross-trainings covering the Title I Adult, Dislocated Worker, and Youth programs, Title II Adult Education, Title III Employment Services, Title IV Department of Vocational Rehabilitation Services, Housing and Community Reintegration programs, WorkFirst New Jersey, Veteran's Services, Post-secondary services, and the role of the OSO. The OSO aims to facilitate at least one cross-training course every quarter, to support continuous learning and improvements in service delivery. Recent cross-training has been guided by partner requests, and the OSO hopes to bring in Unemployment

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<sup>11</sup> TEGL 16-16

Compensation, Job Corps, Trade Adjustment Assistance, and Migrant and Seasonal Farmworker for future presentations.

This cross training is especially important in developing a strongly integrated One-Stop service delivery system. Functional alignment of staff helps to provide a seamless customer experience, where individuals entering the One-Stop are provided with services, referred to or are co-enrolled in the programs that can best serve their needs. This also allows cross-trained program staff to focus on what they do best and reduces duplication of services across programs, transforming the One-Stop from a group of distinct partners to a cohesive unit working toward the unified goal. The HCWDB and the OSO will continue to work together to develop strategies for staff training and awareness across programs.

AJC staff are involved in enrollment and outreach to increase the number of individuals attending orientation. AJC Staff connect with community partners to refer individuals, schedule customers to come in, and connect with training vendors to have interested customers register for orientation.

Individuals have multiple potential entry-points into the AJC. Individuals can create appointments for specific services virtually through an online form developed by the OSO or through the Career Services Center Request (Form #WD2) created by NJDOL. Individuals can also walk into the AJC, where they begin by meeting with the Employment Services (ES) staff at the front desk for triage to determine their needs. All individuals interested in any of the major services receive AJC orientation, which is facilitated by center staff and provides an in-depth view of the different programs available in the One-Stop. Generally, AJC staff will make the necessary referrals if an individual is eligible for a certain program. Through research and partnership development when individuals come in with new service needs, the OSO has developed a comprehensive list of organizations that provide a wide range of services in Hudson County. As this list is expanded, the OSO shares this information with One-Stop staff so they can make referrals when needed. Although the OSO does not normally have a direct role serving customers, this sharing of responsibilities allows the AJC staff to focus on serving other individuals with well-known needs while allowing the OSO time to research and ensure any individuals with new needs are appropriately served as well.

If an individual is not eligible for any WIOA-funded programs, the AJC staff will walk them through the self-provided services available in the One-Stop Center and perform job/career assessments. The Hudson County AJC also provides connections to supportive services that are not funded by WIOA. For example, the AJC can provide referrals to legal services, family services, and mental health and substance abuse services in the community to ensure individuals receive the assistance they need.

To enhance service integration, track referral activities, and understand community trends and needs, the OSO is currently developing a digital form to record a participant's activities after a referral. This form would allow the AJC staff making the referral to record the client's information and effectively conduct follow-up(s). Multiple parties will be able to feed in data simultaneously, allowing for easy updating and maintenance of participant files. This innovative approach aims to provide a seamless service to participants and stress WIOA and NJDOL's service integration requirements.

Another area for improvement lies in sharing job postings across one-stop partners. Currently, one-stop partners in Hudson County heavily rely on email communications to track and share job information. However, the capabilities of this approach are significantly constrained by the amount of information being submitted and shared. In order to enhance the efficiency of this process and shorten the time to match suitable job candidates to employers, the HCWDB will leverage existing and explore new technology solutions that can help compile, centralized, and share job postings information in a more structured manner. For example, NJDOL will implement a data modernization project and enhance its case management system for several WIOA core programs, as stated in its PY 2024-2027 State Plan. Once this project is completed by the state, the HCWDB staff and AJC staff will participate in training sessions

facilitated by the state and equip with the skills and knowledge to use the new case management system to track, review, and share job opening information efficiently.

To ensure the AJC is well-functioning, the OSO meets with partners monthly to evaluate performance reports and develop corrective actions. While these reports and corrective plans are submitted to the Board quarterly for review, any significant challenges and service gaps that need immediate attention are discussed with the HCWDB and its Executive leadership right away. To maintain coordination with the Board and facilitate implementation of the Board’s activities with the One-Stop partners, the OSO attends all Board meetings and WFNJ Vendor meetings as well as attends Workforce Development Area CLEO and governing body meetings when requested.<sup>12</sup>

## Workforce Partners

The One-Stop service delivery system in Hudson County leverages the WIOA-required One-Stop partners, NJDOL-required workforce partner, and NJDOL-recommended state workforce partners to address the workforce development needs in the County. The table below presents these partner programs and the associated partner organizations.<sup>13</sup>

**Table 9: WIOA-Required One-Stop Partners**

<i>Program Number</i>	<i>Partner Program</i>	<i>Partner Organization</i>
	WIOA Title I – Adult	Equus Workforce Solutions
	WIOA Title I – Dislocated Workers	Equus Workforce Solutions
	WIOA Title I – Youth	Hudson County Schools of Technology
	WIOA Title I – Job Corps	Edison Job Corps Center
	WIOA Title I – YouthBuild *	Youth Build Newark
	WIOA Title I – Migrant and Seasonal Farmworker programs	New Jersey Department of Labor
	WIOA Title I – Native American Programs	Not applicable; no federally recognized tribes present in NJ
	WIOA Title III – Wagner Peyser Employment Services	New Jersey Department of Labor
	WIOA Title II – Adult Education and Family Literacy	<ul style="list-style-type: none"> <li>• Union City Adult Learning Center (Consortium Lead Agency)</li> <li>• Jersey City Public Schools</li> <li>• Literacy New Jersey – West Hudson</li> <li>• Urban Workforce Advantage</li> </ul>

<sup>12</sup> Equus OSO contract

<sup>13</sup> TEGL 16-16, WD-PY22-4, and WD-PY22-3

	Title IV Vocational Rehabilitation Services (including Commission for the Blind and Visually Impaired)	<ul style="list-style-type: none"> <li>• Commission for the Blind and Visually Impaired</li> <li>• Department of Vocational Rehabilitation Services</li> </ul>
	Senior Community Service Employment	New Jersey Department of Labor
	Career Technical Education	<ul style="list-style-type: none"> <li>• Hudson County Schools of Technology</li> <li>• Hudson County Community College</li> <li>• West New York Public Schools</li> </ul>
	Trade Adjustment Assistance	New Jersey Department of Labor
	Jobs for Veteran state grants	New Jersey Department of Labor
	Community Services Block Grant (HHS employment and training)	HOPES CAP Inc.
	HUD Employment and Training	Not applicable; no presence in Hudson County
	Title III Unemployment Compensation	New Jersey Department of Labor
	Reentry Employment Opportunities/ Second Chance Act	Department of Housing and Community Integration
	Temporary Assistance for Needy Families	Department of Family Services and Community Reintegration

\*Note: YouthBuild and Job Corps have no presence in Hudson County and therefore they are not required One-Stop partners for the County.

**Table 10: NJDOL-Required State Workforce Partners**

<b>Program Number</b>	<b>Partner Program</b>	<b>Partner Organization</b>
	NJDOL State Business Outreach Team	New Jersey Department of Labor

**Table 11: NJDOL-Recommended State Workforce Partners**

<b>Program Number</b>	<b>Partner Program</b>	<b>Partner Organization</b>
	New Jersey Youth Corps	New Jersey Youth Corps

**Table 12: Additional partners**

<b>Program Number</b>	<b>Partner Program</b>	<b>Partner Organization</b>
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	Hudson County EDC	Hudson County EDC
	Hudson County Division of Children and Youth Services	Hudson County Division of Children and Youth Services
	Jersey City Housing Authority (including Section 3/Resident Empowerment & Community Engagement)	Jersey City Housing Authority

HCWDB engaged in partnership building and negotiation with federal, state, and local partners to bring these partners into the One-Stop. In accordance with WIOA and NJDOL policy, the HCWDB develops the Memoranda of Understanding (MOU)/Infrastructure Funding Agreement (IFA) with its workforce partners. As an ongoing effort, the Executive Director and the Board strives to identify and collaborate with additional partners to address job seekers’ and employers’ needs. As part of ongoing monitoring, the Board and OSO will coordinate to ensure that all individuals are receiving the services they need to participate in the economy. If additional needs are identified, partners can be added to this process. This section describes each of these partners and their respective program activities in Hudson County.

○ Title I Adult & Dislocated Worker (DW) Programs

The WIOA Title I Adult program provides career and training services to help job seekers who are at least 18-years old. The program provides Basic Career Services (as described in 20 CFR 678.430(a), 34 CFR 361.430(a), and 34 CFR 463.430(a)), Individualized Career Services (as described in 20 CFR 678.430(b), 34 CFR 361.430(b), and 34 CFR 463.430(b)), and Follow-up Career Services (as described in 20 CFR 678.430(c), 34 CFR 361.430(c), and 34 CFR 463.430(c)) to all program participants, as applicable. The Adult program provides individualized career and training services to help participants succeed in the labor market. WIOA establishes a priority for serving low-income individuals, recipients of public assistance, as well as individuals who are basic skills deficient.<sup>14</sup> Wrap-around support is also provided to Title I Adult program participants to address their needs.

The WIOA Title I Dislocated Worker program provides career and training services to workers who have become dislocated due to job loss, mass layoffs, global trade dynamics, or transitions in economic sectors.<sup>15</sup> Some separating service members are also eligible for services as they transition to civilian careers. The goal of the dislocated worker program is to help individuals return to the workforce with the skills they need to obtain quality employment in in-demand industries.<sup>16</sup> The Executive Director and the Board monitor Rapid Response activities in Hudson County in partnership with NJDOL. Similar to the Title I Adult program, Title I Dislocated Worker program participants are provided with support services.

The Title I Adult and Dislocated Worker programs provider in Hudson County is Equus. Both programs are fully co-located on the site each week.

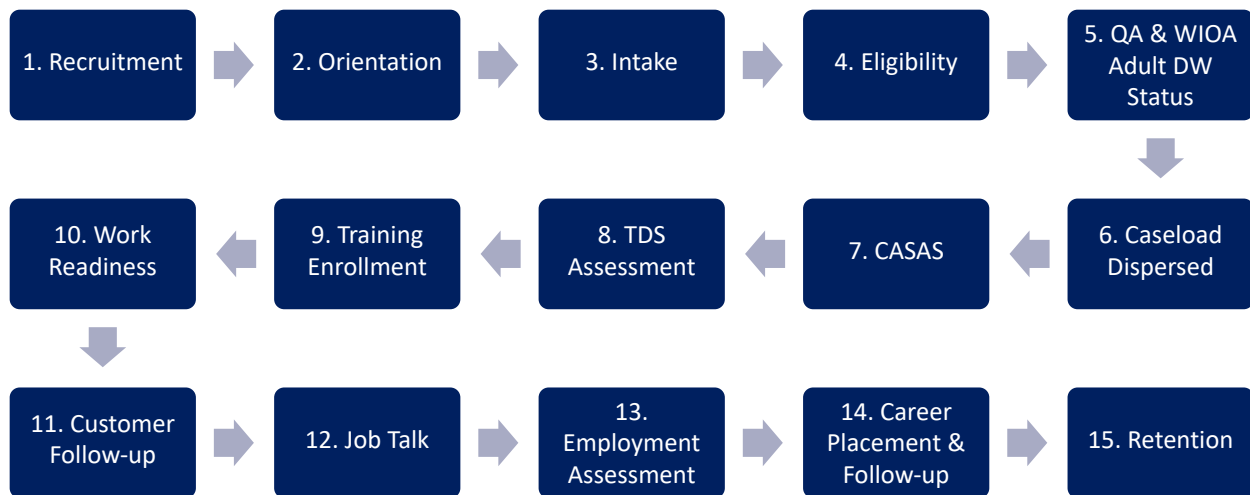
**FIGURE 14: One-Stop Customer Journey for Title I Dislocated Worker and Adult Programs**

<sup>14</sup> TEGL 16-16

<sup>15</sup> [WIOA Adult and Dislocated Worker Program | U.S. Department of Labor \(dol.gov\)](https://www.dol.gov)

<sup>16</sup> TEGL 16-16





As shown on the Customer Journey flow map, Individuals interested in Title I Adult or Dislocated Worker services, either through a referral from AJC staff or a direct connection with the program provider, begin by undergoing an intake eligibility process to collect required documents and identify priority of service. After intake, a QA process is conducted to ensure that all documents are compliant under WIOA guidelines prior to enrollment in the programs. Participants are then assigned to case workers to start the assessment process for training. In assessing customers' needs for supportive service, the counselors conduct an evaluation of additional barriers to employment (beyond barriers specific to academic or occupational skill levels). This supportive service assessment focuses on the circumstances that may hinder success in education or employment opportunities, including specific developmental needs. (Please refer to the state's [WIOA Title I Assessment Technical Assistance Guide](#) dated September 2021 for more details on the assessment requirements).

Once enrolled, participants take the Comprehensive Adult Student Assessment Systems (CASAS) test for reading and mathematics to determine their grade level. The results of this assessment play a role when selecting training vendors and developing their career plan. Participants also meet with their counselor to undergo an intensive career assessment to understand their career path, IEP, qualification for training, and short- and long-term goals. Counselors provide participants with guidance for their future career path, as well as multiple options for potential training vendors/schools. To ensure that participants can select a school that works for them, Equus attempts to provide at least three options for the type of training the individual is interested in. Participants have the chance to visit each of their options and are then enrolled in a school of their choosing.

Prior to training start date, participants go through a three-day work readiness training that covers information related to job search, resume creation, interviewing best practices, and other essential workplace skills. All individuals receive these career services, including individuals requiring little to no training. These workshops are customized based on the individual and are typically done in groups of people interested in the same sector. If the workshop has a mixed group due to capacity, the facilitator will still try to customize towards the specific interests of those attending and will provide an option to set up a one-on-one follow up meeting if participants desire a more customized approach afterwards.

