



LOCAL AREA PLAN 2023 to 2026

Workforce Innovation and Opportunity Act

*Hunterdon and Somerset
Counties, New Jersey*

March 31, 2023

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Attachments and Links

1. Economy Overview – [2 New Jersey Counties](#) - Hunterdon and Somerset Counties;
2. Economy Overview for [Hunterdon County](#) & Economy Overview for [Somerset County](#) – link, hard copy available
3. [Greater Raritan WDB Labor Market Projections](#) – link, hard copy available
4. GRWDB PY 2017 to PY 2022 Participants & WIOA goals
5. State Negotiated WIOA Performance Measures for PY 2022 and PY2023
6. Service levels GRWDB Partner-Service Matrix
7. Freeholder Resolution Authorizing Submission of the GRWDB Local Area Plan 2023 to 2026
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9. [Local Area Plan Presentation from Dec. 6, 2022](#) – link, hard copy available

i. Introduction: Summary of overarching goals, mission, vision and strategic themes

“Through policy, oversight and planning, the Greater Raritan Workforce Development Board (GRWDB) ensures that workforce training and education are responsive to and meet the needs of employers and job seekers in Hunterdon and Somerset Counties.”

This is the mission of the GRWDB, a public-private partnership responsible for oversight of the workforce development and delivery system in the two counties. The GRWDB envisions a flexible, seamless and robust workforce training and education system, reflected by:

- An environment of continuous improvement in efficiency and effectiveness of workforce investments based on the needs of job seekers and employers.
- High standards for all operating areas of the GRWDB, including the One-Stop Operator, career training services, youth services, employment services and other system partners and related agencies providing career-related programming.
- Robust policies which create a framework for program delivery while leaving room for partners to embrace flexibility and develop innovative strategies based on the changing needs of those being served.
- A spirit of collaboration in which all system partners – local, county, regional and state -- understand what each offer and look for opportunities to braid services and co-enroll customers in complementary programs.
- A culture where performance metrics and program outcomes are exceeded, and accomplishments are recognized.
- Increased engagement of employers and job seekers with a focus on taking what was learned during the pandemic to expand outreach and develop innovative methods to provide workforce services.
- Expanding opportunities for employers with a focus on providing new and innovative services to local businesses.
- Expanding opportunities and outcomes for job seekers, particularly youth and those with barriers, with a focus on sustainable wage career employment.
- Shared collaboration to achieve these goals across the northern LWDBA region.

The GRWDB understands that employers and job seekers discover available system services through many different avenues, for many different reasons. Some job seekers, for example, may only need access to job listings and resume assistance, while others require skill and aptitude evaluations, adult education, occupational skills training, apprenticeships, individual training account grants, or some type of supportive service to reach their goals. Some businesses may simply require assistance through an in-person or virtual job fair while others would benefit from a more intensive Incumbent Worker Training opportunity.

The GRWDB envisions a system in which partners and service providers can assist any customer in accessing services and information how, when and where needed, doing so guided by a spirit infused with motivation, innovation and collaboration.

ii. Regional and Local Workforce Strategies – Analysis of Labor Market Information

Draw on current data from NJDOL, as well as other Local Workforce Development Area (LWDA) data. Please ensure alignment of regional data analysis included in your area's regional plan with local area data analysis included in your local plan. Please cite sources, timelines, and validity for any data used. Data should include an extensive analysis of local and regional economic conditions, including:

- Existing and emerging in-demand industry sectors and occupations*
- The employment and skill needs of employers in those industry sectors and occupations*
- Alignment between key industry pipelines*
- Information on demographics and target populations*
- Current labor force employment (including underemployment and unemployment) data*
- Information on labor market trends and the education/skill levels of the workforce, including individuals with barriers to employment*
- 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*
- Impact of Covid on the labor market – economic, skills impacts, service and support impacts*

For the past four years, the GRWDB has worked with the New Jersey Department of Labor's Office of Information and Research to review and share timely labor market information for Hunterdon and Somerset Counties. This information, compiled by a Labor Market Information Specialist, is provided to the board in quarterly analytic reports that are then reviewed by stakeholders to understand real-time trends that support policy direction and development and new programmatic initiatives. All reports are also posted on the www.thegrwdb.org – they can be found on the [Resources – Labor Market Information & Analysis](#) page -- in an ongoing effort by the GRWDB to be transparent about its sources and resources and connect community members to information that will enrich their lives.

As part of this work, the GRWDB worked with two departments in Somerset County government to create the [Greater Raritan Unemployment Tracker](#), which provides aggregate information and metrics on unemployment filings in the two counties from March 2020 to the current month. The tracker presents information on unemployment filings in an easily understandable way that allows viewers to explore and identify trends that can help direct individual decision-making as well as more broad county policy.

The website's Labor Market Information page also links stakeholders and members of the public to a variety of data points aimed at helping people understand what is happening in the local area and inform a deliberative, meaningful decision process that supports smart, strategic career and business decisions.

The local labor market information trends

The pre-COVID, COVID and post-COVID data has been consistent over the past four years, in terms of jobs with the most openings, job locations and the top skills employers are looking for regardless of the role being performed. Regional, state and nationwide trends and reports on the changing nature of work and what job seekers are looking for their careers and personal satisfaction are also reflected in the business intelligence shared with GRWDB partners.

In looking at the data, the GRWDB has a top priority on those industry sectors which provide a career pathway and connecting job seekers to those opportunities. The data also shows that pharmaceutical manufacturing, software development and headquarter operations of all sorts (with a variety of roles) are economic drivers in the region.

Based on 2022 data, Healthcare and Social Assistance, Professional and Technical Services, Retail Trade, and Manufacturing are the top four industry sectors in Hunterdon and Somerset Counties, based on number of employees. Two of these sectors – Healthcare and Retail Trade – were among the top sectors in 2015, when the last Local Plan was done. It should be noted that these sectors were heavily impacted by COVID, with waves of unemployment, burnout and staffing shortages. With the aging populations in both counties, particularly in Hunterdon County, there is also an ongoing concern that the employee pipelines in both counties are constricted, making it difficult to find and keep employees in key industries, including manufacturing and healthcare. This trend is mirrored regionally, too.

Greater Raritan WDB		
NAICS + Industry Sector	Units	Average Annual Employment
62 Health care and social assistance	1,973	26,876
54 Professional and technical services	2,236	24,724
44 Retail trade	1,386	23,139
31 Manufacturing	474	18,599
56 Administrative and waste services	1,038	16,627
42 Wholesale trade	708	15,108
72 Accommodation and food services	1,041	12,768
55 Management of companies and enterprises	95	12,026
23 Construction	1,288	10,253
52 Finance and insurance	506	6,724
81 Other services, except public administration	1,283	6,604
48 Transportation and warehousing	268	6,164
61 Educational services	243	3,574
71 Arts, entertainment, and recreation	234	3,499
11 Agriculture, forestry, fishing and hunting	113	723
22 Utilities	13	327
53 Real estate and rental and leasing	95	316
21 Mining	N/D	N/D
51 Information	N/D	N/D
99 Unclassified	414	483
Total Private Sector	14,118	203,207

Source: Quarterly Census of Employment and Wages
Prepared by: New Jersey Department of Labor and Workforce Development, December, 2022

In 2021, the total number of jobs in the two counties was 242,041, a decline of 1.8 percent since 2016 and also reflective of the impact of COVID in the region. That number increased in 2022 and over the next five years jobs are projected to grow by 10,611.

As of 2021, the population in Somerset and Hunterdon Counties was 475,571, an increase of 4.5 percent since 2016. The population is expected to decrease by 0.6 percent between 2021 and 2026, driven by a decrease in more rural and smaller Hunterdon County, about one-third the size of Somerset County, which has a more robust population growth propelled by diversity. In the 2020 Census, 20.1 percent of the population in Somerset County was Asian, double the national number. The Census showed that the “white alone” population in Somerset County was 66.4 percent, below the national average of 75.8 percent and which is expected to drop below 50 percent in the 2030 Census. In Hunterdon County, the “white alone” population was 89.9 percent in 2020.

Both counties have a highly educated workforce, with 55 percent of the population in the two counties having a bachelor’s degree or higher, according to U.S. Census data. This educated, technically sound population aligns with the leading industries and occupations in the area. This is significantly above the state average (41.5 percent) and the national average (33.7 percent). This highly educated workforce translates to a median household income of \$122,534, nearly 40 percent above the national number, and an average earning per job of \$107,800, which is \$31,100 above the national average earnings of \$77,800.

Of course, this also means it is expensive to live in Somerset and Hunterdon Counties, with a cost-of-living 30 percent above the national average. Those on the other end of the economic spectrum also face a tougher climb to a level of economic stability. Connecting this population segment to the career-pathway jobs in the two counties is more important than ever. It also is imperative to reach out to younger community members – including high school- and middle school-age students and their caregivers – to educate them on the available opportunities.

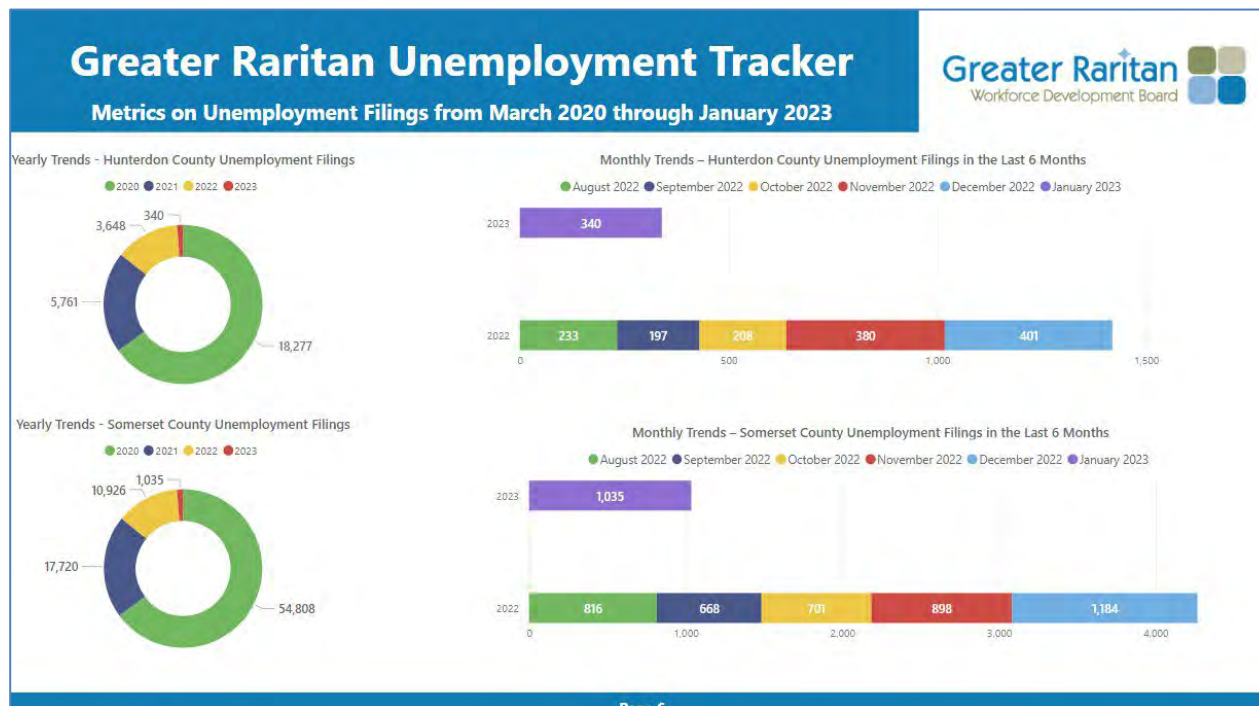
Challenges to overcome

Several crosscurrents push against employers and job seekers, starting with a mismatch between the skills desired by employers and the types of job seekers believe they will find fulfilling. Employers, locally and regionally, also say new workers still have significant soft skill / employability skill issues they need to develop or sharpen. Other issues:

- Some of the older members of the workforce impacted by COVID don’t understand how to navigate the swiftly changing landscape of how to find work.
- Younger segments of the population don’t feel connected to career pathway opportunities, in traditional sectors as well as emerging opportunities.
- Job seekers of all ages and backgrounds don’t understand how their skills can be applicable – or transferred -- to new occupations.
- Employers don’t understand how to market themselves in a competitive market.
- The workforce system can be siloed and be difficult to navigate, for employers and job seekers. In some instances, the local workforce system partners have made dramatic shifts in service-delivery formats to meet the changing needs of its customers, but the system is still struggling with how to market its services and expand its reach.