The participant then begins their training with the selected vendor, which can last anywhere between three weeks to one year. While in training, the One-Stop staff maintain continuous communication to ensure that both the participant and the vendor are being supported throughout their journey and work to mitigate any barriers that may arise. During the training, participants attend workshops to learn about

industry trends from LMI experts, best practices to land a career, voice concerns and share success stories.

As training ends, participants undergo additional work readiness preparation and meet with their employment specialist to go through an employment assessment. The counselor supports the participant with additional soft skills, resume development, and interviewing skills, then begins to match them to employers. After the participant has been placed in employment within their career pathway, program staff will continue to provide support services for up to a year after placement. Program staff will continue to work with the participant to talk about career pathways and ladders, as well as track employment in the second and fourth quarters after exiting, as per WIOA guidelines.

As stated in [TEGL 3-18](#) and [New Jersey's Work-based Learning Programs and Funding Fact Sheet](#), the HCWDB leads the implementation of several WIOA work-based learning programs that target the adult and dislocated workers population. The Title I Adult & Dislocated Worker service provider closely works with the HCWDB to have these programs in place. Applicable work-based learning programs are:

- WIOA On-the-job training (OJT) for dislocated workers and adults with barriers-to-employment
- Work Experience and Transitional Jobs for adults and dislocated workers with barriers to employment, who are chronically underemployed and/or have inconsistent work histories
- WIOA pre-apprenticeship for dislocated workers and adults with barriers-to-employment
- WIOA apprenticeship for dislocated workers and adults with barriers-to-employment
- WIOA incumbent worker training (IWT) that target employers who need to provide training to workers to meet the new and changing business needs

## ○ Youth Services

The HCWDB shares a vision and several priorities concerning youth workforce development with NJDOL and USDOL, including priorities of advancing equity, ensuring job quality, addressing mental health, and elevating youth voice. The Hudson County One-Stop has multiple program partners that provide services to youth, including the Title I Youth program, Title IV DVRS Pre-Employment Transition Services (Pre-ETS), Job Corps, and CTE programs such as the Hudson County Community College. The One-Stop provides information on additional programs that are not physically present at the center, such as the YouthBuild, Youth Corps, and other community programs that provide services to the youth population. Information about all these programs is available in the One-Stop through cross-trained program partners. Collectively, these programs form an integrated service network that provides seamless, holistic service to the youth population in the County.

### Title I Youth Program

The WIOA Title I Youth program provides services to in-school youth aged 14-21 or out-of-school youth aged 16-24. Individuals aged 18-24 may be eligible for both the Youth and Adult programs and can be co-enrolled.<sup>17</sup>

The Title I Youth Provider in Hudson County is the Hudson County Schools of Technology (HCST), located at the HCST Earl W Bryd Center in Jersey City. Youth program staff are available at the One-Stop Center once a week and have participated in cross-training to have a staff member from a different partner program physically present at the AJC trained to provide information to customers the remaining days of the week. Program staff are available on the HCST campus Monday through Thursday. As the program

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<sup>17</sup> [WIOA YouthProgram\\_FactSheet \(multiscreensite.com\)](#)

has been around for many years, many individuals come directly to HCST to register. Individuals can walk in for information, although an appointment is required for registration and orientation.

The Title I Youth program in Hudson County focuses on assisting out-of-school youth and providing work experiences to customers. To better understand and address customers' needs, the Title I Youth provider, the OSO, and the HCWDB review administrative/programmatic data (including customer survey data when applicable) monthly and conduct data-driven analysis to identify service gaps and discuss strategies accordingly to address challenges. As mentioned previously, Hudson County leverages a strong network of multiple services/providers to address the workforce development needs among the youth population. The Title I Youth provider closely collaborates with the OSO and other youth service providers to hold a monthly discussion on service gaps, emerging labor market needs, and promising practices that will benefit young job seekers in the community.

An individual who is interested in the program begins the journey by filling out an online application that allows them to upload all necessary documents and then taking an assessment test to determine whether the program is a good fit. Eligible participants work through an education module that covers the essentials they need to obtain their high school diploma, as well as a career module that goes through the 14 required program elements. These modules can be completed in-person, virtually, or in a hybrid format to allow the student the flexibility to complete the modules on their own schedule, while also having access to teachers for subjects they need more support in.

After completing the modules, participants are scheduled for a post-test, and then allowed to take the high school diploma test. Once participants have received their high school diploma, program counselors help them obtain six-week internships for up to 18 weeks in an area of interest. Counselors also go through a post-secondary conversation with the participant to determine whether they wish to continue their education, get a job, or pursue another pathway. If the participant expresses interest in seeking a job, the counselor will work with the student to secure employment. Consistent with WIOA's visions and priorities for youth services ([TEGL 09-22](#)), the Title I Youth provider ensures that customers have access to quality work experiences, in particular, paid work experience whenever possible. It is also critical that these work experience opportunities are aligned with industries and occupations that put youth on a career pathway to high quality jobs. Therefore, the Title I Youth provider strives to collaborate with employers in the community and identify targeted employment and training opportunities that expose youth to careers that will lead to family-sustaining wages.

### [Title I Job Corps](#)

The Title I Job Corps program provider in Hudson County is the Edison Jobs Corps. A Job Corps representative is present in the Hudson County One-Stop every Monday, Tuesday, and Friday.

Job Corps is a national program that provides academic, career and technical education, service-learning, and social opportunities primarily in a residential setting for low-income young people. The objective of Job Corps is to support responsible citizenship and provide youth aged 16-24 with the skills that lead to successful careers providing economic self-sufficiency, opportunities for advancement in in-demand occupations or the Armed Forces, or enrollment in postsecondary education. Participants can be cross-referred and/or co-enrolled with partner programs to receive the services that best meet their unique needs.<sup>18</sup>

Program participants live full-time on the recreational facility in Edison and take part in self-paced educational and technical training. A major goal of the Edison Job Corps is to reduce program turnover

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<sup>18</sup> TEGL 16-16

by focusing on matching the service to the student and making referrals to other programs for youth who may not be ready for the responsibility of living independently.

### Career Technical Education (CTE) Programs

CTE programs promote the development of strong academic, career, and technical skills of secondary and postsecondary students. CTE programs integrate with the One-Stop in a variety of ways including using labor market information shared by the OSO and other partners to inform CTE program development; aligning education, training, and supportive services with students' needs; and streamlining efforts to engage employers in program development.<sup>19</sup>

The Hudson County One-Stop maintains consistent connection with the Hudson County Community College and the Hudson County Schools of Technology. AJC staff were cross-trained on services provided by these CTE programs and are able to provide information and referrals to these schools.

### Title I YouthBuild

YouthBuild is a discretionary grant program that serves high school dropouts or dropouts that have reenrolled aged 16-24. Participants must be one of the following: member of a low-income family, in foster care, an offender, an individual with a disability, the child of a current or formerly incarcerated parent, or a migrant youth. The program helps participants obtain a high school diploma or equivalent, obtain an industry-recognized credential through hands-on training, and develop soft skills. Participants may also be co-enrolled in other programs if eligible.<sup>20</sup>

The local YouthBuild program is YouthBuild Newark.<sup>21</sup> The program supports youth aged 16-24 in earning their high school equivalency diploma while gaining on-the-job training for in-demand careers. The core elements of the YouthBuild Newark program are:

- Leadership development: community service, social justice awareness, civic engagement
- Construction and other career pathways: affordable housing, technical training, soft skills
- Support services: core management, mentoring, career counseling, stipends, life skills
- Alumni success: job placement, transition assistance, alumni engagement
- Education: secondary, post-secondary, credentials

### New Jersey Youth Corps (NJYC)

New Jersey Youth Corps is one of the largest youth service and conservation corps in the United States. The program is funded by NJDOL and follow program requirements set forth by NJDOL. NJYC is a year-round, voluntary program that engages young adults (ages 16 to 25) without a high school diploma in full-time community service, training, and educational activities. Youth Corps greatly supplement the youth workforce network in Hudson Count by providing education in basic skills and assistance in obtaining a high school equivalency diploma, life skills and employability skills instruction, personal and career counselling, transition services to college, employment and other service opportunities, and community service opportunities.

Youth Corps, which is more behavioral focused than other youth programs in the area greatly supplement the WIOA Title I Youth Program and Title I Job Corps program. Youth Corps may be appropriate if students need basic education before transitioning to a more advanced job training

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<sup>19</sup> TEGL 16-16

<sup>20</sup> TEGL 16-16

<sup>21</sup> [YouthBuild Newark \(youthbuildnewarknj.org\)](http://youthbuildnewarknj.org)

program and education program. NJYC is not a required partner within the One-Stop, however, AJC staff provide program information to youth customers, make referrals, and help interested participants at the One-Stop apply for the program using the website and make referrals to the program.

### **Opportunities for Expanding Youth Services**

As mentioned above, One-Stop staff provide information about and refer youth to other programs and services; these services may include family centers and childcare services that address customers' barriers. In addition, the One-Stop Operator continues to explore and bring in new partners that may be helpful to the youth population. For example, the OSO recently brought in the HCEDC to provide entrepreneurial training. The HCWDB is hopeful that growing this partnership with the HCEDC, and through them developing new community partnerships such as with the HCCC, will provide myriad job opportunities and postsecondary education opportunities for the youth in Hudson County.

Hudson County Department of Health and Human Services, Division of Children and Youth Services represents another opportunity for collaboration with a variety of programs that assist youth in the County. "The Division engages parents, youth, youth serving organizations and systems and other community stakeholders to inform its planning and programming, including the identification of needs within the community and assistance with forming the best response to meet these needs." The Division also works with a variety of Commissions and community-based organizations to assist County youth in areas as diverse as youth at risk of or in the Juvenile Justice system, mental health and wellness, violence prevention and developing employment opportunities. The HCWDB, in collaboration with the Division of Children and Family Services and their associated community-based organizations, will develop partnerships that serve youth in accordance with WIOA principles while preserving youth voice and input into the design, operation and assessment of youth programming. As applicable, the HCWDB will add these partners to the MOU, enhancing their overall network.

### **Hudson AJC's Role in Serving Youth**

#### **Creating a Youth Hub in the AJC Center**

In order to provide high quality, seamless workforce services to the youth population in Hudson County, the One-Stop center in Hudson County is exploring implementing an innovative approach, a Youth Hub, to serve as the one-stop shop for young customers. This Youth Hub would be located within the Hudson County AJC with staff present five days a week to service customers. The Hub would also include information and resources about the various youth programs available in the county so that young people can easily examine and select the best option for their needs. The goal is to allow young customers to easily explore their options to receiving services and better match their career interest with training and potential employment opportunities.

#### **Facilitating Youth Services Integration**

The One-Stop Operator holds monthly youth partner representation meetings onsite so that all staff are fully aware of youth programs and cross-trained. One-Stop staff are knowledgeable about the full range of youth programs that are available. This list (catalogue, roster) is updated regularly per HCWDB Youth Policy.

The One-Stop Operator adopts an evidence and data-based approach to analyze foot traffic, monitor program performance, identify service gaps, and strategize with partners to mitigate service gaps. To ensure that youth voice is heard and their needs are addressed in a timely manner, the OSO facilitates the collection and review of data including:

- Participant data and program data from all aforementioned youth service partners

- Surveys, interviews, or focus groups with program staff to improve operations
- Surveys and focus groups with youth customers to identify their challenges

## ○ Title II Adult Education

The Title II Adult Education program is administered by the US Department of Education. The program provides adult education and literacy activities designed to:

- a. Help adults become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency.
- b. Help parents or family members obtain the education and skills that are necessary to assist with the educational development of their children and lead to sustainable improvements in the economic opportunities for their family.
- c. Assist adults in obtaining a secondary school diploma and transitioning to postsecondary education and training.
- d. Assist immigrants and other English language learners in improving their English and math skills.

Adult Education providers are encouraged to partner with the Adult, Dislocated Worker, and Employment Service programs to provide career services meeting the full spectrum of participants' educational and employment needs.<sup>22</sup>

The Title II Adult Education provider in Hudson County is a Consortium led by the Union City Adult Learning Center. The Consortium consists of four entities<sup>23</sup> spread throughout the County to provide full geographic coverage: the Union City Adult Learning Center (Lead Agency), the Jersey City Public Schools with three locations in Jersey City, Urban Workforce Advantage also located in Union City, and Literacy New Jersey located in Kearny. Union City Adult Learning Center and Jersey City Public Schools provide Adult Basic Education (ABE), English as a Second Language (ESL) services, High School Education (HSE) preparation, and Civics education. Urban Workforce Advantage and Literacy New Jersey provide ABE, ESL, and Civics education, but no HSE preparation. The Title II program maintains a connection to the AJC by participating in cross-training of other partner program staff and AJC staff that are physically present in the One-Stop, as well as through email referrals and phone calls.

After being referred, individuals must prove they are residents of the County and then go through a testing process. The consortium provides literacy services and integrates civics throughout their curriculum. Since COVID-19, all classes are available synchronously in a hybrid format. Students can also independently work through multiple online platforms, including Aztec Software (ABE and HSE services), Burlington English (ESL), Northstar Digital Literacy, and Future Series. To help alleviate technological and digital literacy barriers, the program has also used Title II funds to aid with digital literacy, provides a laptop loaner program in all their classrooms, and refers low-income individuals to a program that may provide them with their own permanent tablet for free.

Work training examples in the Adult Education programs include Child Development Associate (CDA) and Certified Nursing Assistant (CNA). Individuals participating in the CDA training must have a high school diploma and work in a daycare to receive their training. At the end of the program, they receive 10

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<sup>22</sup> TEGL 16-16

<sup>23</sup> [FY24 WIOA Title II Directory.pdf \(nj.gov\)](#)

college credits, and many are hired by the daycare in which they trained. Many students will also go to Hudson County Community College to continue their education. After receiving 60 credits, they can become permanent substitutes with the public school, and then upon full completion can become teachers. The CNA track was created for those without high school diplomas and upon completion, individuals are often placed in employment at elderly care facilities. Those that wish to continue with their GED can do so through Jersey City Public Schools. Additionally, the Adult Education programs assist highly educated immigrants to have their foreign qualifications/credentials translated and then connect them to local employers who are seeking these qualifications.

Participant outcomes are tracked using pre-, mid-, and post-surveys as well as measurable skill gains through LACES data. Individuals interested in taking the citizenship test receive preparation from the program Director and are interviewed about their experience afterwards.

### ○ Title III Wagner-Peyser Employment Service

The Employment Service (ES) is a nationwide public labor exchange that provides employment services that bring together job seekers and employers. WIA amended the Wagner-Peyser Act to make ES part of the One-Stop system, and WIOA has further increased the degree to which ES is integrated in the AJCs.

The ES program is currently integrated with the OSO at Hudson County, and it contains 12 staff who provide job seekers universal access to employment and career services and supportive services, referrals to partner programs, and reemployment services to individuals receiving Unemployment Insurance (UI). Participants enrolled in ES services may also be eligible to co-enroll in the Title I Adult and Dislocated Worker programs and the Title IV Vocational Rehabilitation program.<sup>24</sup> In addition, the ES staff help eligible customers prepare a work paper for the Tuition Waiver Program, a joint effort by NJDOL and the Commission on Higher Education and the Occupation Program Grant (OPG). These activities aim to reduce the documentation burden and ensure customers are provided with the appropriate training and education from partner programs.

To assist customers in the Re-Employment Services and Eligibility Assessment (RESEA) program, ES staff provide career counseling services, help prepare individual employment plans (IEP), and make referrals to the proper partner programs. RESEA customers are required to attend at least two appointments. Mobile access and internet access to RESEA services are widely observed among customers; for these individuals, virtual services help reduce transportation burden and increase service efficiency.

The ES program leverages intensive support and referrals to assist the hard-to-serve customers. For example, two ES staff are dedicated to serving the veteran population with intensive counseling, IEP development, and other customized services. Many homeless or dislocated customers receive tailored services and are referred to the Adult Literacy program if appropriate. Other target populations include youth, disabled, and justice-involved, who are often referred to partner programs, such as Job Corps, Vocational Rehabilitation, and the Re-entry program.

The ES program plans to expand its staff capacity to accommodate the foot traffic and increase its translation capability to serve the diverse population in Hudson County.

### ○ Title IV Vocational Rehabilitation (VR) Services

Title IV of WIOA made a number of key changes to the Rehabilitation Act of 1973, affecting the Vocational Rehabilitation program. To be eligible for VR services, an individual with a disability must:

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<sup>24</sup> TEGL 16-16



- a. Be an “individual with a disability” as defined in section 7(20)(A) of the Rehabilitation Act; and
- b. Require VR services to obtain, maintain, advance in, or regain employment.

The Vocational Rehabilitation program has two main partners, the Department of Vocational Rehabilitation Services (DVRS) and the Commission for the Blind and Visually Impaired (CBVI).

DVRS provides services to all individuals with any kind of documented disability. DVRS also has a program specifically for youth aged 14-24 who have an IEP or 504 plan called Pre-Employment Transition Services (Pre-ETS). Pre-ETS consists of five main program components: job exploration, work-based learning, advocacy, counseling for learning goals, and job readiness.

CBVI provides VR services to individuals who are blind, deaf-blind, and visually impaired. CBVI is physically co-located in the Hudson AJC, and provides specialized disability-specific services for individuals who are blind, deaf-blind, and visually impaired, including:

1. Training on CBVI Services, Assistive Technology and Accessibility, and Blindness Etiquette for serving blind, deaf-blind, and visually impaired customers.
2. Invite training from the other workforce partners to enhance CBVI’s partnership and referral to other workforce services and programs.
3. In collaboration with the local area, purchase and install accessible software and hardware for consumer-use technology/computers to ensure accessibility for blind, deaf-blind, and visually impaired consumers who may receive services from another workforce program.
4. Participation in local area meetings and programming, as appropriate.
5. Designated VR Counselor contact and Business Relations Specialist contact for the Hudson County local area, who may attend meetings, facilitate referrals, and otherwise work closely with the HCWDB.

Eligible individuals unable to be served by the VR program are referred to another program that may be able to serve them, such as the Adult, Dislocated Work, Youth, or ES programs.<sup>25</sup> The mission of the VR program is “to enable individuals with disabilities to achieve an employment outcome consistent with their strengths, priorities, needs, abilities, and capabilities.”<sup>26</sup>

### ○ [Work First New Jersey \(WFNJ\)/Temporary Assistance for Needy Families \(TANF\)](#)

The state’s welfare reform program, WorkFirst New Jersey, emphasizes work to help families build a brighter future, with the goal to help them get off welfare, secure employment and become self-sufficient, through wrap-around support, job training, education, and work activities. WFNJ provides temporary cash assistance and many other support services to families through the TANF program. WFNJ also provides cash benefits and support services to individuals and couples with no dependent children, through WFNJ’s General Assistance (GA) program.

The TANF program is a required One-Stop partner and currently integrated in the One-Stop center in Hudson County. It serves individuals who may also be eligible for WIOA programs and allows customers

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<sup>25</sup> TEGL 16-16

<sup>26</sup> [WIOA | Vocational Rehabilitation \(nj.gov\)](#)



to receive a broader range of services and trainings based on their needs.<sup>27</sup> The TANF program staff are available in the One-Stop three days a week (Monday, Tuesday, and Wednesday). For the remaining days when the TANF program staff are not present, the One-Stop staff and case managers take responsibility for screening for program eligibility and referring eligible individuals to the program. In Hudson County, many program participants seek help and receive services and benefits directly from the Department of Family Services (DFS) which oversees the WFNJ program. Currently, welfare is located at the Court, the Correctional Center, the Walker Training Center in Jersey City, the Black Caucus, Angela McKnight Civic Association Jersey City, the New Jersey Reentry Corporation, the Kearny Health Office, Jersey City WIC office, the Secaucus Health Office, Bayonne Health Office, and Union City Hall. The welfare department intends to have a large presence throughout the county, thereby making the employment and training network as well as the partners network accessible throughout the service delivery area.

TANF customers begin their journeys by completing an application to determine their eligibility for TANF and/or GA. The application includes an individual's household members, education, income, and expenses as well as requires certain required documents such as a valid ID, proof of residence (unless experiencing homelessness), and proof of income/resources. Applications can be completed online through the MyNJHelps website or in-person at the DFS office, where DFS staff can also provide assistance. After the application is submitted, a DFS representative will contact the applicant by phone or mail to conduct an interview and a decision will be provided within 30 days.<sup>28</sup> Once deemed eligible, customers are screened for their employment goals and literacy level by a case manager. Based on their employment goals, barriers, and skill levels, they are introduced to an array of training services and supports they can receive from the TANF program. After a suitable employment training is identified, customers will be sent to training providers to receive services. Usually, the course of training takes around five to six months to complete, although the job search component or SAR licensing can add an additional two months. Once training starts, customers may receive wrap-around assistance, such as transportation passes and childcare supports covered by the TANF funding.

The objective of the TANF program is to help equip customers with job skills and become employed. Towards the end of customers' training, DFS and training providers connect participants to employers. If no employment opportunities are identified, the case manager collaborates with the Community Work Employment Project (CWEP) to provide appropriate on-the-job training (OJT) with community partners (such as non-profit organizations) where customers can apply and further develop their experience and job skills.

## ○ Title I Indian and Native American (INA)

The Title I Indian and Native American Employment and Training Program helps qualifying American Indians, Alaska Natives, and Native Hawaiians obtain employment that leads to economic self-sufficiency. The program focuses on developing academic, occupational, and literacy skills and provides financial assistance for education, career, and training services as well as supportive services. Participants can be co-enrolled across multiple programs.<sup>29</sup>

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<sup>27</sup> TEGL 16-16

<sup>28</sup> [MyNJHelps-Customer](#)

<sup>29</sup> TEGL 16-16

As there are currently no federally recognized tribes in New Jersey, there is no Title I INA program in Hudson County.<sup>30</sup> However, moving forward, the HCWDB aims to explore options to engage with the three state recognized tribes in New Jersey.<sup>31</sup>

### ○ Title I National Farmworker Job Program (NFJP) Migrant and Seasonal Farmworker (MSFW)

The National Farmworker Job Program is a nationally directed, locally administered program for migrant and seasonal farmworkers. The program partners with state and local organizations to provide career and training services, youth services, housing, and related assistance to eligible workers and their dependents. Participants can be referred and co-enrolled in other services as well.<sup>32</sup>

Hudson County is not one of the four New Jersey counties designated as “Significant Areas of MSFW Activity.” Nevertheless, the Hudson County One-Stop provides the full range of career services, including supportive services and appropriate language assistance services, to MSFW that is available to non-MSFW customers. In addition, Hudson County OSO is working to arrange training from the state on how to provide services to MSFW specific to their situation and common barriers. One-Stop staff also provide support in matching/referring registered jobseekers to job openings posted by farmers with the Career Center.<sup>33</sup>

### ○ Title III Unemployment Compensation

Individuals who have lost employment due to a lack of suitable work, have earned sufficient wage credits, and meet initial and continuing eligibility requirements may receive UI benefits. The following services are available to all individuals through the AJC as needed:

- Information and assistance filing claims under UI programs
- Current labor market information and a variety of free reemployment services
- Referrals by AJC staff to job openings or training programs
- Assistance in establishing eligibility for financial aid assistance for training and education programs not provided under WIOA
- Career assessments and counseling to determine other career paths, if necessary
- Referrals to other agencies for assistance with special needs or considerations<sup>34</sup>

For individuals seeking support for the UI program, the center staff connect the customers with the UI staff in the One-Stop center to either provide services or help make appointments. Appointments are usually made online and can be made within the same week to allow for quick support.

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<sup>30</sup> [WD-PY22-4 \(nj.gov\)](#)

<sup>31</sup> [State of New Jersey \(nj.gov\)](#)

<sup>32</sup> TEGL 16-16

<sup>33</sup> [Migrant and Seasonal Farmworker Program \(nj.gov\)](#)

<sup>34</sup> TEGL 16-16

Some UI recipients are selected for the Reemployment Services and Eligibility Assessment (RESEA) program and are required to receive additional reemployment services through the AJC network for continued receipt of benefits. The RESEA program has four main objectives:

- Reduce UI duration through improved employment outcomes
- Strengthen UI program integrity
- Promote alignment with the vision of WIOA
- Establish RESEA as an entry point to other workforce system partners

Individuals enrolled in RESEA receive a mandatory eligibility assessment of their continuing UI eligibility as well as reemployment services including developing an individual reemployment plan, customized career and labor market information, and enrollment in the Wagner-Peyser Employment Service in addition to access to the other services and resources available in the One-Stop.<sup>35</sup>

### ○ Senior Community Service Employment Program (SCSEP)

The Senior Community Service Employment Program is a community service and work-based job training program for low-income, unemployed older Americans. Participants must be at least 55 years old, unemployed, and have a family income no more than 125% of the federal poverty level. Before participants enter the program, they are screened to determine if they have already participated in the SCSEP program or Easterseals, the national senior program. When participants enter the program, program staff create an IEP to determine their interests, skills, and plan for employment. Participants often face barriers, including low literacy skills, homelessness, lack of transportation, health issues, low digital literacy, and conflicting economic incentives. SCSEP representatives work with participants to address their barriers before they are placed at host-sites for training.

Participants work part-time (20 hours a week) providing community service at local non-profits and public facilities and receive minimum wage or a comparable wage for similar employment. The goal of the program is to get participants into unsubsidized employment. To ensure that participants are able to complete the program effectively, the regional coordinator that oversees the SCSEP program in Hudson County has been working to add more host-sites ensure participants are either hired if they are meeting benchmarks or can move on to a new host-site that aligns with their IEP.<sup>36</sup>

The Hudson County One-Stop has two SCSEP representatives on-site four days a week each on overlapping days, ensuring that there is at least one representative physically present each day of the week. Additionally, the regional SCSEP coordinator aims to visit the Hudson County One-Stop at least once a week.

### ○ Trade Adjustment Assistance (TAA)

The Trade Adjustment Assistance program encompasses the Trade Adjustment Assistance for Workers, Alternative Trade Adjustment Assistance, and Reemployment Trade Adjustment Assistance programs. These programs provide services to workers who have been impacted by foreign trade by providing them with resources and support to become reemployed, including skills and credentials training. Specifically, workers may be eligible to receive employment and case management services, training, and income

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<sup>35</sup> [Reemployment Services and Eligibility Assessment Grants | U.S. Department of Labor \(dol.gov\)](#)

<sup>36</sup> TEGL 16-16

support or reimbursements through Trade Readjustment Allowances (TRA), Job Search Allowances, Relocation Allowances, or Alternative Trade Adjustment Assistance and Reemployment Trade Adjustment Assistance.<sup>37</sup>

The TAA program in Hudson County has ended and is no longer accepting new participants, so there is no representative physically present in the One-Stop. However, center staff are trained and able to answer questions for any pre-existing participants who come into the One-Stop.

### ○ Jobs for Veterans State Grants (JVSG)

The JVSG program in Hudson County is administered by the Veteran Employment Services Unit (Title III Employment Services) of NJDOL. All JVSG participants must be co-enrolled with the ES program<sup>38</sup> The Jobs for Veterans State Grants takes a dual approach to assisting veterans find reemployment by providing (1) Disabled Veterans' Outreach Program (DVOP) specialists who provide services to veterans with barriers to employment, and (2) Local Veterans Employment Representatives (LVERs) who reach out to employers.