The unemployment picture

The Local Area has a lower unemployment rate than the rest of the state, with current the current average of 2.3 percent for the two counties. The chart, taken from the Greater Raritan Unemployment Tracker on the Data Labor Market Information page of www.thegrwdb.org, shows the unemployment trends in the Local Area since the start of the Covid pandemic. The area continues to track below state averages, though as noted previously, the area's high cost of living means that the underemployment rate is high, as is the need for residents to have multiple jobs. These are the residents system partners can reach out to in the coming months and years, to help educate them on the careers and skills they can target.



Based on unemployment filings and the 2020 Census, here are the municipalities with the largest percentage of its population filing for unemployment:

In Somerset County: South Bound Brook, 38 percent; North Plainfield and Manville, 36 percent; Bound Brook, 35 percent; and Franklin Township, 31 percent. In raw numbers, Franklin Township has had the most unemployment filings, at 20,283, followed by Bridgewater at 9,952, Hillsborough at 9,887, and North Plainfield at 7,790.

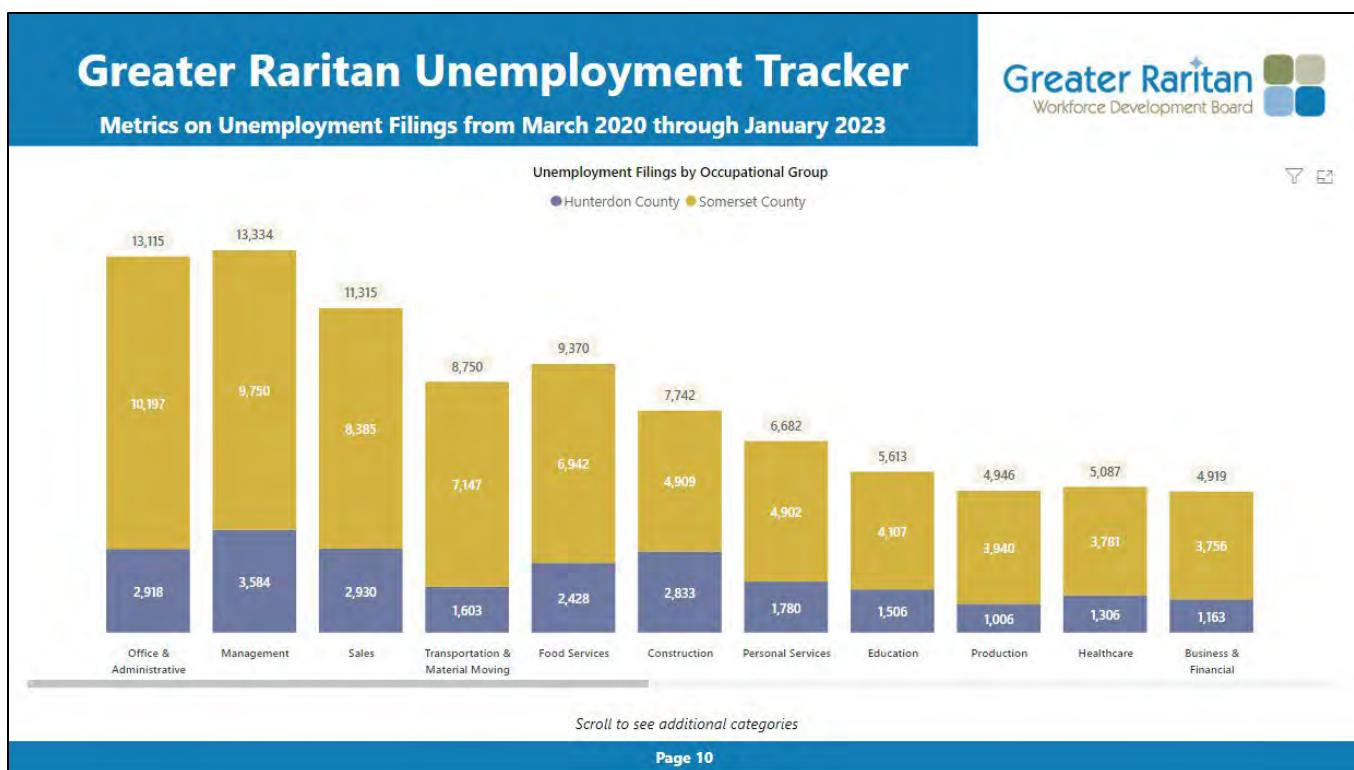
In Hunterdon County, Hampton, 64 percent; Stockton and Flemington, 56 percent; Glen Gardner, 51 percent; and Bloomsbury, 45 percent. In raw numbers, Raritan Township has had the most unemployment filings, at 3,958, followed by Readington at 3,370, Clinton Town/Township at 3,193 and Flemington at 2,561.

With these numbers front of mind, Local Area partners will work to ensure that services are targeted appropriately based upon the areas with the greatest unemployment impact.

Partners also can use the data accessible through the state Futureworks site to understand current customer flow, helping to create a clear picture of what municipalities and populations are currently being served and which may be underserved. For example, North Plainfield in Somerset County had a high number of unemployed; looking at current service levels for training grants and general career services, North Plainfield has low service levels. Census tract information also shows that the municipality has a very high number of Spanish-speaking households and a lower income. Putting this together shows that system partners have an opportunity to outreach to service providers in the municipality and connect people to services.

The information from the Greater Raritan Unemployment Trackers provides insight into the characteristics of the unemployed, including level of education. For example, 38 percent of the 120,526 people who filed for unemployment in the last three years in Hunterdon and Somerset counties had a bachelor's degree or higher, while 27 percent had a high school or equivalent degree; 11 percent had less than a high school education (divergent from state trends).

As shown below, the Tracker also shows the occupations those individuals were in when they filed for unemployment.

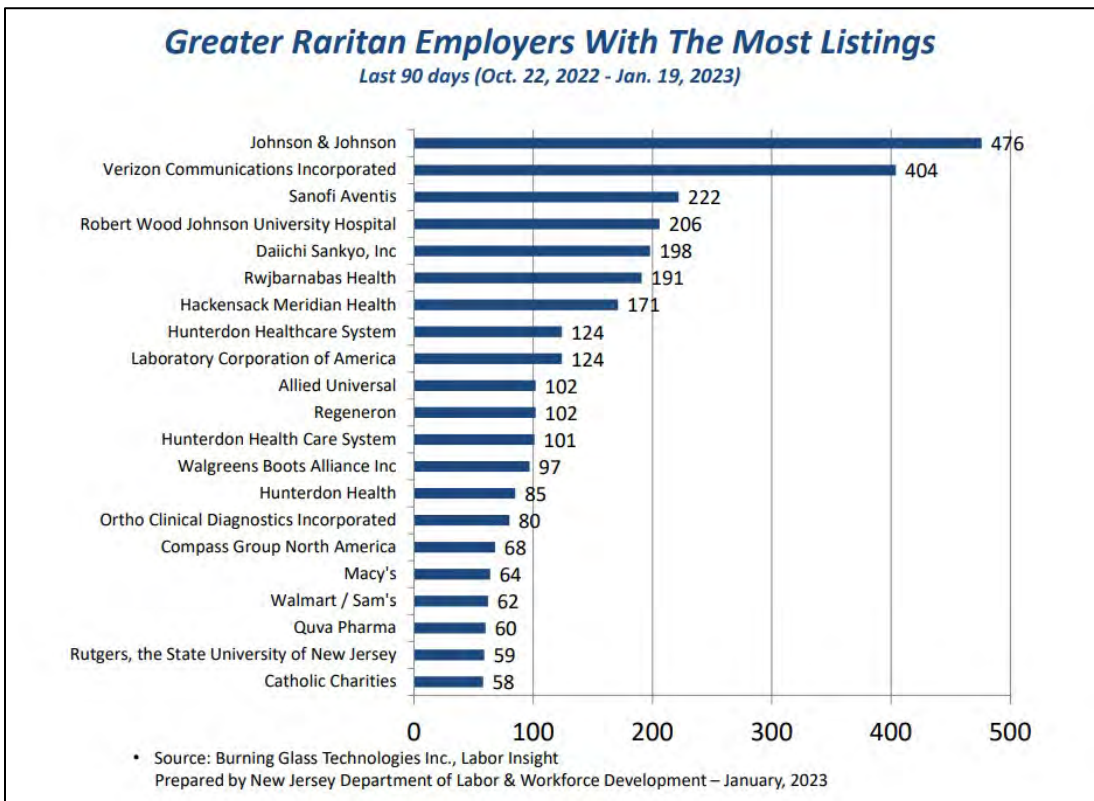


These data points can be placed against the rich data sets provided by the NJDOL to help create a roadmap to understand which industries and occupations job seekers can be directed to based on their skills, some of which will be transferrable to a new industry. This information also is of use to education/CTE partners so they can help craft programs that can be of use to local employers now and in the future, to ensure that the pipeline of potential employees is kept flowing. Occupational supply and demand in the region support the necessity of skilled, educated, tech-savvy and scientifically capable workers. Since projections in these industries and occupations are strong, we need to communicate this to our partners.

Communicating what is known

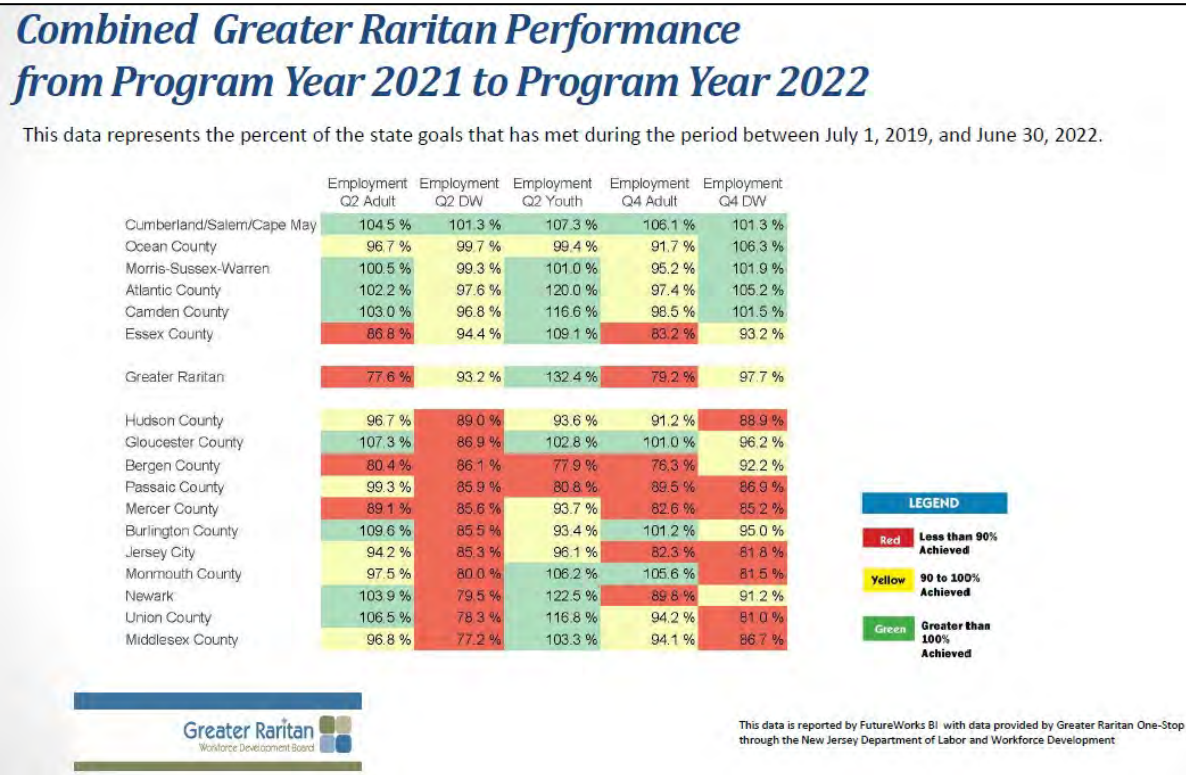
Greater Raritan staff communicate regularly with state LMI partners. In the past several years, this has included:

- Producing specialized reports for CTE partners who need to understand whether their plans match current and anticipated labor trends.
- Connecting businesses to the LMI team to help those businesses understand whether their employment plans match payment trends.
- Working with the LMI team to gather feedback on localized products on the Data page of the GRWDB website; this includes the Greater Raritan Unemployment Tracker and the dashboard plotting businesses with the most jobs on a transportation map.
- Sharing quarterly analysis of job postings at board meetings and posting it on the Data page so community members and stakeholders have access to it. Here is a [link to the report produced for the Jan. 26, 2023, board meeting](#), and this is a page from the report.



The LMI specialist reviews the reports at all board meetings, to ensure board members understand the directional data and any of their questions can be answered. At these meetings, the specialist also has emphasized the consistency of the data over the past four years, even during Covid; these interactions have helped staff, board and committee members better understand the data and provide feedback to the state. The LMI specialist also has provided input on other data points and links added to the data page over the past three years, including ACS data, links to the New Jersey Department of Labor website and numerous other resources that can be used by staff, board members and volunteers to gather career-related information, understand direction and build sound policy and programs.

Staff and the One-Stop Operator also have worked to utilize the many features in the Futureworks Dashboard, to understand customer flow and share that with board members. Following is an example of one of the reports produced for the December 6, 2022, planning Local Area Plan retreat for board, committee, and community members.



The Futureworks data is shared and reviewed at each quarterly board meeting, so that board members understand how the local performance is tracking toward the negotiated state targets and as compared to the other Local Areas in the state. As part of this transparency effort, the area's One-Stop Operator, in monthly reports, has highlighted different Futureworks data, such as where Career Center clients live. The Operator and GRWDB Director also have asked board members for feedback, to get additional ideas for data sets board and committee members might use in their decision-making process. In addition, the GRWDB's Operations Committee made understanding the data and metrics around data to be one of the four key deliverables the committee will focus on as part of its mission and vision.

Local dashboards, local trends

In 2015, the board of the GRWDB asked staff and partners to start a performance metrics dashboard to capture the results of different programmatic work done for clients. Initially, this focused on the One-Stop Career Training Center and its related adult, dislocated and youth programmatic client numbers. The goal was to capture the impact being made beyond the number of Individual Training Account (ITA) grants, and to track this against other local data points found in Census data as well as through information sharing by service providers.

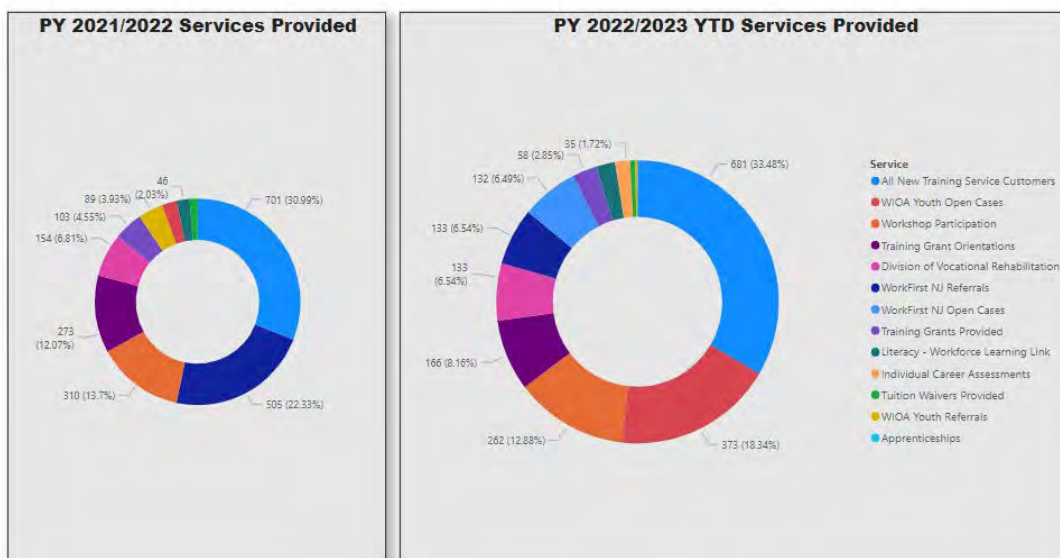
Over the past several years, the different types of data sets have grown – in a few instances,

data stopped being captured because a program ended. Additional data now reflected in the GRWDB Dashboard has grown to include:

- Walk-in clients served by the Training Center team, beyond those who go through the ITA process.
- Workshops presented by the Training Center career coach, either in person or virtually, with library and other public partners.
- Virtual, hybrid and in-person recruitments conducted by the state Business Services team.
- New programs added by the GRWDB, including the SkillUp Greater Raritan platform launched in 2020 and different outreach efforts/webinars conducted by board staff, sometimes with new partners or subject-matter experts.
- The number of subscribers to the text alert service maintained by the Training Center team. (As part of this, new promotional material was created to promote sign-ups to the service.)
- Workfirst NJ open cases.
- Apprenticeship and work-based learning programs offered by partners.

The dashboard became particularly important during Covid, as it allowed the GRWDB to reflect the varied work being done by all partners adapting to new ways of providing services.

For the past eight years, this data was collected in an ever-expanding Excel document and shared with board and committee members during meetings. But with new technological capabilities coming on line – and with the success of the Unemployment Tracker in mind -- GRWDB staff reached out to Somerset County GIS team members to see if the PowerBi platform could be used to move the dashboard to a new presentation. Following several months of experimentation, the team developed a virtual dashboard now found on the [About – Performance Metrics tab](#) of the www.thegrwdb.org. Data is presented in three-year groupings built around the service categories that are still captured and maintained in the Excel document. Below is the page showing different services categories for Program Year 2021 and through January 2023 of Program Year 2022.



The goal of the various data sets is to allow stakeholders to have a real-time understanding of how services are being provided and who they are being provided to as partners work to assist employers and job seekers in the two counties. It also has allowed board members, staff and partners to have a clearer understanding of what is working and where gaps may exist, and thereby develop policy, procedures and programming to further refine what is being offered.

Several team members have taken part in training to better understand how the platforms can be used, to harness the power of the data and share it with the different service partners. As part of the Program Year 2023 staffing plans, the board aims to add a staff position that will focus on all data systems and social media, tying together their capabilities and reporting out trends and ideas to other staff, board and committee members and system partners.

Over the past four years, GRWDB staff have worked to understand the different parts of a sometimes-disparate system and promote collaboration. For example, the local community college has an increasing number of opportunities around apprenticeships and select boot camps that correspond to local occupational priorities. After learning about an upcoming bootcamp this spring, GRWDB staff requested that a meeting of stakeholders be convened, with a focus on agencies working in communities with a high population of minorities directly impacted by COVID and that have faced more barriers to career success because of a variety of socio-economic factors. The goal was to increase awareness of the upcoming opportunity. Previously, initiatives like this were siloed and shared too late for assistance.

While communication has improved, a key challenge of the workforce system, locally and regionally, revolves around effectiveness – helping job seekers and employers understand what services are available to them while also helping the many different agencies delivering those services do so in ways that are collaborative, clear and manageable. Over the past few years, different partners have found new ways to offer services that go beyond paper and brick and mortar. As is so often said, the local system changes implemented since COVID reflect an acceleration of trends that many thought would happen in five to 10 years. These changes are here to stay, and the local system continues to show flexibility and openness to do work in new and innovative ways.