Individuals may receive an initial assessment for veterans' services by the ES veterans representatives upon walking into the One-Stop. Ineligible individuals, including some veterans who do not qualify under program guidelines, are referred to other programs for assistance and receive basic resources, such as phone numbers and information about getting benefits.

Eligible individuals are scheduled for a follow-up appointment and receive in-person case management that includes referrals to support agencies (food, housing, healthcare, etc.), referrals to training resources, career services including skills workshops and job referrals, the development of an Individual Employment Plan (IEP), and regular follow ups. Participants get assessed under the Skills, Needs, Abilities, and Preferences (SNAP) framework for employment and training services. Participants require detailed, personalized assistance with mental health issues, resume updates, explanations/assistance with getting benefits, and connection to other organizations like Goodwill and Soldier On for additional services.

### ○ Second Chance Act

The Second Chance Act is a federal grant program with the goal of reducing recidivism and increasing public safety. Grant recipients provide services such as employment training and assistance, substance use treatment, education, housing, family programming, mentoring, victims support, and more to help individuals transition out of correction facilities<sup>39</sup>

Hudson County is the only county with a One-Stop in its jail, which has several WFNJ DOL approved vendors providing pre- and post-occupational training. Furthermore, the county also has the only satellite welfare office that provides inmates access to TANF, GA, Work First, Medicaid, and Emergency Assistance. As clients are leaving the facility, EBT cards are left in the inmate's property, and they receive it upon release without having to go to the welfare office at all.

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<sup>37</sup> TEGL 16-16

<sup>38</sup> TEGL 16-16

<sup>39</sup> [July-2018\\_SCA\\_factsheet \(csgjusticecenter.org\)](http://July-2018_SCA_factsheet(csgjusticecenter.org))

## ○ US Department of Housing and Urban Development (HUD) Employment and Training

Recipients of certain HUD financial assistance are provided access to the training, employment, contracting, and other economic opportunities available in the One-Stop Center. Such participants include low- and very low-income individuals and businesses that provide economic opportunities to low- and very low-income individuals.<sup>40</sup>

As HUD has no official presence in Hudson County, they are not a required One-Stop partner and have no presence in the One-Stop.

## ○ Community Services Block Grant/US Department of Health and Human Services (HHS) Employment and Training

The Community Services Block Grant program works with a network of community action agencies and neighborhood-based organizations to provide assistance for the reduction of poverty, revitalization of low-income communities, and empowerment of low-income families and individuals to become fully self-sufficient.<sup>41</sup>

## ○ NJDOL State Business Outreach Team

The Business Outreach Team is part of the Business Services Unit. The goal of the team is to engage NJ employers to partner for employee talent solutions, including targeted recruitment services, marketing State incentive programs, and providing connections to programs that will assist employers in developing the skills of their future workforce.<sup>42</sup> The State Business Services representative works in the One-Stop and coordinates with major employers in the County, establishes relationships with their HR Directors to promote AJC services, and coordinates job-matching. Job-matching takes place through sharing information with other AJC programs, organizing recruitment events and job fairs, and sending email blasts for hard to fill positions. The Business Services representative has strong relationships with local employers, with many employers reaching out about job vacancies across different sectors. The NJDOL Business Services team also plays an important role in identifying growing or in-coming employers for the AJC throughout the County to help ensure that the services offered are tailored to the county's needs.

## ○ Jersey City Housing Authority

An additional partner in the Hudson County One-Stop system is the Jersey City Housing Authority (JCHA). The JCHA's goal is to connect individuals with the resources available in the county. Participants are selected based on Section 3 employment requirements, affirmative action goals, minority business plan goals, and an informal focus on hiring Jersey City residents. In the past, the JCHA has provided resident assistance, assistance with getting refurbished devices, and workforce consultations. For example, the JCHA workforce development coordinator sends out weekly email notifications with upcoming big events and opportunities in the county along with registration information. JCHA also develops bespoke programs in collaboration with other community organizations, such as an Arabic computer literacy

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<sup>40</sup> [WD-PY21-6 Local Governance Policy \(nj.gov\)](#)

<sup>41</sup> TEGL 16-16

<sup>42</sup> [NJWIN 13-16 \(Required One-Stop Partners\)](#)

program with local partnerships and assistance for parents attending a short-term community college job readiness program with the HCCC.

In addition to coming into the Hudson County One-Stop for cross-training meetings and community outreach endeavors when able, the One-Stop is planning on coordinating with the JCHA to perform outreach at the nine JCHA community centers in Jersey City. These community centers provide childcare, afterschool programming, and more and present an excellent opportunity for outreach to more individuals who may be in need of services but unsure or unaware of the AJC.

## Coordination with educational institutions and training providers

Hudson County One-Stop program partners have numerous well-developed relationships with educational institutions and training providers. As previously described, One-Stop staff or the relevant program staff refer participants to training providers after extensive career assessments to understand the participant's desired pathway. Each provider has several training vendors they partner with based on labor market information in in-demand industries such as healthcare, construction, cybersecurity, financial services, technology, etc. Additionally, if a participant enrolls in a program and has a new career interest, the program provider will often research and locate a suitable vendor to connect with them. The training providers for the Title I programs are funded through Individual Training Accounts (ITAs). The 12 training providers for WFNJ are subcontractors obtained through an RFP process.

The Title I Youth program in Hudson County, especially, maintains a high degree of coordination with educational institutions and training providers. As they are on site at the Hudson County Schools of Technology, they can leverage a lot of the educational and job resources available through the school. For example, the Youth program can work directly with the career coordinator on site. Additionally, the Youth program is actively working on developing a pathway to Hudson Technical, the post-secondary school. This would provide access to all Youth program participants and let students continue their learning journey after obtaining their high school degree.

Additionally, the Department of Family Services and Reintegration has a partnership with the Jersey City School system and the Hudson County Community College. Through this partnership, seniors are bused to the HCCC where they are introduced to the various academic and certificate departments/programs. At the school, the students learn about the benefits the Department can provide that will assist in removing barriers to secondary education. Then, they meet individually with the school's various academic and vocational programs and can enroll in the next semester. Over 100 youth have enrolled in secondary schools as a result of this effort, and the Department is looking to expand beyond the Jersey City Board of Education to reach more students.

As mandated by both state and federal laws, all training vendors receiving WIOA job training funds are on the Eligible Training Provider List (ETPL). The ETPL is a comprehensive list of training providers and programs determined to be eligible to receive publicly funded tuition assistance, including WIOA funds. The ETPL includes occupational skills training programs that prepare a student for employment and wage outcomes or that results in a credential. The use of the ETPL ensures that participants who come into the Hudson County AJC for training walk out having received the highest level of training services available and can rest assured that any credentials are valid and demonstrate strong skills.<sup>43</sup>

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<sup>43</sup> [ETPL Eligibility under WIOA 7-20-16 \(nj.gov\)](#), [Eligible Training Provider List \(ETPL\) Frequently Asked Questions \(FAQs\) \(nj.gov\)](#)

## Target populations and strategies for inclusion

WIOA targets populations with significant or multiple barriers to employment for priority of services. The HCWDB and the Hudson County workforce development service ecosystem provide an integrated network of services, programs, and supports to improve the skills of the County workforce. These services provide targeted outreach and provide effective services to program participants and job seekers regardless of the barriers they face. The intake process at the One-Stop Center, whether online or in-person, needs to clearly identify participants and job seekers who are at-risk or members of a targeted group so as to connect them with appropriate help and resources.

Among the participant groups that may need additional assistance include:

- **Individuals with disabilities.** The HCWDB partners with the Division of Vocational Rehabilitation Services (DVRS) to provide appropriate services to disabled program participants and job seekers. Commonly seen disabilities include physical, mental health, and learning challenges. DVRS has a pre-employment transition services (pre-ETS) program that caters to youth aged 14-24. The pre-ETP consists of five components: job exploration, work-based learning, advocacy, counseling for learning goals, and job readiness preparation. If an individual is eligible and interested in these services, DVRS refers them to training vendor to receive services with no payment from the participants. Community agencies, colleges, and universities also have program for disabled individuals. Veterans Services provides programs to assist disabled veterans.
- Many program participants face **transportation barriers**. A major strategy for **inclusion** in Hudson County is to leverage technology to create more online opportunities that allow participants to complete activities on their own time without an office visit. For example, a majority of One-Stop orientation services can be completed remotely. The OSO provides a live virtual orientation session each week, remote assessments if needed, and remote work readiness services. The Title I Youth program application is available online so individuals can collect and submit all required documentation beforehand. Some of Youth program's tests, meetings with counselors, and training sessions are also available virtually. Similarly, the WFNJ application is available online and mobile-friendly so participants can submit all their documents and apply from their smartphones.
- Many program participants also have **limited English proficiency**. A majority of the Hudson County population speaks a language other than only English at home, as shown below. Moreover, over 40% of the population is foreign born. The Union City Adult Learning Center addresses job seekers' language challenges by not only addressing work environment language needs but also equipping participants with understanding of American culture. The Union City Adult Learning Center also helps participants prepare resumes, provide job readiness training, and expose them to a real-world work environment. For example, the center arranged a road trip to Walmart, where language learning students were informed that they did not need to speak English to apply for a job in Walmart. Such activity gave participants an opportunity to observe the work environment and boosted their confidence in landing on an employment.

**TABLE 13: 2022 LANGUAGES SPOKEN AT HOME IN HUDSON COUNTY (% OF COUNTY POPULATION)**



Language	Percent of Population
English only	45.00%
Spanish	33.80%
Other Indo-European languages	10.20%
Asian and Pacific Islander languages	7.00%
Other languages	4.00%

Source: US Census Bureau, ACS

Language barriers are not only addressed by English learning centers; other partners in the county also take responsibilities to help remove this barrier. For example, The Jersey City Housing Authority is currently creating an Arabic training program to enhance participants' computer literacy using an immigrant workforce grant and supported through local partnerships.

Although the Hudson County workforce network has successfully addressed language barriers for a large number of participants, program partners raised concerns about service gaps. For example, NJHelps, the portal for participants to apply for benefits is currently only in English and Spanish; there is no Arabic or Hindi translation on the website which create accessibility barriers for participants who speak these languages. Program partners are currently exploring innovative, comprehensive methods to enhance their services and provide holistic support to job seekers with language/cultural barriers.

- **Low-Income Individuals:** One-stop center staff, partners, and service providers can connect low-income participants with TANF and SNAP providers as well as explore financial aid for educational programs. Co-enrollment of TANF, Title I Adult, Title II Adult Education, and Title III Wagner-Peyser is encouraged when serving this population.
- **Older program participants and job seekers** often face age discrimination and may have obsolete or obsolescent skills. Programs like SCSEP and Easterseals help training/retrain senior job seekers and connect them successfully with employers. In Hudson County, SCSEP partners with host sites to provide training to participants with the goal of getting them into unsubsidized employment; these host sites are responsible for training and approving participants training hours. Host sites also create IEPs to determine participants' interests, skills, and set up a plan for employment. SCSEP serves senior citizens with various barriers, including low literacy skills, homelessness, lack of transportation, and low digital literacy. In order to connect more senior citizens with jobs, SCSEP is currently enhancing communications to convey the benefits of joining the workforce and at the same time encourage employers to hire qualified senior citizens. Easterseals, a national senior program is also used in Hudson County to service senior citizens. Easterseals supplements SCSEP by offering services with a lower income threshold.
- **Out of School and At-risk Youth.** The HCST is the Title I youth provider in Hudson County and helps youth obtain a high school diploma and work experiences. YouthBuild is a state-funded program that provides services to out-of-school youth.

New Jersey Youth Corps is one of the largest youth service and conservation corps in the United States. Youth Corps is a year-round, voluntary program that engages young adults (ages 16 to 25) without a high school diploma in full-time community service, training, and educational



activities. Youth Corps greatly supplement the youth workforce network in Hudson County by providing education in basic skills and assistance in obtaining a high school equivalency diploma, life skills and employability skills instruction, personal and career counseling, transition services to college, employment and other service opportunities, and community service opportunities<sup>44</sup>.

The Edison Job Corps helps further strengthen Hudson County's youth service network; it serves 16-24 at-risk youth in Hudson County. It strives to match students' interest with their training programs. Currently, the Edison Job Corps center offers training in information technology, construction, health care, hospitality, automotive and machine repair, and finance and business.

- To strengthen service integration and provide seamless services to youth customers in Hudson County, the OSO is currently developing a "Youth Hub" at the American Job Center. The goal is to allow customers to obtain a clear understanding of all the services provided and explore their options, and match their career interest with training and potential employment opportunities.
- **Veterans** often face barriers to successful employment including disability, transition to civilian life issues, and education and training deficits. The Disabled Veterans Outreach Program (DVOP) helps disabled veterans access the resources they need to succeed in the labor market. The Jobs for Veterans State Grant (JVSG) works with the Local Veterans Employment Representatives and the Employment Service to provide veterans with appropriate job search assistance.
- **Justice-involved individuals.** The Second-Chance Act provides programming and resources to help justice-involved individuals access the education, training and job search assistance they need.
- **Migrant and Seasonal Farmworkers (MSFW).** The National Farmworker Jobs Program (NFJP) is a nationally funded and locally administered program to provide a wide range of services for MSFWs.
- **Other at-risk individuals** may include unhoused individuals and families, children leaving foster care, displaced homemakers, and others. The One-Stop center staff and program staff are trained to be sensitive to the needs and resources available for these and other at-risk participants and job seekers.

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<sup>44</sup> Source: [Career Services | New Jersey Youth Corps \(nj.gov\)](#). Accessed 5/6/2024

# Performance and Accountability



Establishment of WIOA-aligned performance metrics and indicators



System for monitoring, evaluation, and continuous improvement

As stated in 20 CFR § 679.370 and NJ Workforce Innovation Notice WD-PY21-6, the HCWDB ensures the appropriate use of funds to maximize performance outcomes under WIOA Section 116, as well as to negotiate and reach agreement on local performance indicators with the Chief elected official and the Governor. Therefore, it is crucial for HCWDB to have a performance monitoring system and use quantitative performance measures to monitor, evaluate, and help improve WIOA outcomes. The sections below describe HCWDB's performance monitoring system to ensure programs are meeting expected outcomes.

## Establishment of WIOA-aligned performance metrics and indicators

In the past, the HCWDB reviewed program performance monthly. To enhance performance monitoring and accountability, and ensure programs provide high quality services to customers, the HCWDB plans to strengthen its current performance monitoring system in the following ways:

- HCWDB will require service providers to submit performance reports to HCWDB every quarter.
- HCWDB will review service provider performance and compare it with expected performance outcomes.
- If performance falls below expected levels, HCWDB will meet with service providers to understand the cause of under-performance and develop strategies/actions to enhance program performance.
- HCWDB will hold an annual technical assistance meeting with service providers to clearly articulate expectations for performance and contract adherence.

HCWDB uses the performance accountability indicators and performance reporting requirements (through FutureWorks/NJ Performs) established by Section 116 of WIOA to assess the effectiveness of service delivery in achieving positive outcomes for individuals served by the workforce development system's six core programs (Title I DW, Title I Adult, Title I Youth, Title II, ES, and VR). More details of the



- Secondary or postsecondary transcript or report card for enough credit hours that shows a participant is meeting the State unit’s academic standards.
  - Satisfactory or better progress report, towards established milestones, such as completion of OJT or completion of one year of an apprenticeship program or similar milestones, from an employer or training provider who is providing training, or
  - Successful passage of an exam that is required for a particular occupation or progress in attaining technical or occupational skills as evidenced by trade related benchmarks such as knowledge-based exams.
- f) Effectiveness in Serving Employers: WIOA Section 116(b)(2)(A)(i)(VI) established a set of primary indicators to measure effectiveness in serving employers. HCWDB will adopt one or multiple of the three approaches designed to gauge three critical workforce needs of the business community.
- Approach 1 – Retention with the same employer – addresses the programs’ efforts to provide employers with skilled workers.
  - Approach 2 – Repeat Business Customers – addresses the programs’ efforts to provide quality engagement and services to employers and sectors and establish productive relationships with employers and sectors over extended periods of time.
  - Approach 3 – Employer Penetration Rate – addresses the programs’ efforts to provide quality engagement and services to all employers and sectors within a State and local economy.

New Jersey’s Combined State Plan for WIOA<sup>46</sup> PYs 2024 - 2027 lists expected performance levels for each program.

**TABLE 14: WIOA Title I Adult Program Performance Indicators**

Primary Indicator of Performance	Expected Levels of Performance – PY 2024	Expected Levels of Performance – PY 2025
Employment (Second Quarter after Exit)	63.6%	64.6%
Employment (Fourth Quarter after Exit)	60.7%	61.7%
Median Earnings	\$6,562	\$6,662
Credential Attainment Rate	56.3%	57.3%
Measurable Skill Gains	56.3%	57.3%

**TABLE 15: WIOA Title I Dislocated Worker Program Performance Indicators**

Primary Indicator of Performance	Expected Levels of Performance – PY 2024	Expected Levels of Performance – PY 2025
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<sup>46</sup> New Jersey PYS 2024-2027 – DRAFT, link: [New Jersey PYS 2024-2027 \(nj.gov\)](https://www.nj.gov/workforce/pys/2024-2027/). Accessed 5/6/2024

Employment (Second Quarter after Exit)	59.9%	60.9%
Employment (Fourth Quarter after Exit)	68.3%	69.3%
Median Earnings	\$8,713	\$8,813
Credential Attainment Rate	71.0%	72.0%
Measurable Skill Gains	58.1%	59.1%

**TABLE 16: WIOA Title I Youth Program Performance Indicators**

Primary Indicator of Performance	Expected Levels of Performance – PY 2024	Expected Levels of Performance – PY 2025
Employment (Second Quarter after Exit)	64.5%	65.5%
Employment (Fourth Quarter after Exit)	62.3%	63.3%
Median Earnings	\$2,916	\$3,016
Credential Attainment Rate	52.7%	53.7%
Measurable Skill Gains	60.0%	61.0%

**TABLE 17: WIOA Title III Wagner-Peyser Program Performance Indicators**

Primary Indicator of Performance	Expected Levels of Performance – PY 2024	Expected Levels of Performance – PY 2025
Employment (Second Quarter after Exit)	50.4%	51.4%
Employment (Fourth Quarter after Exit)	50.0%	51.0%
Median Earnings	\$6,900	\$7,000
Credential Attainment Rate	Not Applicable	Not Applicable
Measurable Skill Gains	Not Applicable	Not Applicable

**TABLE 18: WIOA Title II Adult Education and Literacy Program Performance Indicators**

Primary Indicator of Performance	Expected Levels of Performance – PY 2024	Expected Levels of Performance – PY 2025
Employment (Second Quarter after Exit)	44.0%	45.0%
Employment (Fourth Quarter after Exit)	44.0%	45.0%

Median Earnings	\$6,100	\$6,200
Credential Attainment Rate	36.0%	37.0%
Measurable Skill Gains	52.0%	53.0%

**TABLE 19: WIOA Title IV Vocational Rehabilitation Program Performance Indicators**

Primary Indicator of Performance	Expected Levels of Performance – PY 2024	PY 2024 Negotiated Level	Expected Levels of Performance – PY 2025	PY 2025 Negotiated Level
Employment (Second Quarter after Exit)	54.1%	54.6%	57.1%	57.1%
Employment (Fourth Quarter after Exit)	46.4%	46.9%	49.4%	49.4%
Median Earnings	\$6,330	\$6,400	\$6,425	\$6,500
Credential Attainment Rate	42.4%	42.9%	43.9%	43.9%
Measurable Skill Gains	56.1%	56.6%	59.1%	59.1%

Additional Performance Measures for WIOA Title I and WIOA Title II are:

- Number of program participants served by the program
- Number of program participants exited from the program
- Percentage of program participants served with barriers to employment as follows:
  - Disability
  - Ex-offender
  - No high school diploma
  - Previously or currently in foster care
  - Homeless
  - Limited English Proficiency or Low-Level Literacy
  - Long-Term Unemployed (continuously unemployed for at least 12 consecutive months)
  - Public Assistance customer
  - Percentage of program participants responding to survey who are satisfied with their training/ counseling after exiting from the program

## System for monitoring, evaluation, and continuous improvement

The HCWDB takes the following approaches to monitor performance measures and ensure program services are provided to customers effectively, efficiently, and well aligned with evolving needs of the labor market.

- **Data-driven analysis:** The Board employs data-driven analyses to assess program performance continuously. This involves collecting and analyzing data on participant outcomes, employer feedback, and labor market trends. Data analysis tools and techniques are applied to identify patterns, successes, and areas for improvement.
- **Enhance collection and analysis of demographic information from clients on intake.** This will reveal the extent to which the One Stop Center is serving the community effectively. If one part of the county or one segment of the population is underserved, the Board may explore shifting the programming strategy, changing or adding partner agencies or even adding additional office locations.
  - For example, the Board conducted an initial demographic analysis to help determine the location of a new affiliate One-Stop in the county. This analysis examined gaps in service between the demographics of individuals currently being served by the One-Stop relative to their overall county population representation, the location of priority populations in the county, and the different barriers that county residents experience. These analyses help inform service delivery and priorities. For example, if a demographic analysis suggests that many county residents are experiencing transportation barriers that impact their ability to reach the current One-Stop, extra emphasis should be placed on selecting a location that is easily accessible via public transit and aligned with high population density.
- **Regular Reporting and Review:** HCWDB establishes regular reporting and review cycles to assess the performance of various programs and initiatives. These reports are shared with board members, stakeholders, and the public to maintain transparency and accountability.
- **Feedback Loops for Improvement:** Establishing effective feedback loops with program participants, employers, and partners is crucial. This feedback is systematically collected and analyzed to inform program adjustments and improvements.
- **Best Practices and Benchmarking:** The Board benchmarks Hudson County's service delivery against best practices in workforce development, both locally and nationally. Learning from the successes and challenges of others is integral to refining and enhancing program effectiveness.
- **Adaptive and Flexible Approach:** Recognizing the dynamic nature of the labor market, the HCWDB and the workforce development system in Hudson County applies an adaptive approach to program management. This will involve being responsive to changing economic conditions, technological advancements, and evolving employer needs.
- **Staff and Partner Training in Performance Measurement:** the HCWDB, board members, Executive leadership, and board staff participate in training sessions provided by USDOL and NJDOL to stay abreast of labor market trends, programmatic requirements, and best practices that may benefit the Hudson County workforce community.



- AJC/One-Stop Certification: WD-PY22-5 requires that LWDBs must utilize competitive procurement and contracting process to evaluate performance annually and ensure re-competition of providers every four years. The HCWDB Executive Director reviews the performance of the One-Stop Operator and coordinates with any state agencies necessary to complete the certification process on the required schedule.





# Technology and Innovation



Leveraging technology for service delivery and system improvements



Innovations in program delivery and workforce development

## Leveraging technology for service delivery and system improvements

The HCWDB leverages several platforms in its service delivery. The WIOA Title I Adult, Dislocated Work, and Youth programs and Title III Wagner-Peyser program all utilize America's One-Stop Operating System (AOSOS) as their case management and participant tracking system. AOSOS allows for the sharing of data across these programs and helps minimize the duplication of services for participants, providing a more integrated experience. The WFNJ and SNAP programs are also integrated through daily matching of data from the DHS TANF/SNAP recipient database and the AOSOS system to identify and facilitate outreach to individuals who are mandatory work registrants. The Title II Adult Education program uses the Literacy Adult and Community Education System (LACES) case management system to track all participant activity, including instructional hours, educational functional level, and measurable skill gain. Additionally, the NJDOL State Business Outreach team utilizes a Salesforce client relationship management platform (CRM) to track employer needs and refer jobseekers to businesses as necessary.

The One-Stop Center also has numerous technological resources that are utilized for service delivery, including:

- Computers for job searches, resume writing, and for general use by the public;
- Renovated rooms and phone/interview desks for phone interviews with employers and computerized career aptitude testing;
- Direct phone lines to the State's Unemployment Offices;
- Fax machines; and
- A call-in translation service utilized by NJDOL Employment Services Staff.

The HCWDB also continually seeks out opportunities to improve service delivery, by bringing in new resources and developing partnerships with other state entities. One area for improvement is increasing the accessibility of the One-Stop Center, both physically in the center and its online resources. For example, the ES staff's call-in translation service is not a comprehensive service for all partner programs

and the One-Stop lacks technologies like screen-readers, variable height desks, and aids for individuals who are visually or auditory impaired. Additionally, given today's hybrid world, One-Stop staff have expressed interest in obtaining SmartBoards that could be used for a "HyFlex" (a combination of "hybrid" and "flexible") approach, that will be equally engaging for participants in person and online. Online resources are also not completely accessible online, and the OSO is actively working with a web application development firm to gather insights into how a "one-stop" website could be created to allow jobseekers to quickly access resources and contact information for any Hudson County program. The HCWDB collaborates with the OSO to help address these technological needs within the One-Stop.

As described above, there are several different systems used when tracking data for different partner programs. Another key area for technological enhancement is integrating these systems to allow for easier data sharing and better tracking of overall local area workforce and education needs. NJDOL has stated their goal to improve the effectiveness of AOSOS by launching a Workforce Modernization Project, including a new AOSOS interface as well as exploring procuring a "new data system that will enhance and offer new opportunities for tracking enrollment, progress, and outcomes across programs and partners contributing to our One-Stop Career Center network."<sup>47</sup> In NJ's State Plan PY2024-2027 NJDOL announced a new data modernization initiative to enhance its case management system. The HCWDB looks forward to using this new, integrated system for One-Stop partners to strengthen referral and co-enrollment process among partners and tracking program outcomes.

### **Intelligrants (IGX)**

According to NJDOL's [Annual Report for PY21](#), the State of New Jersey collaborated with higher education organizations and other state agencies to modernize and digitize the Eligible Training Provider List (ETPL) application process by creating a portal where eligible training providers can complete and submit an online application to have their programs reviewed for inclusion on the ETPL. The new portal, Intelligrants (IGX), replaced the old system in 2023 and enables providers to log into a dashboard showing the status of their applications in the review process, upcoming deadlines for submitting student data, program renewal, or modification applications, and other documentation. Eligible training providers with approaching deadlines are notified both on the portal and via email and are used for ongoing communication to address issues and questions between eligible training providers and their respective NJDOL liaisons.

Utilizing this framework not only allows for the consistent and standardized collection of New Jersey's eligible training provider data, it allows program staff to view ETPL in real-time to help them make informed decisions. This helps program staff understand training options for program participants and help guide participants make informed decisions. The HCWDB leverages this system and reviews the ETPL periodically to ensure that the training programs on the ETPL align well with market needs.

### **Future Works**

The HCWDB also relies on Future Works, which is a platform that leverages NJDOL's federal data reports to organize and share data outside of AOSOS. Future Works helps support timely case management data entry and generates quarterly reports that can be shared during Board meetings and with partners. The HCWDB reviews these data reports and assesses program performance monthly to ensure high quality workforce services are provided to Hudson County residents and employers.

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<sup>47</sup> [New Jersey PYs 2022-2023 \(Mod\) \(nj.gov\)](#)

## Innovations in program delivery and workforce development

Innovation plays a pivotal role in program delivery and workforce development within the local workforce development board of Hudson County. It is the driving force behind the creation of new strategies and methodologies that can enhance the effectiveness of our programs, improve service delivery, and ultimately lead to better outcomes for our workforce. By embracing innovation, we can stay ahead of the evolving demands of the job market, provide our workforce with the skills they need to succeed, and foster a culture of continuous learning and improvement. This is not only crucial for the growth and sustainability of our local economy but also for the personal and professional development of every individual within our community.