But looking to the next four years, the local system has to continue to grapple with relevance:

- How does it show the benefits of participating in a system in a time when unemployment is at a record low.
- How does it implement programs that are easy to use and meaningful to job seekers and to those looking for better careers.
- How does it help employers trying to grow understand how the nature of work has changed, thereby transforming how businesses must market themselves.
- How does it communicate its data to local educators and stakeholders so that different work-based learning opportunities are enhanced and/or introduced, and that vocational trades are valued as a career pathway.
- How does it help local system partners, including state Employment Services, state Business Services, state DVR team members, contracted career training and youth service providers and GRWDB staff continue to build on its successes and ensure the system becomes more collaborative, efficient and effective.

iii. **Regional & Local Workforce Strategies -- Strategic Priorities**

Describe the strategic vision, 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:

- Expanding access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.*
- Expanding and ensuring access to workforce development services that serve to bring diversity, equity and inclusion to the workforce.*
- Facilitating the development of career pathways and co-enrollment across WIOA and partner programs.*
- 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.*
- 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.*
- Supporting multiple pathways for young people aged 16-24 through One-Stop Career Center services, and additional youth program models.*
- For LWDA's with significant Migrant Seasonal Farmworker (MSFW) programs: conducting vigorous outreach to communicate a full range of services to a population that may be unable to be reached with normal intake activities.*

With the onset of Covid, the Career Training Center and the GRWDB converted to virtual service offerings throughout the spring and summer of 2020; this included career workshops, special programs with subject matter experts, informational programs on new local services, converting paper documents to web-based, fillable documents and offering all career and counseling services by phone, computer and, when possible, in person. The area's Business Services Representatives (BSR) focused on developing a Job Match program that GRWDB staff and then Training Center staff assisted with; in addition, the BSRs began offering Virtual Recruitments in place of the in-person events that had been a mainstay of their work.

Interestingly, all of the platform changes implemented at the start of Covid continue and are simply the way business is done in the Local Area – meeting people when and where they need service. It should also be noted that many customers – job seekers and employers -- prefer these delivery methods. They don't have to worry about transportation or finding assistance with childcare or eldercare or wonder how they will get their work done because they are traveling to and from an event.

In our on-demand world, job seekers can access SkillUp/Metrix training when and where they want it. They can set up appointments for their convenience, and with the Greater Raritan Training Center, even access counselors on a Monday evening, with one-day-a-week evening hours added in the fall of 2022. Employers can post their job openings in NLx and then have a local professional do a Job Match using individuals in AOSOS. Then they can work with a

BSR to set up a Virtual or in-person recruitment and get a list of all registrants that they can use to expand their job-seeker base.

Starting with sound policy

A key role of the Local Workforce Development Board is to ensure that policies are in place that ensure equitable access to services and effectiveness. In recent years, the GRWDB board has approved new policies designed to do just that. These include (but are not limited to):

- In 2020, a supportive services policy which has allowed individuals access to different benefits that have improved their chances for success.
- In 2020 and 2022, On-the-Job Training and Incumbent Worker Training policies designed to help businesses better prepare new and existing employees for career-pathway roles.
- In 2022, several foundational policies that help guide all partners to better outcomes; these include an emphasis on co-enrollment and broadening access to programs, especially in a region with a high cost of living.

All policies can be found on the [About – Mission, Policies and Strategic Priorities](https://www.thegrwdb.org) page of www.thegrwdb.org.

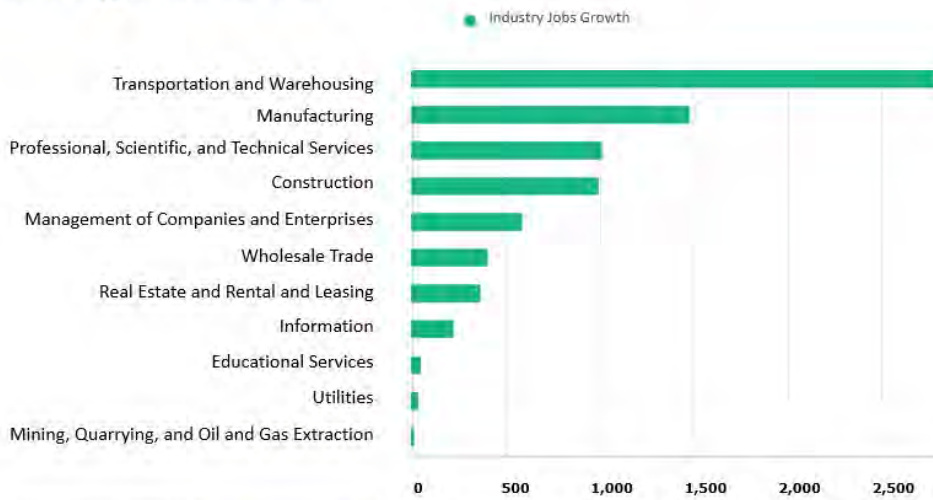
This page also delineates the strategic priorities which have guided the work of the board, its committees, its staff members, and its system partners:

- Focus on sector strategies consistent with the New Jersey State (Economic Development) Plan and the New Jersey Combined (workforce development) Plan.
- Build strategic alliances with partners, including those in economic development.
- Coordinate outreach to the business community among the various entities currently engaged in contacting businesses.
- Focus strategies on career paths versus simply employment.
- Recognize the role that transportation plays in employment.
- Develop additional revenue streams and be innovative about finances.
- Develop, host and promote career-related programming and resources as appropriate for job seekers and businesses.

The GRWDB aims to use its detailed policies to support and build out these strategic priorities, basing decisions on data-rich analysis that also folds in the experiences of the customers being assisted and the input of staff doing the work.

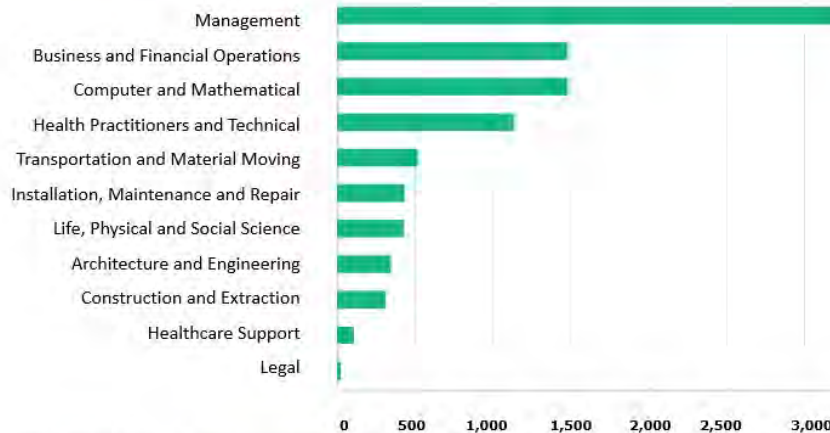
As stated previously, the need for labor, in the Local Area as well as the Northern Region, has been strong and is expected to continue, especially in the industries and occupations shown on the next page. Business growth coupled by the increasing pace of retirements and a constricted pipeline complicate this trend. Taking into consideration the current and projected labor needs, declining workforce participation, and employers' inability to fill openings, a priority at the regional level and local levels will be to focus on expanding the labor supply by tapping on populations with barriers. While the region has a high level of educated residents, many occupations do not require a college degree and individuals with "barriers to employment" may become "job-ready" to fill many of these positions and start on a career pathway. This can assist eligible individuals with barriers to employment and businesses.

Top Growing Industries



Source: Lightcast Q4 2022 Data Set | www.economicmodeling.co Prepared by New Jersey Department of Labor & Workforce Development, December 2022

Top Growing Occupations



Source: Lightcast Q4 2022 Data Set | www.economicmodeling.co Prepared by New Jersey Department of Labor & Workforce Development, December 2022

The GRWDB understands these growing industries and occupations share some common needs, focusing on foundational skills, digital literacy and a comfort with using and adapting to technology. This is why the SkillUp / Metrix Learning platform, introduced in Greater Raritan in February 2020, is important to all populations assisted by local system partners. Helping individuals master and benefit from the capabilities and features of this platform, which has been used by 3,400-plus individuals since its introduction, helps career seekers embrace and understand the changing of nature of work, locally and beyond.

Local Area partners also have emphasized the need to connect individuals to other supportive services they made need, with the understanding that helping people find stability in their lives will enhance the likelihood for career-related success. The Local Area added a supportive services line to its budget for Program Year 2021 and continues to expand available dollars.

Connecting and collaborating

While ensuring that job seekers are aware of current business needs and are connected to the system services aimed to helping them capitalize on opportunities, GRWDB and its partners are working to understand the many in-demand and emerging “technical” opportunities that do not require a college degree. For example, the GRWDB and Raritan Valley Community College are working together to promote several green energy boot camps planned at the college throughout 2023. These programs do not require a college degree and include foundational training, like OSHA 10, that can be used in other occupations. System partners are being made aware of these opportunities so they can share them with clients.

Information sharing like this is critical, whether it is for job seekers or employers.

The Program Year 2022 budget carved out dollars for work-based learning programs, including On-The-Job Training and Incumbent Worker Training. The state also offers On-the-Job Training opportunities, and the SkillUp / Metrix Learning can be used for Incumbent Worker Training. To make it easier for employers to understand their options, the GRWDB created a one-sheet, [We Mean Business](#), in consultation with state partners. GRWDB staff participate in monthly learning opportunities led by the BSRs, and also have spoken at events presented by the Somerset County Business Partnership and the Hunterdon County Chamber of Commerce. The latter also is hosting Hunterdon County-based multi-employer Job Fairs.

GRWDB staff also have worked to enhance connections with the economic development divisions in each county government, which has led to information sharing and opportunities for collaboration. One example is a New Jersey Business Action Center event for businesses conducted on March 8, 2023, at Raritan Valley Community College. The GRWDB was invited to this event by Somerset County economic development staff, who also asked the GRWDB to invite state BSRs. Connections like these take nurturing and mutual respect but partners understand that working together to make a complex system accessible is a top priority.

Collaboration among partners can take many forms. In 2022 and the beginning of 2023, the GRWDB worked with Robert Wood Johnson University Hospital Somerset and Middle Earth, a youth agency which is also one of the vendor partners providing youth work experience services in the Local Area, on a small workforce grant funded by Sanofi. This grant allowed the GRWDB to get into several high schools in the Somerset County with high minority populations and introduce these populations to a variety of services, including SkillUp, cohort training and the GRWDB's youth programs for out-of-school youth. This effort got the GRWDB in front of hundreds of youth while also strengthening the bonds between partners.

In 2020, the GRWDB successfully applied for the competitive Summer Youth Employment Program (SYEP) competitive grant opportunity funded by the NJDOL. The first year was a struggle because it was launched at the start of the Covid pandemic. By 2022, the program grew to 56 participants, including 20 positions supported by American Rescue Plan (ARP) funding supplied by the Somerset County Board of County Commissioners. This program has allowed the GRWDB to serve new young individuals (several were employed by the businesses), while introducing local businesses to workforce system services. The 2023 program continues the upward trend with funding for 80 positions -- 60 through state funding, and another 20 funded through Somerset County ARP allocations.

This program has grown because of effective, targeted, and, sometimes relentless, outreach by a GRWDB staff member who has used every opportunity to talk about the program. Planning for the next year begins right after the program year ends, and outreach begins in earnest in January, even before the amount of funding is known.

Outreach and more outreach

Planned, purposeful local outreach is a hallmark of the GRWDB staff and its partners. In January 2022, the GRWDB competed for a Pathways to Recovery grant for Somerset and Hunterdon Counties. This grant provides career-related training, coaching and supportive services to individuals in the two counties impacted directly or indirectly by the opioid / drug epidemic. A program navigator was brought on to lead the effort, in concert with a vendor. Launching the program from scratch was challenging, and included understanding the other private and public substance-abuse programs in the two counties and how all these programs could connect. Staff also had to understand how the stigma around the topic can impact the population the program is directed to help as well as the real barriers the population faces. So, the program navigator and other GRWDB staff have joined different group meetings in both counties, to continue to share information on an ongoing basis and keep the Pathways program top of mind. The navigator also reached out to libraries in some of the communities most heavily impacted by the opioid epidemic to set a weekly schedule of outreach events, so that community members can be introduced to the services in a non-threatening way.

This is hard, slow work but in the winter of 2023, the navigator started to see a steady increase in program numbers. This is another example of how nurtured connections can breed positive results.

One area the GRWDB and its partners need to put renewed connective focus on in the coming months and years is the Migrant Seasonal Farmworker (MSFW) program. Greater Raritan is fortunate to have an MSFW, Spanish-speaking representative who covers the Local Area as well as Morris County. This team member began working in the One-Stop Career Center's Employment Services area in 2020, and just as the team member was getting to know the area, the Covid pandemic shut everything down, complicating outreach efforts. In 2022, the team member was able to start getting back to in-person visits in the area, and GRWDB participated in program monitoring, to understand challenges facing program implementation. As a result of this monitoring, the GRWDB has committed to adding a Spanish language page on related services to www.thegrwdb.org; this will be done in 2023.

This team member sits on the GRWDB's Literacy Committee, which knits together Title II literacy provider efforts with the literacy services offered by several nonprofit agencies. This allows committee members to hear about some of the needs of the MSFW population and for the MSFW team member to understand how the population may use the area's services. The GRWDB director also sits on state meetings focused on this population, to deepen connections and learn about best practices from other areas that may assist in the development of effective services locally.

All these connective strategies are designed to support the success of the area's priorities and lead to a local system that is robust, flexible and collaborative.

iv. **One-Stop Career Center Operations -- One-Stop Service Delivery and Flow**

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. These include:

- *Title I Adult, Dislocated Worker and Youth*
- *Title II Adult Education/Literacy*
- *Title III Wagner-Peyser*
- *Title IV Vocational Rehabilitation*
- *Title III Unemployment Compensation*
- *WorkFirst New Jersey*
- *Migrant and Seasonal Farmworkers Program*
- *Trade Adjustment Assistance Program*
- *Senior Community Service Employment Program*
- *Jobs for Veterans State Grant*
- *Reentry Employment Opportunities*
- *Title I Job Corps*
- *Title I YouthBuild*
- *Career and Technical Education programs*
- *HUD Employment and Training*
- *HHS Employment and Training*

In today's interconnected world, a customer may enter the local or state workforce system in many ways: by stumbling upon a resource in a Google search; by catching a post about a program on Facebook or LinkedIn; by attending a meeting of a local agency or a governmental meeting; by word-of-mouth from a friend; by getting an outreach email from a GRWDB partner; by reading about it in the newspaper; or by walking into a brick-and-mortar location.

In Hunterdon County, the small physical location of the Greater Raritan One-Stop Career Center (6 Gauntt Place, Flemington) houses representatives from Employment Services and Training Services, with occasional representation from DVRS.

In Somerset County, Employment Services (including the Migrant and Seasonal Farmworker Program, Reentry Employment Opportunities and Pathstone / senior employment), Business Services and DVRS are in the Greater Raritan One-Stop Career Center building (75 Veterans Memorial Boulevard, Somerville) while Training Services is in another building (the Somerset County Human Services building at 27 Warren St., Somerville); the locations are separated by a parking lot and a parking deck and are only a short walk apart. (The GRWDB office is also located at 27 Warren St.) The Workforce Learning Link, operated by a vendor, is situated in two locations: in the Training Services suite in Somerville and in an office building on Bartles Corner Road in Flemington.

WorkFirst New Jersey career services for both counties are offered by a vendor located in the Somerset County Board of Social Services (CWA) building, which is a three- block walk (or about five to 10 minutes) from the Training Services and Employment Services locations.

Youth employment services are coordinated by two vendors: one provides outreach in Hunterdon County. The second vendor provides outreach in Somerset County and career programming, including work-based learning, for out-of-school youth in both counties.

The career navigators in the Training Center provide case management for WorkFirst New Jersey and local youth referrals, connecting customers to training and career service programs and/or referring individuals to needed social-services programming that can support the successful completion of personal goals. These navigators also assist job seekers interested in individual training opportunities as well as cohort-based and work-based opportunities, including apprenticeships, On-the-Job Training and Incumbent Worker Training and similar programs, which can be initiated by the GRWDB, state partners or other local partners.

As service rhythms continue to evolve, conversation among all parts of the system will be important to understand what is working and what needs to be tweaked, so that customers are directed effectively. As noted in the next section, this is happening now and will continue to occur in the coming months and years.

For Career and Technical Education (CTE) programs, in the past several years, staff of the GRWDB have worked extensively with individual high schools and the community college, to provide labor market information and directional feedback on different programs and courses. The GRWDB also has involved state labor market information team members to develop reports on specific occupations being considered by the schools and community college.

Since COVID, unemployment insurance (UI) compensation representation has not been physically located in the Local Area. (Prior to COVID, the office was in the One-Stop Career Center in Somerville, next to ES and DVRS but had been steadily declining in numbers.) Throughout COVID, as unemployment claims were migrated to virtual platforms, the GRWDB worked with partners to communicate aggressively the process individuals had to use to file claims and get questions answered. That was a taxing process, particularly in 2020 and the first part of 2021. As the system settled down, GRWDB staff continued to provide direction, information and news releases, locally and regionally for the Garden State Employment and Training Association, to assist in the communication efforts. In 2022, when it was clear that UI was not returning to Somerville, signage was placed in several buildings directing people to the state website and call center, and directional material was shared with all partners as well as the security staff at the One-Stop Career Center in Somerville, since that staff serves as a first touch point for walk-ins. Individuals who need in-person assistance are directed to one of the 14 locations around the state and assisted with using the appointment system on the state website. Information is also highlighted on the home page of www.thegrwdb.org. This has become the new normal for the Local Area and is expected to continue for the foreseeable future.

It should be noted that the Local Area does not offer Title I Job Corps, Title I Youth Build or HUD or HHS employment and training programming.

Open lines of communication

With these complex (and sometime still-evolving) realities in mind, it is crucial to have ongoing, flexible and very open lines of communication between the partners who comprise the system. Each needs to understand one another's services and how warm referrals can be made quickly and cleanly to ensure a positive experience for those looking for assistance.

In the Local Area, that process was more in-person-based prior to Covid. As previously described in the Local Plan, partners had to adapt to the changing nature of how and when individuals want to access their services; this has required more flexibility and openness to sharing information and resources. This also means that conversation must occur regularly among partners, simply because situations can change. The conversations also regularly incorporate feedback provided by job seekers and employers who call or email, walk in the physical locations for services or interact with all partners during community outreach events.

These conversations occur in many ways:

- At the quarterly GRWDB board meetings
- At the quarterly meetings of the GRWDB's four committees
- At the quarterly One-Stop Partner meetings coordinated by the One-Stop Operator
- At Greater Raritan team staff meetings conducted three times annually
- At staff meetings conducted regularly by the individual partners
- In regular and informal conversations between partners, which can happen in person, by phone or virtually
- Through a weekly Resources email sent out by the GRWDB director to all board and committee members and local team staff members
- Through a biannual GRWDB newsletter as well as numerous news releases and social media posts on different platforms, including LinkedIn and Facebook
- Through aggressive and constant maintenance of the GRWDB website
- Through a weekly text alert service which highlights upcoming and ongoing program and services.

This feedback loop must be – and is – constant and supple, allowing partners to have dialog that shares successes and excavates challenges, with the end goal of supporting the ongoing development and integration of One-Stop partner, programs, and services at the local level. What can this look like in practice?

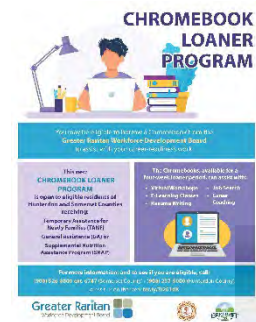
For the Program Year 2022, the GRWDB Board reissued its One-Stop Operator RFP and added a provision that the local Training Center include extended in-person service hours, with the hope that this would allow time-strapped individuals the opportunity to access services more conveniently. The Training Center was open 8:30 a.m. to 4:30 p.m. Monday to Friday; in late September of 2022, the Center added to its Monday schedule, staying open until 7 p.m. This was cast as an experiment and adoption has been very low, despite promotion of the available extra time. Feedback from the service providers will help the board to decide whether additional hours will be part of new service contracts, but all parties agreed that continued experimentation like this is integral to the development of effective services in the Local Area.

The GRWDB director recently met with the state Business Services Representative and the On-the-Job Training (OJT) writer for the Local Area to review the flow for queries regarding OJT contracts by employers, since each partner offers options that are largely similar but do carry a few permutations. For the partners, this conversation was important to understand each program and to have a smooth process that will allow employers to benefit from the program and support employment opportunities. The open conversation proved helpful, and the parties came away with an agreement that while the process may change depending upon staffing future changes, the focus will remain on the employer customer, to ensure questions are answered and the service provided.

In another example, the area's One-Stop Operator (who also serves as the Direct Services Coordinator for the Training Center) was concerned during Covid about the drop-off in numbers for WorkFirst New Jersey clients: Temporary Assistance for Needy Families (TANF); General Assistance (GA) or Supplemental Nutrition Assistance Program (SNAP). So the Operator and the Training Center Director worked with the program vendor to develop new, virtual ways to present career programming which allowed clients to access services when and where they wanted it, without being tethered to a physical location. This early adaption helped the program continue and develop in new and positive ways.

On a parallel track, GRWDB staff worked with the state to get approval to launch a Chromebook loaner program for WorkFirst New Jersey customers, which allows participants to access a variety of career resources in a remote group setting and as their time permits. Since it was launched, the Chromebook fleet has grown from 20 to 45, and of those, 13 are loaned out with the WiFi enabled. To build out this program, the GRWDB partnered with the Somerset County Library System, which coordinates the loaning out and return of the Chromebooks. The library system also loans out WiFi hot spots, which can be used by clients as needed, and this partnership has introduced many clients to local library services. As of March 1, 2023, the Chromebooks have been loaned out more than 140 times.

As Fran Leddy, the supervisor of Adult Programs and Services for the local WorkFirst vendor program, noted, "The program narrows the digital divide by offering all customers access to technology and the Internet. It provides individuals with the opportunity to participate in career-related workshops and job search activities when faced with the barriers of transportation and childcare. In addition, job seekers can work at their own pace at a time that is most convenient to develop the job search skills, soft skills and digital literacy skills which are necessary for successful employment in the current workforce."



Innovation has been a hallmark with some regional partners, programs and services, too.