### Encouraging sector involvement in regional labor markets

Industries are increasingly requiring that their workers also have specialized occupational skills. Sector strategies, a workforce development approach aim to help workers obtain skills through targeted training programs and other services developed in direct response to employer demand. A large part of sector strategies is to increase business involvement in regional labor markets and design and implement employer-driven solutions to cater to business needs in target sectors.

In the past, the HCWDB and WIOA programs in the region collaborated with employers and conducted various events to connect job seekers to business, such as job fairs and employer-led workshops. In the future, HCWDB and partner programs will expand and deepen relationships with the business communities and involve industry representatives and training providers quarterly to (1) identify the sector's most critical human resource needs, (2) discuss how to improve training programs to ensure that they equipped graduates with necessary industry and occupational skills, and/or (3) strategize other ways to support the workforce and businesses from the target sector.

Together, these partners comprehensively assess the human resource needs of regional businesses from the target sector and identify the specific challenges they face in recruiting and retaining a qualified workforce. Such assessments may identify, for example, that businesses from the target sector cannot find workers with requisite industry skills and experience, or that they need to utilize new technologies to compete with other businesses but cannot afford to train their employees accordingly. The partners design and execute customized, employer driven solutions to these challenges and ensure that the workforce has the specialized skills necessary to meet identified business needs in Hudson County.

The HCWDB should become active members of North Jersey Partners, a consortium of eight northern New Jersey workforce boards<sup>48</sup>. As stated in their current WIOA plan, "North Jersey Partners (NJP) is a regional consortium of workforce systems, businesses, and educational institutions dedicated to ensuring the economic vitality within Northern New Jersey. This innovative and strategic private-public collaboration, a not-for-profit 501(c)(3) organization, strives to ensure economic growth across New Jersey's Northern Region service area through the development of a skilled and talented workforce". Hudson County did not participate in developing the 2023 Regional Plan, but hopes to reengage with NJP to implement their regional labor market and workforce development strategies. This includes working with NJP to understand best practices and ensure staff are able to participate in regional training programs.

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<sup>48</sup> North Jersey Partners includes all WDBs from the Northern Region including Bergen, Essex, Greater Raritan (Hunterdon and Somerset Counties), Newark, Morris-Sussex-Warren, Passaic, and Union.

## **Making job training, education, and workforce services more accessible to groups facing employment barriers**

To provide more equitable access to service to Hudson County residents, AJC centers and training partners will take the following approach to address service gaps through initial assessments and improve awareness of community resources. Firstly, it requires conducting thorough initial assessments for each client to identify and address their specific needs and barriers accurately. This process ensures a more personalized service approach tailored to individual circumstances. Secondly, it emphasizes the importance of improving staff awareness of the various resources available in the community. By enhancing this knowledge, AJC and program staff can more effectively guide clients to the necessary support services outside the training centers, such as housing assistance, educational opportunities, or specialized training programs, particularly in rural or underserved areas. This holistic approach ensures that clients receive comprehensive support beyond the immediate services of the training/service providers.

AJCs and partner programs ensure that service facilities are accessible, including for individuals with disabilities, and are well-connected via public transportation. Additionally, training programs should cater to a wide range of demographic needs, considering factors such as age, cultural background, language proficiency, and specific barriers to employment like disability or homelessness. By doing so, the workforce eco-system in Hudson County can serve a more diverse clientele, ensuring equitable access to workforce development opportunities for all community members.

To help workers cope with mental or emotional barriers to employment success, the Board will work with the Department of Vocational Rehabilitation and the Department of Health Services to identify additional partners to provide services. For example, the DHS Division of Mental Health and Addiction Services publishes a Directory of Mental Health Services that includes providers by county and by program type.<sup>49</sup> The HCWDB will coordinate with the OSO to determine what types of services are commonly in need by county residents and work to develop connections with applicable agencies.

The HCWDB will also learn about regional strategies other WDBs in the North Jersey Partners are using to support greater accessibility and integrate these into their own service delivery. For example, in their regional plan, NJP describes partnerships with disabilities organizations and a Regional Disabilities Committee that coordinates with DVR to stay up to date on technologies and best practices. HCWDB will seek to connect and learn from this committee and their partners. HCWDB will also seek out the corresponding organizations in the Hudson County local area and work with the DVR staff to ensure the Hudson County One-Stop has the resources necessary. In coordination with the OSO, the Board will work to set up training for staff so they are well-versed in any new technologies or procedures and that staff can effectively serve individuals with barriers.

### **Development of Youth Hub in the American Job Center**

To enhance service integration and provide seamless, holistic services to youth population in Hudson County, the HCWDB and OSO are exploring setting up a Youth Hub in the Hudson One-Stop center. Please refer to the Workforce Partners section for more details.

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<sup>49</sup> [Directory of Mental Health Services | DHS Division of Mental Health and Addiction Services \(Nov 2023\)](#)

# Local Planning and Stakeholder Engagements



Process for local plan development and stakeholder engagement



Assurance/WIOA local plan check list

## Process for local plan development and stakeholder engagement

### Local Plan Development Process

The HCWDB, NJDOL, and a third-party consultant held virtual and in-person informational meetings/workshops with several service providers and community partners to understand their operations in the county. The plan was written in close partnership with NJDOL, with multiple cycles of review. After the Board approved the plan, it was made available to the public for public comment from **November 4, 2024, to December 4, 2024, through HCWDB Web site at <https://hcjcwdb.org/>** and once all public feedback was incorporated, the plan was submitted to SETC for official approval.

### WIOA Partner Program Stakeholder Interviews

The table below provides the list of meetings conducted with program providers in Hudson County to gather the information needed to create the local plan.

Meeting Details	Meeting Participants	Discussion Topics
<p><b>Date:</b> 12/1/2023</p> <p><b>Program:</b> Title I Youth</p>	<p>Keri Sullivan, Hudson County Schools of Technology</p>	<ul style="list-style-type: none"> <li>- Presence in the AJC, including days physically co-located and cross-training with other staff</li> <li>- A student's journey through the program, including Integration of technology into service delivery</li> <li>- Performance metrics used to track measurable skill gain, credentials, and employability</li> <li>- Outreach and referral process, including ensuring training vendors are on the ETPL</li> <li>- Challenges experienced</li> <li>- Strategies/goals for the future</li> </ul>
<p><b>Date:</b> 12/4/2023</p> <p><b>Program:</b> Title I Adult and DW</p>	<p>Michael Salazar, Title I Adult and DW</p>	<ul style="list-style-type: none"> <li>- Participant journey in the Adult or Dislocated Worker program, including integration of technology in service delivery</li> <li>- Participant demographics</li> <li>- Performance metrics used to track participant and program progress/success</li> <li>- Referral process, including ensuring training vendors are on the ETPL</li> <li>- Challenges experienced</li> </ul>
<p><b>Date:</b> 12/4/2023</p> <p><b>Program:</b> One-Stop Operator</p>	<p>William Holt, One- Stop Operator</p>	<ul style="list-style-type: none"> <li>- Presence of required partners in the AJC, including those that are physically co-located and those that have participated in cross-training with other staff</li> <li>- An individual's journey when they walk into the AJC</li> <li>- Outreach and referral process</li> <li>- Challenges experienced</li> </ul>
<p><b>Date:</b> 12/5/2023</p> <p><b>Program:</b> WFNJ (TNAF, SNAP, and GA)</p>	<p>Robert Martinovich, Hudson County Department of Family Services</p>	<ul style="list-style-type: none"> <li>- Presence in the AJC, including days physically co-located and cross-training with other staff</li> <li>- A participant's journey through the program, including integration of technology into service delivery</li> <li>- Outreach and referral process, including training vendors and community partners</li> <li>- Funding/budgetary matters</li> <li>- Challenges experienced</li> </ul>
<p><b>Date:</b> 12/21/2023</p> <p><b>Program:</b> Title II Adult Education</p>	<p>Danielle Jubanyik, NJDOLE State Director for Adult Education</p> <p>Esmeralda Doreste-Roman, Program Director for Hudson County Union City Adult Learning Center</p>	<ul style="list-style-type: none"> <li>- Referral process, including referrals from AJC and to other supportive services</li> <li>- Participant journey through the program and the pathways available</li> <li>- Performance metrics used to track measurable skill gain</li> <li>- Integration of technology into service delivery, including steps taken to address technological and digital literacy barriers</li> </ul>
<p><b>Date:</b> 2/23/2024</p> <p><b>Program:</b> Title I Adult and DW, OSO</p>	<p>Michael Salazar, Title I Adult and DW</p> <p>William Holt, OSO</p>	<ul style="list-style-type: none"> <li>- Clarified OSO vs CSP responsibilities</li> <li>- Cross-trainings regarding partner programs that had been conducted or were in progress, as well as their frequency</li> <li>- Youth programs in Hudson County</li> <li>- Technology available in One-Stop and desired technologies</li> </ul>

Meeting Details	Meeting Participants	Discussion Topics
<p><b>Date:</b> 2/29/2024</p> <p><b>Program:</b> HCEDC</p>	<p>Michelle Richardson, HCEDC Executive Director</p>	<ul style="list-style-type: none"> <li>- HCEDC partnership with the Hudson County Community College</li> <li>- The HCEDC ED's experience on the HCWDB and in drafting the last local plan</li> </ul>
<p><b>Date:</b> 4/29/2024</p> <p><b>Program:</b> Multiple</p>	<p>Representatives from multiple programs</p>	<ul style="list-style-type: none"> <li>- Roundtable discussion with required AJC partners including <ul style="list-style-type: none"> <li>• the One-Stop Operator,</li> <li>• Title I Adult/DW,</li> <li>• Title I Youth,</li> <li>• Title II Adult Education and English Learning</li> <li>• Title III Employment Services,</li> <li>• Veterans Representatives,</li> <li>• Edison Job Corps,</li> <li>• Business Services Representative,</li> <li>• Jersey City Housing Authority,</li> <li>• Senior Community Service Employment Program,</li> <li>• Department of Vocational Rehabilitation Services,</li> <li>• WorkFirst New Jersey, and</li> <li>• The Hudson County Economic Development Corporation</li> </ul> </li> <li>- Discussion focused on service delivery and gaps experienced by each program</li> <li>- Partner programs were also able to learn about each other and become aware of resources/services available that could help their own program participants that they weren't previously aware of</li> </ul>
<p><b>Date:</b> 5/2/2024</p> <p><b>Program:</b> Hudson County Community College (HCCC)</p>	<p>Lori Margolin</p>	<ul style="list-style-type: none"> <li>- Service provided by the HCCC</li> <li>- Partnerships developed between HCCC and employers</li> <li>- Program overviews by HCCC</li> </ul>
<p><b>Date:</b> 6/27/2024</p> <p><b>Organization:</b> Hudson County Chamber of Commerce</p>	<p>Emory Edwards</p>	<ul style="list-style-type: none"> <li>- Economic and labor market landscape in Hudson County</li> <li>- Challenges and opportunities facing the Hudson County job seekers and employers</li> <li>- Promising practices to address challenges and foster workforce development</li> </ul>
<p><b>Date:</b> 7/15/2024</p> <p><b>Organization:</b> Hudson County Cultural &amp; Heritage Affairs</p>	<p>Peggy Kelly Gina Hulings</p>	<ul style="list-style-type: none"> <li>- Economic development and labor market in the hospitality and arts/entertainment industry</li> <li>- Promising practices to foster workforce development in this industry</li> </ul>

**TABLE 20: Stakeholder Interviews Conducted**

Meeting Details	Meeting Participants	Discussion Topics
<p><b>Date:</b> 7/16/2024</p> <p><b>Organization:</b> Jersey City Medical Center</p>	Michael Prilutsky	<ul style="list-style-type: none"> <li>- Employment trends in the healthcare sector in the county, and specific areas with growth or decline</li> <li>- Current challenges in recruiting and retaining skilled healthcare professionals in the county</li> <li>- Knowledge or skill gaps Support and/or promising practices to help fulfill the hiring needs in Hudson County</li> </ul>

**TABLE 21: Stakeholder Feedback on Draft**

Partner	Feedback	Response/Addressed
Hudson County Schools of Technology	Clarified status of Youth Hub in One-Stop	Updated Youth Hub language to reflect hub is in the exploration/early development phase
Jersey City Housing Authority	JCHA is not the HUD Employment and Training partner, but is willing to be an additional partner	Updated partner narratives to state that HUD has no official presence in Hudson County and that the JCHA would be an additional partner
Hudson County Dept. of Health and Human Services, Division of Children and Youth Services	Provided additional detail about service delivery methods and programmatic accessibility	Incorporated additional detail
Department of Family Services and Reintegration	Provided additional detail regarding service delivery and community partnerships	Incorporated additional detail
Hudson County Community College	Provided line-item edits, comments regarding edits for clarity, and feedback on strategic vision and goals	Incorporated feedback and edits
Literacy NJ (Union City Adult Learning Center consortium member)	Suggested clarifying the vision for the centralized information hub the Board and OSO are developing	Updated language to clarify vision of information hub and collaboration with NJDOL to achieve said vision



## Assurance/WIOA local plan check list

1. In accordance with WIOA Section 108(d), the Local Board has conducted at least one public comment period of a minimum of 30 days for the 2020-2024 Plan to gather input for the Local Plan's development and allow comments from representatives of businesses, labor organizations, education, other key stakeholders, and the public.
2. The finalized Local Plan is publicly available.
3. The Local Board has procedures in place to ensure public access, including those with disabilities, to board meetings and information about board activities, such as board membership and minutes.
4. The Local Board discloses any local requirements for the Local Area, including policies for the use of WIOA Title I funds.
5. The Local Board has a written policy or procedure identifying potential conflict of interest situations for any local workforce investment board or entity they represent and provides a resolution process for such conflicts.
6. The Local Board possesses copies of agreements between the Local Board and each American Job Center partner regarding the operation of the American Job Center delivery system in the Local Area and has provided the State with the latest versions of these agreements.
7. The Local Board has written policies or procedures ensuring that American Job Center operator agreements are reviewed and updated at least once every three years.
8. The Local Board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in compliance with applicable state and local laws, rules, and regulations, provided there is no conflict with WIOA.
9. The Local Board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts.
10. The Local Board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA and written policies or procedures for assisting customers who express interest in filing complaints at any point of service.
11. The Local Board has established at least one comprehensive, full-service American Job Center and has a written process for the local Chief Elected Official and Local Board to ensure that the center conforms to the definition therein.
12. All partners in the local workforce and education system described in this plan ensure the accessibility of facilities, programs, services, technology, and materials in the Local Area's American Job Centers for individuals with disabilities.
13. The Local Board ensures that outreach is provided to populations and sub-populations who can benefit from American Job Center services.
14. The Local Board implements universal access to programs and activities to individuals through reasonable recruitment targeting, outreach efforts, assessments, service delivery, partner development, and numeric goals.