In 2020 and 2021, the GRWDB partnered with the Middlesex County Workforce Development Board for a Dislocated Worker program that provided in-demand training to 65 people in the three counties. Staffs collaborated on the grant writing and the GRWDB took the lead for fiscal and budget reporting. During this same period, the Local Area also supported another Dislocated Worker program run through North Jersey Partners – we connected eligible individuals to these services. This model continues to be the norm for the GRWDB.

For example, this program year, the GRWDB has worked with Middlesex County on an Incumbent Worker Training program at the Raritan Valley Community College, focusing on an employer whose footprint falls in Somerset and Middlesex Counties. The GRWDB will take the lead on this program and get reimbursed for any Middlesex County individuals trained as part of this opportunity.

It also is now standard for all program flyers and details being hosted in the three counties to be shared between team members responsible for posting on different platforms. Looking at the commuting patterns, people live and work between the counties and the goal has been to help promote initiatives that can assist job seekers and employers, regardless of where we live. On its calendar and in the text alert service, information and flyers on all types of career-related programs also are shared, whether they came from other LWDAs, from the state and even nationally, as appropriate.

Individual voices

In 2018, the Greater Raritan One-Stop Training Center introduced a customer service satisfaction tool which uses the Net Performance Score (NPS) to gather data and analyze customer satisfaction with their One-Stop experience. The survey helps understand where customers are coming from and which referral source got them to the Training Center; besides providing a satisfaction score, it also asks respondents to provide suggestions to increase the value of the services. Results are typically shared quarterly, though throughout COVID, there were longer time periods for the surveys. Based on global NPS standards, companies with a calculated score of zero are termed as good companies; those with a score of 50 are termed excellent and those with a score of 70 are termed as world class.

Scores for the Training Center have consistently been in the 80s; this also tracked with a separate survey done in 2021 of GRWDB-area services. Most of the respondents who provide comments use the space to express their thanks or single out an individual or individuals who provided exceptional service. Additional comments usually focus on the need to market available services more, or requests for additional services.

Interestingly, in the surveys completed between July 1, 2022, and December 13, 2022, the referral sources were as follows: 12 percent, Unemployment Process; 21 percent, Family/Friend; 15 percent, Employment Services; 10 percent, Referred by Training Provider; 9 percent, Text Notification; 6 percent, Website; 15 percent, Community Agency; and 12 percent, Job Seeker Workshop. These varied sources reflect the many ways individuals can hear about local services, as well as the very aggressive measures the GRWDB and its partners have taken and will continue to take to promote the area's services.

As part of the One-Stop Operator RFP, the GRWDB requested that the Operator document stories of how different individuals have been assisted by partners throughout the local system. A minimum of six stories are shared with the GRWDB during the program year, and these stories find their way to the One-Stop Operator Report on the [About – One Stop Partners](#) tab; in a slider presentation on the bottom of the [Resources – Job Seekers](#) tab of the website; and in the [GRWDB Annual Reports](#). These stories help board and committee members, and the community understand the impact of the work being done in the Local Area.

Information on all Board and Committee members are posted in two places on the GRWDB website, and detailed meeting minutes, found on the [Events – Meeting Packages](#) tab, enable the community to transparently see what is being done on the local level. Each board and committee agenda leads with the mission and vision statements crafted and annually updated by members. As part of this communication effort, the GRWDB also regularly asks for community input as well as the input of those people assisted and asks for new committee members are made through social media and traditional print outlets every six months.

In February 2020, just prior to the start of COVID, a GRWDB staff member along with two committee members led listening sessions with youth and WorkFirst consumers. In the second half of 2023, the GRWDB plans on redoing these efforts, as a way to incorporate client voices into the local planning efforts, and to get additional feedback on how services are perceived.

In addition, the GRWDB has asked service providers to ask their clients to participate in GRWDB committee meetings; this has met with very limited success, with an individual speaking once at the Disabilities Committee and a young person participating in several Youth Committee meetings. As part of the RFP process for career services, this involvement will be a deliverable, and the GRWDB also will talk with current youth and WorkFirst services vendors to determine how someone from a priority population who has received services can talk about their experiences. This has been done successfully at SETC youth meetings, and at the Somerset County CoC, operated by the Community Development Block Grant office. The GRWDB sees this as a best practice it will seek to implement on the local level.

v. One-Stop Career Center Operations -- Operational Priorities

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 should include details related to:

- *Adult and dislocated worker employment and training activities that reflect a diversity of service pathways and support customer choice*
- *Use of training contracts and individual training accounts that support achievement of industry-valued credentials, as well as policies and procedures for assessment of training provider performance in conjunction with the ETPL in contracting decisions and customer choice*
- *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 local priorities*
- *Policies and practices for providing Veterans services and prioritizing services for veterans as defined in TEGL 10-09 and NJ WINS #11-16*
- *Youth workforce development activities in the LWDA, 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 partnerships. Detail how the LWDA will satisfy the requirement that 75% of funds be*

used for Out-of-School Youth and 20% of total youth funds be used for work experience.

- *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.*
- *Lessons learned from the COVID-19 pandemic, actions taken and how/whether they will be maintained.*

The local policies put in place by the GRWDB board over the past several years reflect practices that in most instances have been part of the Local Area for years. They reflect the direction provided by the state and fold in some enhancements designed to better serve local clients. These policies detail priorities and procedures that, when woven together effectively by board and operational staff, will elevate the level of service provided to customers while also allowing for ongoing flexibility and implementation of new practices. The policies include:

- **AJC /One-Stop Certification, including annual accessibility assessment (2022)**
- **Conflict of Interest (2022)**
- **Incumbent Worker Training (2022)**
- **Individual Training Accounts (including Youth Co-enrollment) Policy (2022)**
- **On-the-Job Training (2022)**
- **One-Stop Career Center Complaint Procedure (2022)**
- **Pay-for-Performance Contract Strategy (2022)**
- **Personally Identifiable and Sensitive Information (PII) (2022)**
- **Priority of Service (2022)**
- **Selective Service Requirements (2019)**
- **Supportive Services (2020)**
- **Work-Based Training (2022)**
- **Youth Clients Follow Up Policy (2021)**
- **Youth Requires Additional Assistance (2022)**
- **Youth Work Experience and Incentive Payments (2022)**

Good policies lead to good governance, which:

- For **employers**, strengthens the pipeline of labor for the needs of employers, including identifying in-demand occupations, developing career pathways and establishing work-based learning programs.
- For **job seekers**, supports an integrated local One-Stop system that allows job seekers to access whatever career-related service they need from local, state and federal partner organizations, including procured and non-procured services, (and connects them to other supportive and social services as needed).
- For **service contractors**, provides a structure to receive funds that prepare job seekers for employment opportunities.

Coupled with this is an understanding of the roles and responsibilities of the system partners, including governance – setting local priorities, enacting policies and monitoring operations – and operations – and service delivery, which is guided and directed by governance.

Setting priorities

In January of 2023, the GRWDB, the County of Somerset and the County of Hunterdon signed an updated Joint Agreement MOU which defines responsibilities of GRWDB Staff, GRWDB committees and the fiscal agent and indicates the procured services. In the late spring of 2023, the GRWDB will begin work on updating its Local Partner MOU which will further delineate procedures and responsibilities, including negotiated infrastructure costs. All of this is reflective of good policy and good governance leading to effective and supple service delivery. In the past four years, the GRWDB has developed a consistent brand look and marketing of all services will be done through and approved by GRWDB staff, starting in July 2023.

Keeping state guidance in mind, the One-Stop Operator's unique role is to coordinate all WIOA-required services – procured and not procured – in the One-Stop system. The One-Stop Operator is the intermediary between governance and operations, coordinating the service delivery of One-Stop partners and service providers. The One-Stop Operator is responsible for the ecosystem, or environment, in which these services operate. The One-Stop Operator position, previously procured as a part-time position, will be procured as a full-time position for Program Year 2023; it should be noted that this is a direction discussed for years by the GRWDB board, and as plans coalesced, it became a direction board members decided to enact.

It is envisioned that the Operator will have some site management responsibilities, to ensure seamless delivery of services and operational policies and procedures. This includes working with the Employment Services manager, the DVRS manager and the Career Training Services director/manager to ensure information sharing, since the offices are in separate (if nearby) buildings. There is some overlap in employment services offered by the Employment Services team and the Career Training Services team, but generally, the Career Training team works with individuals who need more intensive assistance; the One-Stop Operator will lead the coordination and communication between this team and other partners and service providers.

The GRWDB [Priority of Service Policy](#) outlines the priority groups, in alignment with WIOA. This includes Veterans, individuals with barriers to employment, youth ages 18 to 24, and the underemployed.

The role of the procured Career Training Services provider is to offer a menu of career services to customers coming into the system, including training, supportive services, career coaching, job search, resume review and the identification of candidates for work-based learning opportunities. Career Training also will aid and support additional grant initiatives that the GRWDB pursues to support and benefit community members and program participants. The provider, through its team members, will take the lead on case management of customers coming into the system looking for training opportunities. This includes adult, dislocated workers and youth being assisted through procured services, and the WorkFirst NJ population also assisted by a procured service provider. It is expected that the procured service providers will collaborate on programs and ensure that program participants are co-enrolled, so that they may benefit from the many opportunities available in the local system. This may range from work-based training for an individual who entered the system through the Learning Link, or providing a supportive service, like for paying for a certification exam, to a community member using the Metrix SkillUp Greater Raritan learning portal.

Customer choice has been a lynchpin for the Local Area and it will continue to be, guided by in-demand career pathways and occupations, including those available through OJT, incumbent worker training and apprenticeships, that provide a livable wage. All Greater Raritan training providers will continue to sign master agreements with the Local Area, and these agreements will continue to be maintained and renewed by the Career Training Services provider, which also will handle the management of individual training account contracts. As part of contracted responsibilities, the performance of training providers will be monitored by the Training Services provider, using customer feedback as well as state management tools.

Monitoring by the GRWDB of the procured service providers – the One-Stop Operator, Career Training Services, youth services, WorkFirst New Jersey and the Learning Link -- will focus on performance outcomes written into the contracts and ongoing feedback to ensure that the outcomes are being met in a timely manner. As needed, improvement plans will be implemented in a collaborative way to ensure benchmarks are met and exceeded, with a consistent focus on the achievement of operational priorities.

At the start of Program Year 2023, the GRWDB will establish a new staff position focusing on data analysis, MIS data validation and social media platforms. This new position will allow the board to more swiftly and effectively track trends and progress related to programs and participants. The position also will build on the successful outreach efforts begun over the past several years, particularly during Covid, and communicate through new methods the many programs available in the local system, how they have evolved, and how they can assist employers and job seekers in the Local Area.

vi. **One-Stop Career Center Operations – Service Expansion and Accessibility**

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:

- Use of technology, including virtual and adaptive technologies to support access*
- Physical and programmatic accessibility of facilities*
- Specialized programs and services*
- Materials for individuals with disabilities and those with other barriers*
- Staff training and support for addressing the needs of individuals with disabilities*
- Provision of assessment services to ensure connection to best fit services (opposed to automatic referrals)*

The Covid pandemic changed how services are offered. What was once an in-person-focused system has become a system reliant on remote training, webinars and digital skills. This has assisted customers, allowing customers access when and where they want, whether it's a business which prefers a Virtual Recruitment Event or a job seeker meeting with a career navigator via a Zoom link.