15. The Local Board complies with the nondiscrimination provisions of Section 188 and assures that Methods of Administration were developed and implemented.
16. The Local Board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188 of WIOA.
17. The Local Board complies with restrictions governing the use of federal funds for political activities, the use of the American Job Center environment for political activities, and the Local Board complies with the applicable certification and disclosure requirements.
18. The Local Board ensures that American Job Center staff, along with the Migrant and Seasonal Farmworker program partner agency, will continue to provide services to agricultural employers and Migrant and Seasonal Farmworkers that are demand-driven and consistent with NJ Labor policy.
19. The Local Board follows confidentiality requirements for wage and education records including, but not limited to, 20 C. F. R. 603, the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIOA, and applicable State laws, Departmental regulations and policies.
20. The Local Board has a written policy and procedures to competitively award grants and contracts for WIOA Title I activities, including a process to be used to procure training services made as exceptions to the Individual Training Account process.
21. The Local Board maintains accounting systems that adhere to the current Generally Accepted Accounting Principles (GAAP). It also has established written fiscal controls and fund-accounting procedures. These procedures are strictly followed to ensure the appropriate disbursement and accounting of funds for the WIOA adult, dislocated worker, and youth programs, as well as the Wagner-Peyser Act.
22. The Local Board ensures compliance with the uniform administrative requirements under WIOA through annual, onsite monitoring of each local sub-recipient.
23. The Local Board has a written debt collection policy and procedures that conforms with state and federal requirements and a process for maintaining a permanent record of all debt collection cases that supports the decisions made and documents the actions taken with respect to debt collection, restoration, or other debt resolution activities.
24. The Local Board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with Job Training Partnership Act (JTPA) or Workforce Investment Act (WIA) funds and transferred to WIOA, and that comply with WIOA, and, in the cases of local government, Local Government Property Acquisition policies.
25. The Local Board will not use funds received under WIOA to assist, promote, or deter union organizing.
26. The Local Board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA funded individualized career services and training services, consistent with state policy on eligibility and priority of service.

**TABLE 22. WIOA ASSURANCES**

27. The Local Board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I training services, including dollar and/or duration limit(s), limits on the number of times an individual may modify an ITA, and how ITAs will be obligated and authorized.
28. The Local Board has a written policy and procedures that establish internal controls, documentation requirements, and leveraging and coordination of other community resources when providing supportive services and, as applicable, needs-related payments to eligible adult, dislocated workers, and youth enrolled in WIOA Title I programs.
29. The Local Board has a written policy for priority of service at its American Job Centers and, as applicable, affiliate sites and for local workforce providers that ensures veterans and eligible spouses are identified at the point of entry, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.
30. The Local Board has developed plans and strategies for maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act and services provided in the Local Area through the American Job Center delivery system, to improve service delivery and avoid duplication of services.
31. The Local Board will provide reasonable accommodation to qualified individuals with disabilities unless providing the accommodation would cause undue hardship.

**Check List of Local Plan Requirements**

- I. Regional and Local Workforce Strategies
  - a. Analysis of Labor Market Information

Requirement	Local Plan
Data should include an extensive analysis of local and regional economic conditions including: <ol style="list-style-type: none"> <li>1. Existing and emerging in-demand industry sectors and occupations</li> <li>2. The employment and skill needs of employers in those industry sectors and occupations</li> <li>3. Alignment between key industry pipelines</li> <li>4. Information on demographics and target populations</li> <li>5. Current labor force employment (including underemployment and unemployment) data</li> <li>6. Information on labor market trends and the education/skill levels of the workforce, including individuals with barriers to employment</li> <li>7. Workforce development activities in the region, including an analysis of the strengths and weaknesses of such services, the capacity to provide such services, and the connection of services to the One Stop system to address identified education and skill needs of the workforce and the employment needs of employers in the region</li> <li>8. Impact of Covid on the labor market – economic impacts, skill impacts, as well as service and supports impacts</li> </ol>	Addressed in following sections: <ol style="list-style-type: none"> <li>1. Industry Structure</li> <li>2. Industry Structure</li> <li>3. Industry Structure</li> <li>4. Analysis of HC’s workforce and economic conditions</li> <li>5. Analysis of HC’s workforce and economic conditions</li> <li>6. Analysis of HC’s workforce and economic conditions</li> <li>7. Workforce Development System and Services</li> <li>8. Analysis of HC’s</li> </ol>

Local plan should answer the same questions as those posed for regional plans at the LWDA level and align with regional plans and analyses.	Same as other requirements in section
Please make sure to offer a description of your local labor market and the specific target populations and sectors/occupations your plan is targeting based on LMI	Hudson County Labor Market and Industry
Please ensure your local plan provides an overview of the systems and mechanisms your local area has in place to continually collect, analyze, and review LMI data with local stakeholders, and specify the partners and resources that you are utilizing to support the ongoing integration of LMI into the work of	Industry Structure

b. Strategic Priorities

Requirement	Local Plan
<p>Taking into account LMI analyses described above, describe the strategic visions, goals, and priorities for preparing an educated and skilled workforce (including youth and individuals with barriers to employment) at the regional and local level. The LWDA's strategy should include specific expectations related to:</p> <ul style="list-style-type: none"> <li>- Expanding access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment</li> <li>- Expanding and ensuring access to workforce development services that serve to bring diversity, equity and inclusion to the workforce</li> <li>- Facilitating the development of career pathways and co-enrollment across WIOA and partner programs</li> <li>- Increasing access through partners and programs to a variety of individualized career and training services, including career coaching, work readiness activities, as well as training programs that result in industry-valued credentials</li> <li>- Increasing work-based learning opportunities in partnership with postsecondary, employer, and workforce partners, including through On-the-Job Training, Transitional Jobs, and Apprenticeship, as well as for youth through Youth Work Experiences</li> <li>- Supporting multiple pathways for young people aged 16-24 through One-Stop Career Center services, and additional youth program models</li> <li>- For LWDA's with significant Migrant Seasonal Farmworker (MSFW)</li> </ul>	Strategic Vision and Goals section and Engagement with Job Seekers, Employers, and Education Providers
Local plans must outline specific strategies and priorities related to the above-mentioned bulleted list. Furthermore, these strategies must align with strategies developed at the regional level.	Same as above
Please demonstrate how these strategies will support engagement with targeted populations, including priority populations identified in WIOA and New Jersey's State plan. Consider strategies around outreach, service delivery, and follow-up supports.	Same as above, target populations addressed in Target Populations and Strategies for Inclusion
Please demonstrate how these strategies will support engagement with local partners and stakeholders at the LWDB and One Stop levels, including specifically the engagement of service, youth, postsecondary, and employer partners.	Same as above, youth voice discussed in Youth Services section

II. One-Stop Career Center Operations

a. One-Stop Service Delivery and Flow

Requirement	Local Plan
<p>Please provide an overview of the role that partners, programs, and services required by WIOA play in your One Stop Career Center system regionally and locally, as well as specific details regarding the cultivation and maintenance of these partnerships and the integration of supports into service delivery flow. Please utilize the Partner-Service matrix found on page 23 of this document. Partners, programs, and services include:</p> <ul style="list-style-type: none"> <li>- Title I Adult, Dislocated Worker, Youth</li> <li>- Title II Adult Education/Literacy</li> <li>- Title III Wagner-Peyser</li> <li>- Title IV Vocational Rehabilitation</li> <li>- Title III Unemployment Compensation</li> <li>- WorkFirst New Jersey</li> <li>- Migrant and Seasonal Farmworkers Program</li> <li>- TAA Program</li> <li>- SCSEP</li> <li>- Jobs for Veterans State Grant</li> <li>- Reentry Employment Opportunities</li> <li>- Title I Job Corps</li> <li>- Title I YouthBuild</li> <li>- CTE programs</li> <li>- HUD Employment and Training</li> </ul>	<p>One-Stop Center operations and management section and Core programs and state required programs</p>
<p>Please provide an overview of how the full range of partners services are integrated and delivered at the One Stop centers, including a discussion of the utilization of state and local staff, in compliance with federal and state law. A diagram of customer flow and services provision may be included. The LWDA should include in this description plans for services delivered by all of the above-</p>	<p>Same as above</p>
<p>Please reflect on the questions included in the regional plan section. At the local level, how will the LWDB help to support the development and integration of One Stop partners, programs, and services at the local level?</p>	<p>Same as above</p>
<p>Please describe how client voice is and will be included in local efforts.</p>	<p>Performance and</p>

b. Operational Priorities

Requirement	Local Plan
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<p>Describe the operations of the workforce development system, including the integration of core WIOA partners to achieve strategic vision and goals, and the role of the LWDB in helping to set strategies and provide guidance that ensures alignment of operational activities. This description should include specific details related to:</p> <ol style="list-style-type: none"> <li>1. Adult and dislocated worker employment and training activities that reflect a diversity of service pathways and support customer choice</li> <li>2. Use of training contracts and individual training accounts that support achievement of industry-valued credentials, as well as policies and procedures for including assessment of training provider performance in conjunction with the ETPL in contracting decisions and customer choice</li> <li>3. Ensuring priority of service for adult career and training services will be given to recipients of public assistance, other low- income individuals, and individuals who are basic skills deficient in accordance with WIOA, as well as any additional priorities of service that your LWDA seeks to establish based on analysis of data and local policy</li> <li>4. Policies and practices for providing Veterans services and prioritizing services for veterans as defined in TEGL 10-09 and NJ WINS #11-16</li> <li>5. Youth workforce development activities in the LWDA's, including details about different pathways available to youth and provision of the 14 program elements through One-Stop Career Center activities, procured youth programming and activities, as well as youth programs and services that are leveraged through co-enrollment and/or other non-WIOA funded partnerships. Include details about how your LWDA will satisfy the requirement that 75% of funds be use for Out-of-School Youth and 20% of total youth funds be used for work experience.</li> <li>6. Integration of technology and data to support seamless intake processes and case management, track trends and progress related to programs and participants locally; include how technology will be utilized to support engagement of participants and delivery of services.</li> </ol>	<p>Addressed in following sections:</p> <ol style="list-style-type: none"> <li>1. Title I Adult DW</li> <li>2. Coordination with educational institutions and training providers</li> <li>3. Target populations and strategies for inclusion</li> <li>4. Jobs for Veterans State Grants</li> <li>5. Youth Services</li> <li>6. Technology and Innovation</li> <li>7. Addressed as relevant in partner sections</li> </ol>
<p>Please provide an overview of how the One Stop service delivery and flow will help to achieve specific strategic priorities identified in your plan, specifically as it relates to the bulleted elements highlighted above.</p>	<p>One-Stop Center operations and management</p>
<p>Please provide a clear description of the roles that the Local Workforce Development Board, One Stop Operator, and One Stop Career Services provider will play in supporting and implementing operational priorities.</p>	<p>Governance and Partnerships</p>
<p>Please highlight how the LWDB will integrate region- and LWDB-led strategies to strengthen operations and service delivery.</p>	<p>Strategies and services for workforce and economic development</p>

c. Service Expansion and Accessibility in One-Stop Career Centers

Requirement	Local Plan
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<p>Describe how the local board will facilitate access to services provided through the one-stop delivery system, including for example, individuals in remote areas, for individuals with disabilities (compliance with Act 188), and for foreign-language speakers; include a description of how equity and equal access to services are achieved for services provided through the One-Stop system. This includes:</p> <ul style="list-style-type: none"> <li>- Use of technology, including virtual and adaptive technologies to support access</li> <li>- Physical and programmatic accessibility of facilities</li> <li>- Specialized programs and services,</li> <li>- Materials for individuals with disabilities and those with other barriers</li> <li>- Staff training and support for addressing the needs of individuals with</li> </ul>	<p>Technology and Innovation</p>
<p>Please provide an overview of how the LWDB plans to expand services and supports to ensure that all individuals have access to One Stop Career center services and opportunities.</p>	<p>System for monitoring, evaluation, and continuous improvement</p>
<p>Please reflect on the questions included in the regional plan section. At the local level, how will the LWDB help to support the development of technical solutions and expansion of facilities, programs, or services.</p>	<p>Technology and Innovation</p>
<p>Please highlight how the LWDB will integrate region- and LWDB-led strategies to support greater accessibility.</p>	<p>Technology and Innovation</p>
<p>Please indicate how the local area will work to integrate new ideas and approaches to barrier resolution including, but not limited to, digital equity and</p>	<p>Technology and Innovation</p>