This new way of doing business also has added pressure to those delivering the services. For example, the Employment Services team offering RESEA formerly did this in a group setting, which allowed one person the opportunity to deliver a message to a few dozen people at once, and then those people met with counselors. But now, each person is contacted individually and setting up the initial contact and subsequent follow-up meeting is more time-consuming. While this benefits the customers and is proving an effective way to get individuals involved in different services, it is also taking away from other services the counselors could provide to walk-in customers or to individual conversation. This is why collaboration, training and embracing new ways of providing services is more crucial than ever, on the local and regional levels.



Two members of the Employment Services team, to their credit, embraced a new way of doing things for the Jersey Job Club. This series of career-development workshops was always presented in person. In the fall of 2022, the team brought it back in a series of six workshops grouped over three Mondays each month. The workshops, focusing on resumes (two), interviewing (two), and job search / networking, can be attended remotely or in person at the Somerville office. Prospective attendees use a fillable PDF to sign up, and this information is shared on the GRWDB website, through news releases, through the local text alert service and other platforms. Attendees come from the Training Center and from the public. Interestingly most attendees are from the community.

As previously noted, the Local Area offers a variety of ways to learn about services and receive programming, including the weekly Training Center orientation which is now offered via Zoom. In addition, all the documents needed for sign-up are in PDF format and can be signed electronically. Career workshops previously offered in person are offered via Zoom, allowing system partners to present at least two per month with organizations (primarily libraries) that also advertise these events to the larger community. Over the course of the past three years, partners also have expanded their outreach partners, working with more libraries and organizations interested in having presentations. For example, GRWDB staff has developed a series of outreaches for the local homeless shelter as well as the largest food-service organization serving Somerset County.

Similarly, the Business Service team's Recruitment Events which were done in person, are now done either virtually or in-person, depending on the employer's preference. The single-employer in-person recruitments are done in the Career Center in Somerville and new sector-specific recruitments with three to five employers are done with new partners – in a large conference room in 27 Warren St., where the GRWDB office is located, and with the Hunterdon County Chamber of Commerce, which has a recently renovated, large meeting space in Flemington. In addition, during Covid the GRWDB conducted two Drive-Thru Job Fairs with information from about 60 employers each time. In 2022, the GRWDB partnered with a Bridgewater temple to a host 100-plus employers for an in-person Job Fair for both counties; the event attracted 500-plus job seekers and will be repeated in the spring of 2023.



In the fall of 2021, the GRWD conducted a Disabilities Summit at the local community college. This event, designed as a resource-focused fair, attracted more than 30 agencies and employers and about 70 job seekers. For 2023, the GRWDB was approached by the Somerset County Library System to partner on a Disabilities Resource Event and Job Fair it would like to conduct in the fall of 2023. Staff asked library representatives to present at the first Disabilities Committee meeting of 2023, which resulted in an expanded partnership and more support for the event, which will now be presented at a county health and wellness building. The GRWDB has committed to marketing the event to employers and then promoting it to the community as the event date nears.

In the spring of 2022, the GRWDB presented a Life After High School event at the community college. Modeled after two similar events done by North Jersey Partners in 2018, the evening, weekday event attracted more than 40 employers and about 100 youth attendees and their parents. (It also included dinner, paid for by event sponsors.) Based upon ongoing feedback from educators and agencies working with this age group, the focus was on educating attendees about the many opportunities available to them and included public conversations with employees who started at each company right after high school or community college.

Modeling dialogue

By going out to the public, the GRWDB also wanted to show community members and employers how they can be connected through the services available from the local workforce system. This model is constantly being utilized through different partnerships and can be adapted to the needs of a program's presenters and prospective participants. During ongoing meetings with other directors and with GSETA membership, there has been a constant exchange of information about these initiatives, which helps stakeholders see how these successes can be rolled out in other areas and regionally.

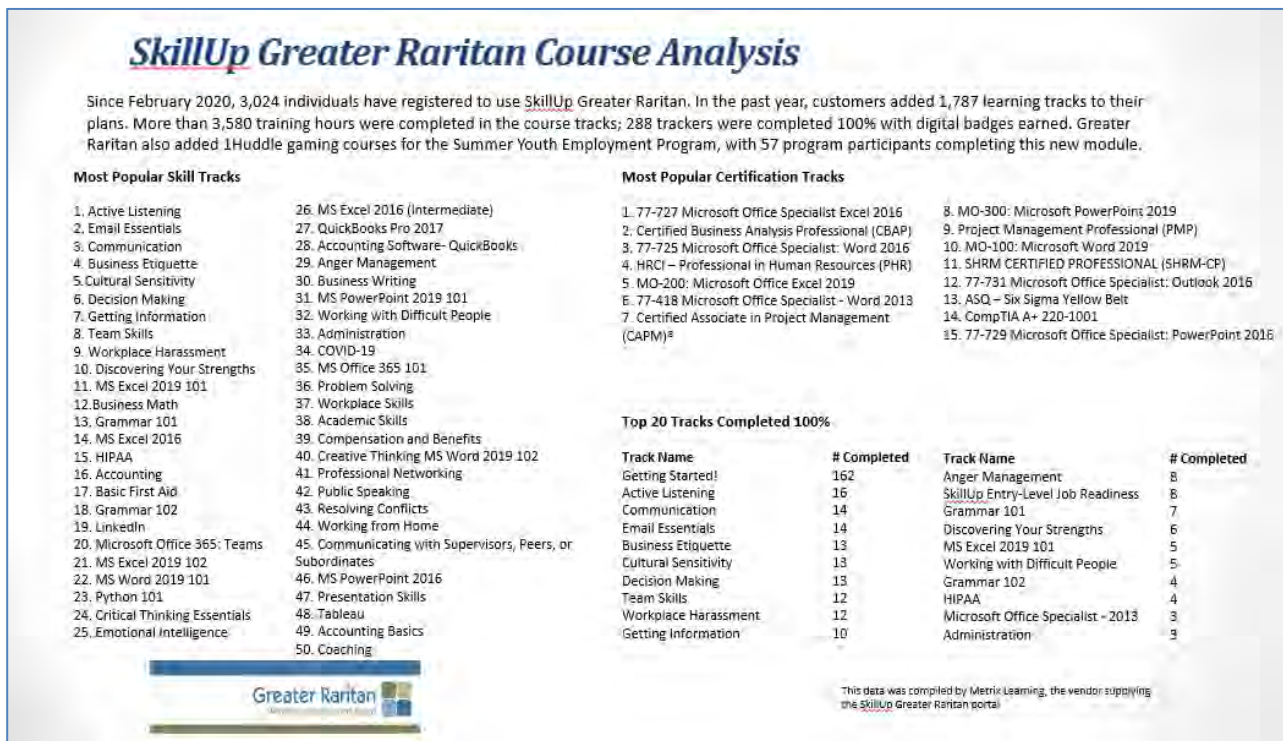
In 2021, new Literacy Committee collateral was translated into Spanish, and a universal translator is available for program participants. Based upon a recommendation from a recent Migrant Seasonal Farmworker monitoring, the GRWDB also will be working at the start of the 2023 Program Year to add a Spanish-language page on the GRWDB website, since this is a central source of information and can be used by the MSFW team member and clients.

Staff members with different partners are sensitive to the needs of individuals whose first language is not English. For example, Training Center staff recently encountered an individual who needed resume assistance – based upon email exchanges, they thought the customer was proficient in English but subsequently learned the person was using Google translate. Working sensitively with the customer, they were able to help. Training through GSETA and through local experts also has focused on a variety of topics that have helped different system partners embrace ways to assist individuals with different barriers, including individuals with disabilities. Key to this is listening to the individual as he or she enters the system, to ensure they are directed appropriately. This principle has undergirded the GRWDB's Pathways to Recovery program, which provides career-related assistance and supportive services to people impacted directly or indirectly by the opioid epidemic. The program's career navigator, working with the program vendor, are in constant contact to ensure that people interested in services get to them based upon what their end goals are.

The Career Training Center also hosts a weekly virtual orientation for new clients before they are connected to an individual career navigator to ensure program candidates understand the available services so that they can be connected appropriately.

These and other efforts are built around new ideas, barrier resolution, equity and collaboration. For example, as previously noted, the Chromebook loaner program for WorkFirst NJ customers has provided significant career assistance to the target population in new ways. The GRWDB director has worked with state counterparts to develop the program and has provided documentation on how the program was developed (including equipment insurance) for a half-dozen workforce boards around the state, so that it can be adopted or adapted to whatever processes and goals the local program may have.

Introduced in the winter of 2020, SkillUp Greater Raritan / Metrix Learning is used by all partners, as a way to support career learning, increase access to digital learning and achieve digital equity. SkillUp is layered into training for WorkFirst New Jersey and for all One-Stop Training Center customers accessing training grants. For the past four years, it has been used for the career-readiness training portion of the GRWDB's Summer Youth Employment Program (SYEP), in which 94 individuals participated in the past three years and another 80 will participate in 2023. In 2022, a gamification module was folded into the program and for 2022 and 2023, Metrix developed program-specific badges for SYEP participants, focusing on career and digital learning. The GRWDB tracks program metrics and shares them on its performance dashboard and with all partners to understand how the program is used.



The GRWDB is continuing to expand Metrix use, including launching an Incumbent Worker Training program in the spring of 2023 that can be used by employers to retain and upskill workers. Metrix /SkillUp will remain integral to GRWDB digital education efforts.

vii. **One-Stop Career Center Operations -- Detailed Partnership and Service Integration**

Reflect on 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:

- Relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.*
- Supportive service partners, including public transportation, and other appropriate supportive services such as child care and public housing*
- 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.*
- Title II Adult education and literacy providers, including coordination of testing and services across One-Stop Career Centers and adult education providers; and literacy services provided through the Learning Link, WFNJ and other WIOA services*
- Statewide Rapid Response activities*
- The Division of Vocational Rehabilitation Services and the New Jersey Commission for the Blind and Visually Impaired in serving individuals with disabilities*
- 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*
- Any mental health programs to assist people cope and excel in a work environment*
- The steps the Board will undertake to ensure that these and any other appropriate area agreements are in place to ensure that clients may receive the assistance required to be a vital part of the economy*

Over the past several years, the GRWDB staff, at the direction of the board, has worked to create a culture that supports collaboration, identifies opportunities for innovation and builds on existing and new partnerships to provide the best service possible for those being served. This is reflected in the GRWDB's current One-Stop Partner MOU and will be the bedrock of the 2024 MOU that will be developed with partners in the coming months. The Partner-Service Matrix (Attachment 3 for reference) reflects the status of the Local Area's collaborative efforts and will be an important tool in developing linking the Local Plans and agreements.