d. Detailed Partnership and Service Integration

Requirement	Local Plan
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<p>Reflect on current Memoranda of Understanding (MOUs), Infrastructure Funding Agreements (IFAs), and ongoing practice to describe how services, costs, and customers are shared across key partners highlighted in WIOA. Identify specific goals for strengthening integrated service models for cross-training of staff, technical assistance, use and sharing of information, and other coordination efforts utilized to support service integration across required One-Stop partners, with particular attention to:</p> <ol style="list-style-type: none"> <li>1. Relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.</li> <li>2. Supportive service partners, including public transportation, and other appropriate supportive services such as child care and public housing</li> <li>3. State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) around services provided in the LWDA through the one-stop delivery system, to improve service delivery and avoid duplication of services.</li> <li>4. Title II Adult education and literacy providers in the LWDA, including coordination of testing and services across One-Stop Career Centers and adult education providers; as well as literacy services provided through the Workforce Learning Link, WFNJ and any other WIOA services</li> <li>5. Statewide Rapid Response activities</li> <li>6. The Division of Vocational Rehabilitation Services and the New Jersey Commission for the Blind and Visually Impaired in serving individuals with disabilities</li> <li>7. Disabled Veteran Outreach Program (DVOP) staff and Local Veterans Employment Representatives (LVERs) known as Veterans Business Representatives in supporting veterans with defined significant barriers to employment</li> </ol>	<p>MOU/IFA addressed in Core programs and state required programs</p> <p>Addressed in following sections:</p> <ol style="list-style-type: none"> <li>1. Youth Services</li> <li>2. Target populations for strategies and inclusion</li> <li>3. One-Stop Center operations and Title III ES</li> <li>4. Title II Adult Education</li> <li>5. Title I Adult and DW</li> <li>6. Title IV Vocational Rehabilitation (VR) Services</li> <li>7. Jobs for Veterans State Grants</li> <li>8. Innovations in program delivery</li> <li>9. Core programs and state required programs</li> </ol>
<p>Local plans must outline specific goals for service integration and highlight specific partners, as described above.</p>	<p>See above</p>
<p>Please reflect on the questions included in the regional plan section. At the local level, how will the LWDB and One Stop Operator work together and differentiate roles in working with key partners and building capacity for service integration.</p>	<p>Governance and Partnerships</p>
<p>Please highlight how the LWDB will integrate region- and LWDB-led strategies to support stronger service integration</p>	<p>Technology and Innovation</p>

e. Employer Engagement

Requirement	Local Plan
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<p>Describe the strategies and services that will be used to effectively serve employers in in-demand industry sectors and occupations. Specifically, highlight how your strategy seeks to:</p> <ol style="list-style-type: none"> <li>1. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.</li> <li>2. Support a local workforce development system that meets the needs of businesses in the region and LWDA.</li> <li>3. Better coordinate workforce development programs and economic development, including coordination of local workforce investment with regional economic development activities, and the promotion of entrepreneurial skills training and microenterprise services</li> <li>4. Create linkage during program delivery between individual customers and employers.</li> <li>5. Align resources at the state, regional, and local level to create a system of services, supports, and solutions for employers that offer dual benefits for jobseekers and workers in NJ</li> <li>6. Expand implementation of a variety of work-based learning opportunities and programs, including Incumbent Worker Training, On-the-Job Training, Transitional Jobs, Pre-Apprenticeship and Registered Apprenticeship opportunities</li> <li>7. Leverage local career pathway initiatives, business intermediaries,</li> </ol>	<p>Engagement with Job Seekers, Employers, and Education Providers sections and Employment Dynamics</p>
<p>Please provide an overview of the local area’s employer engagement strategies and expected implementation activities, including elements highlighted in the bulleted list above.</p>	<p>Same as above</p>
<p>Please reflect on the questions included in the regional plan section. At the local level, how will the LWDB help to develop and implement employer engagement</p>	<p>Same as above</p>
<p>Please provide a clear description of the roles that the Local Workforce Development Board, One Stop Operator, and One Stop Career Services provider will play in engaging and working with employers.</p>	<p>Same as above, NJDOL State Business Outreach Team</p>

### III. Local WDB Structure and Functions

#### a. Local Workforce Development Area (LWDA) Structure

Requirement	Local Plan
<p>Describe the structure of your LWDA and governance entities, including identifying:</p> <ol style="list-style-type: none"> <li>1. Local Workforce Development Board (LWDB) Membership. Include a list of members and indicate alignment with SETC policy #2015-01 and WIOA. Include description of how membership aligns with New Jersey key industries and LWDA priorities. Discuss recruitment plans to address any deficiencies.</li> <li>2. LWDB standing committees and their specific responsibilities</li> <li>3. Fiscal Agent responsible for the disbursement and oversight of grant funds, as determined by the chief elected official or the Governor.</li> </ol>	<p>Addressed in following sections:</p> <ol style="list-style-type: none"> <li>1. Pending membership list in Appendix</li> <li>2. Committee Structure</li> <li>3. Structure of the HCWDB</li> <li>4. <b>N/A – Board has no</b></li> </ol>

Please provide an overview of how the CEO, LWDB (including members, staff, and committees), and fiscal agent work vis-à-vis one another, as well as vis-à-vis the operations of One Stop Career Centers.	Role of the HCWDB and Governance and Partnerships
Please provide information about the roles and responsibilities of these various entities.	Governance and Partnerships; One Stop
Please provide a table or chart indicating the relationships among these various entities and specifically highlighting the reporting relationships between the Chief Elected Official, the LWDB, the staff of the LWDB, and the Fiscal Agent.	Structure of the HCWDB
Please describe the relationship of governance bodies (CEO, LWDB, Fiscal Agent) to operations bodies, including the One Stop Operator, One Stop Career Services provider, and Youth Services provider.	Structure of the HCWDB; Performance and Accountability
Please describe and include information about any/all firewalls or presumed, potential or actual conflicts of interest and what actions have been/will be taken	The role of the HCWDB
Please highlight how the LWDB will integrate region- and LWDB-led efforts around building and developing local governance capacities.	Staff Training

b. Procurement of Operator and Services

Requirement	Local Plan
Describe the process for engaging in competitive procurement processes that align with LWDA strategies and priorities and support the competitive selection of Title I sub-recipients, including: <ul style="list-style-type: none"> <li>- One Stop Operators - Serves as the One Stop system-builder, supporting coordination of services across required and other partners</li> <li>- One Stop Career Service Providers - Support provision of the full range of career services highlighted under WIOA in the local One Stop system, including provision of work-based learning, supportive services, and career coaching</li> <li>- Youth Service Providers - Provide services supporting program elements that fall outside of the expertise and services being provided by One</li> </ul>	Reference to competitive procurement policies in One-Stop Center operations and management  Structure of the HCWDB – Procurement of Operator and services
Please include details about the LWDB’s processes for implementing competitive procurements. What is the role of the LWDB? What other partner agencies participate in procurement and what roles do they play? How do LWDBs ensure that Request for Proposals incorporate scopes of service that align with local	Same as above
Please describe efforts that are undertaken to ensure that no conflict of interest is present in the process. What steps are taken to ensure that that no presumed, potential, or actual conflicts of interest take place? How does the LWDB ensure appropriate firewalls have been established?	The Role of the HCWDB and One-Stop Partners Committee
Please highlight how the LWDB will integrate regional supports into LWDA procurement activities.	Structure of the HCWDB – procurement of operator and services

c. Oversight and Monitoring

Requirement	Local Plan
<p>Please describe how the LWDB monitors and oversees the local workforce strategies, priorities, and systems identified in regional and local plans and aligned with local policies and guidance for purposes of continuous improvement and accountability. Areas of monitoring and oversight include:</p> <ol style="list-style-type: none"> <li>1. The operations of One Stop Career Centers, specifically American Job Center certification, as outlined by SETC Policy #2016-14</li> <li>2. Budgets of procured providers</li> <li>3. Participation, service delivery, and outcomes of procured providers</li> <li>4. Training (ITA) contracts</li> <li>5. Work-based learning contracts and agreements (OJT, IWT, Transitional Jobs, Youth Work Experience)</li> <li>6. Systems supporting business practices – e.g., employer engagement, accessibility of services</li> </ol>	<p>Performance and Accountability</p> <p>Structure of the HCWDB – Oversight and monitoring of WIOA activities</p>
<p>Please include details about processes for monitoring all of the above-bulleted aspects of local workforce service delivery systems.</p> <ul style="list-style-type: none"> <li>- How does the LWDB draw on quantitative and qualitative data to ensure accountability and support the continuous improvement of services for WIOA/One Stop customers – including both jobseekers/workers and employers?</li> <li>- Specifically, how is monitoring information utilized in procurement</li> </ul>	<p>Performance and Accountability</p>
<p>Please describe the structure and staffing of monitoring and compliance activities in your LWDA, including specific details about the roles and responsibilities of LWDB members, LWDB staff, and/or other entities.</p>	<p>Governance and Partnerships and One-Stop Center operations</p>
<p>Please include specifics on how monitoring is built into annual processes of the LWDB.</p> <ol style="list-style-type: none"> <li>1. How does the LWDB plan to use the ETPL and Quality Assurance frameworks?</li> <li>2. How does the LWDB plan to use data from AOSOS, Futurework, and/or other data systems?</li> <li>3. How does the LWDB engage in qualitative data collection and visits?</li> </ol>	<p>Performance and Accountability and Technology and Innovation</p>
<p>Please ensure your plan provides specific details on the LWDB’s process to complete American Job Center (AJC)/One Stop Certification.</p>	<p>AJC/One-Stop Certification</p>
<p>Please provide details on how monitoring results will be reported and shared across various system partners and stakeholders.</p>	<p>Performance and Accountability</p>

d. Performance Measures and Accountability

Requirement	Local Plan
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<p>Please describe how the LWDB will utilize local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c) to track and measure performance of:</p> <ul style="list-style-type: none"> <li>- The One Stop Delivery System as a whole</li> <li>- The One Stop Operator</li> <li>- One Stop Career Services providers</li> <li>- Youth providers</li> <li>- The fiscal agent (where appropriate)</li> </ul>	<p>Structure of the HCWDB and Performance and Accountability</p>
<p>Please include details about the processes the LWDB utilized to track and measure local levels of performance.</p> <ul style="list-style-type: none"> <li>- How does the LWDB utilize data from AOSOS, FutureWork, and/or other data systems to track performance?</li> <li>- How is information about performance shared with various system partners and stakeholders?</li> </ul>	<p>Performance and Accountability and Technology and Innovation</p>
<p>Please include an appendix providing the LWDA performance goals for four program years: PY2017, PY2018, PY2019, and PY2020.</p>	<p>PY 24-25 performance goals in Performance and</p>

e. Training and Development

Requirement	Local Plan
<p>Please describe training priorities for supporting the implementation of regional and local plans aligned with State priorities and plans. Please include specific plans and timelines for supporting:</p> <ul style="list-style-type: none"> <li>- Chief Elected Officials and County Leadership and Staff</li> <li>- Fiscal Agents</li> <li>- LWDB Members</li> <li>- LWDB Staff</li> <li>- One Stop Operator Staff</li> <li>- One Stop Career Services Staff</li> <li>- One Stop Youth Services Staff</li> <li>- Other System Stakeholders and Partners</li> </ul>	<p>Staff Training and One-Stop Center operations and management</p>
<p>Please reflect on the questions included in the regional plan section. At the local level, how will the LWDB help to develop and implement training and</p>	<p>Same as above</p>
<p>Please highlight how the LWDB will integrate region- and LWDB-led efforts around building and developing local governance capacities.</p>	<p>Same as above</p>

f. Regional and Local Plan Development

Requirement	Local Plan
<p>Describe the process to create the local plan and provide assurances that it was an open and transparent process, including the following:</p>	<p>Process for local plan development and stakeholder engagement</p>

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

g. Additional Elements

Requirement	Local Plan
<p>Regions and LWDBs may include any additional elements to the local plan that they believe are relevant that do not fit within the framework outlined above. In order to retain formatting and order of elements, all additional sections should begin with this item number and be placed here at the end of the plan.</p>	<p>The workforce partner section provides a very detailed description of how partners operate in the workforce system. The level of detail is beyond what a local plan normally requires. We do think it will benefit the audience of the plan and ensure all partners understand their responsibilities and apply best practices to continue to provide high quality services to participants.</p> <p>The plan details a competitive procurement process of the HCWDB, which is beyond what a local plan normally requires. We think it is necessary for the HCWDB to have a robust procurement process laid out to guide plan execution for the next four years and ensure Hudson County leverages high quality services to serve its residents and employers.</p> <p>The plan details monitoring and oversight functions, which is beyond what a local plan normally requires. To ensure compliance of the HCWDB and hold stakeholders</p>





# Appendices [Pending]



Relevant WIOA legislation and regulatory guidance



Excerpts from the New Jersey State Plan pertinent to Hudson County



Summaries of stakeholder input and public comment sessions



## Current Board Member List [Place holder 8/22/2024]

	Name	Organization	Role
Business Members	Roger Jones	Jones & Associates Communications	Board Chair
	Rosemary McFadden	Jersey City Economic Development Corporation	Vice-Chair
	Maria Solarzano	Liberty Savings Federal Credit Union	
	Bhavesh Patel	Patel Video & Curry On Lounge	
	Tonya Keyes	Keyes Red Door Realty	
	Calvin Souder	Souder, Shabazz & Woolridge Law Group LLP	
	Loredana Cromarty	Organon	
	Iilir Mani	Café Peanut	
	Marilyn Cintron	Alliance Health	
		Global Container Terminals	
		<i>Finance</i>	
		<i>Green Energy</i>	
Organized Labor & CBOs	Roseann Mazzeo	Women Rising	
	Bernard Callegari	LIUNA-Eastern Region	
	Patrick Kelleher	Hudson County Building Trades Council – Plumbers Local 24	
Education	Arad Namin	Masterschool	
	Lori Margolin	Hudson County Community College	
	Esmeralda Doreste-Roman	Union City Board of Education	
Government	Stacey Flanagan	Jersey City Department of Health	
	Sharita Brown	New Jersey Department of Labor	
	Cheryl Fuller	Hudson County	Fiscal Agent
	Darrel Laval	New York City Housing Authority	