In the current MOU, the sharing of customers and services is described, but the description of cost-sharing, highlighted in WIOA, has not been a model embraced by the Local Area. The upcoming process allows the GRWDB to build a thoughtful MOU that highlights and strengthens the values stated above, while identifying models for staff cross-training, information-sharing, and service coordination, along with possible cost-sharing methods.

As noted previously, the updated Joint Agreement signed by the two counties and the GRWDB and effective January 1, 2023, also supports integration and collaboration.

One of the unexpected benefits of Covid was the rapid adoption of virtual meetings, which, while leading to more meetings, also has led to better time allocation and opportunities to share best practices. GRWDB staff attend a half-dozen or so local meetings each month with key county committees which provide valuable ongoing opportunities for information-sharing, including the community college consortium. The GRWDB director participates in the SETC monthly Directors Meetings, as well as the state Literacy and Youth councils. The GRWDB director also sits on the GSETA Executive Committee and staff participate in GSETA operations, fiscal, monitoring and youth meetings. These meetings, largely virtually, have provided intelligence and direction that is shared back with partners and GRWDB board and committee members, which in turn creates a stronger ecosystem for effective goal setting.

This spring's bidding of One-Stop Operator and Career Training services is an opportunity to strengthen system direction, along with roles and responsibilities. The Request for Proposals process will clearly delineate expectations, service levels and deliverables for the vendor respondents, while emphasizing the collaborative culture valued by the board. With the start of the 2023 program year, GRWDB staff also is taking over the monitoring of current youth, WorkFirst New Jersey and Learning Link services, which will allow staff to further differentiate roles and bring some fresh perspective to the contract performance process.

The GRWDB will emphasize the growth of supportive services, co-enrollment of customers among all partners, and the addition of new and work-based learning opportunities for all contracted services, including WIOA Adult, Dislocated Worker and Youth, WorkFirst New Jersey, and Workforce Learning Link customers, and programs led by the GRWDB. This includes the current Pathways to Recovery program and the Summer Youth Employment Program, as well as any future grants the GRWDB may pursue to benefit the community

Existing and New Education Partnerships

As noted previously, the GRWDB continues to emphasize CTE partners' connection to workforce activities. As part of these efforts, the GRWDB will work to build connections with the 46 public school districts in the two-county area to share career-related information and trends with the districts; this includes attendance at least annually at county school superintendent meetings and attendance at career events at local middle and high schools. The GRWDB also has been working to support career development connections at Somerset County Vocational and Technical High School and Hunterdon County Polytech, which each provide different career pathways programs and are expanding their physical space and programmatic activities because of state bond programs.

The GRWDB has done multiple career programs with Raritan Valley Community College, focusing on the college's Workforce Development Center and will work to connect system partners to the apprenticeship and work-based learning opportunities that individuals and employers can utilize. Toward this goal, in 2022, the GRWDB worked with the commissioner boards of Hunterdon and Somerset Counties to provide \$50,000 in American Rescue Plan funding for individual scholarships studying in-demand programs at the college. This supported 27 individuals; in 2023, the counties have committed an additional \$65,000 in ARP

funding to the Workforce Training Center programs, which focus on advanced manufacturing, welding and introductory Electrocardiograph (ECG) and Phlebotomy studies. The scholarships are need-based and include supportive services for books and exams. The program, like other workforce training initiatives, is performance- and outcome-based, and several of the participants have used this as a ladder introduction to more advanced studies.

“The scholarship makes such a huge difference in allowing me to continue my studies and pursue better opportunities,” an ECG student said after completing the course. “I was recently accepted into the nursing program at RVCC, and this scholarship goes a long way in allowing me to fund my studies as well as living expenses as I continue through this journey.”

As an example of service integration, scholarship participants fill out the New Jersey intake form, so that they can be enrolled in America’s One-Stop Operating System (AOSOS), and co-enrolled in other workforce services as the need arises.

The GRWDB’s efforts to knit together literacy service providers more effectively has included having Somerset County act as a site for testing classes during the fall of 2021, because of covid challenges. A shared resource document of available classes and related information was developed and is now shared between the Title II education and literacy providers and nonprofit literacy providers in the Local Area, and the board elected to support the Learning Link provider with \$21,000 in WIOA funding after Learning Link dollars were decreased for Program Year 2022. In addition, during the program year, further support was directed to the Learning Link provider as services levels increased, and GRWDB staff successfully advocated with state partners for additional funding for Program Year 2022 because of ongoing need. In one other literacy effort, the GRWDB proposed using Somerset County ARP dollars to support a regional literacy navigator position, to help manage the increased numbers being served by nonprofit and Title II providers and connect clients to the Local Area’s workforce and social-service programs. This effort also was approved and will begin in the spring of 2023.

Detailed role development will continue to be a vital standard operating procedure for the GRWDB and its systems partners, so that customers are directed to the needed services, whether it be expanded supportive services offered by the Training Center or another program partners, reentry services offered through Employment Services, veterans services offered through state partners, and disabilities services offered through different private and public partners. This direction is coupled with the Local Area’s robust community of non-profits and non-governmental agencies that are directly and in-directly connected to workforce development efforts, and the GRWDB will continue to educate this community on available services. It should be noted that the GRWDB already uses this model with different partners, including the library systems in the two counties as well as the United Way of Northern New Jersey, whose ALICE initiative undergirds the expansion of local service priorities.

Through diverse representation on the Board, through a thoughtful and expansive MOU with One-Stop Partners, through carefully constructed contracts with vendors, and through partnerships and collaborations among staff, county agencies and state partners, the GRWDB is engaged with entities carrying out core and ancillary programs that support strong service integration and ensure that clients receive the assistance needed to be a vital part of the economy.

viii. **One-Stop Career Center Operations: Employer Engagement**

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:

- *Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.*
- *Support a local workforce development system that meets businesses needs in the region and LWDA.*
- *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*
- *Create linkage during program delivery between individual customers and employers.*
- *Align resources at the state, regional, and local level to create a system of services, supports, and solutions for employers that benefit for jobseekers and workers in NJ*
- *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*
- *Leverage local career pathway initiatives, business intermediaries, economic development organizations, and other local industry and sector strategies*
- *Leverage additional state programs and grants through the NJDOL's Business Services, Apprenticeship, and Industry Partnership units*

A robust economy that puts job seekers in good-paying, career-pathway positions, helps everyone, and New Jersey's local, county and state workforce partners are constantly collaborating to develop and promote new programs to support employers and understand the current and future needs of businesses. As part of this statewide ecosystem, the GRWDB aims to understand what is happening now locally while developing a working relationship with employers to understand future goals. GRWDB staff and system partners also communicate trends and best practices to employers and provide connections to appropriate services.

As part of these free programs and services, the GRWDB and NJDOL can provide funding and resources to support businesses and non-profit organizations in Hunterdon and Somerset Counties. The programs -- job postings and job fairs, On-the-Job Training, Incumbent Worker Training, SkillUp Greater Raritan and many more -- assist employers with hiring, training and retention.

Integral system partners are the NJDOL's Business Services Representatives (BSR), who are focused on the needs of employers. They connect employers to different state and regional resources, from special job-funding opportunities to a Job Match Project, in-person and virtual Recruitment Events and much more.

We Mean Business

The Greater Raritan Workforce Development Board and state system partners provide funding, services and resources to support businesses and non-profit organizations in Hunterdon and Somerset Counties with hiring, training and retention needs.

How New Jersey Department of Labor and Workforce Development Assists with Recruitment and Hiring

Job postings and job fairs: Post on a public job posting site and local job boards to promote job openings. www.njdol.com

Virtual Job Fairs and Information Sessions: Events, hosted by employers, help connect employers with job seekers. For more information, contact your local BSR.

Return to Work and On-the-Job Training: Provide \$500 incentive payment for a training period for employees who return to work after a period of disability or illness.

Radical Hiring Program: Incentive for hiring and training new hires. For more information, contact your local BSR.

Work Opportunity Tax Credit Program: Incentive for hiring and training new hires. For more information, contact your local BSR.

Content: Local Business Services Representatives (BSR) are located in Hunterdon and Somerset Counties.

How the Greater Raritan Workforce Development Board Assists with Hiring and Training Costs

On-the-Job Training: Self-paying the employer, the employer is a registered training entity on a contract or "hire" basis. For more information, contact your local BSR.

Incumbent Worker Training: The employer is a registered training entity on a contract or "hire" basis. For more information, contact your local BSR.

SkillUp Greater Raritan: Grant for the employer and employee to participate in a training program. For more information, contact your local BSR.

Contact Us Today! Contact your local BSR or call 800-442-6342.

Greater Raritan Workforce Development Board

NJDOL

SkillUp Greater Raritan

The GRWDB is fortunate to have a productive relationship with the state local BSR as well as the local veterans business counterpart. Over the past three years, the GRWDB has worked with the BSRs to design branded collateral for different services and programs, including the one-page flyer on the preceding page or for the more than 100 recruitments conducted in the past 18 months. The Recruitment Events are done either virtually or in-person, depending on the employer's preference. The single-employer in-person recruitments are done in the Career Center in Somerville and new sector-specific recruitments with three to five employers are done with new partners – in a large conference room in the Somerset County Human Services building at 27 Warren St., Somerville (where the GRWDB office is located), and with the Hunterdon County Chamber of Commerce, which has a recently renovated, large meeting space in Flemington. The locations were established through the relationships GRWDB staff members have with the hosts. The results of these efforts are shared at board meetings and in the GRWDB's Performance Dashboard. The local BSR also participates in board and committee meetings, provided business feedback to partners.



In addition, the BSR has supported GRWDB-led events, including the Life After High School resource job fair in April 2022, and the 2022 Greater Raritan conducted in May at a Bridgewater Hindu temple, with 100-plus employers and more than 500 job seekers in attendance. (The temple is right off Interstate 78 and just a few miles from the Hunterdon County border.) GRWDB staff and the BSR began planning for May 2023 event in the winter, even as additional recruitments and other events rolled in fast and furious.

This relationship works because of ongoing conversation between all parties. The GRWDB director recently met with the BSR and the On-the-Job Training (OJT) writer for the Local Area to review the flow for queries regarding OJT contracts by employers, since each partner offers options that are largely similar but do carry a few permutations. The open conversation proved helpful, and the parties came away with an agreement that while the process may change depending upon staffing future changes, the focus will remain on the employer customer. This collaborative model also is used with other state partners, including the regional DVRS business representative, who sits on the GRWDB Disabilities Committee and provides a regularly updated list of DVRS-friendly businesses to committee members.

Employers can learn about these and other state-focused programs during "Lunch and Learn," a service for employers from the BRSs serving seven Central Jersey Regions counties. An experienced team led by the Central Regional Coordinator hosts a monthly virtual information session touching on key services and programs. This idea was started in the Local Area by the coordinator who was then a local BSR and was expanded regionally; a related [employer survey](#) to help build awareness and participation is on the GRWDB website

On the topic of surveys, to understand the skills needs of employers in Hunterdon and Somerset counties, the GRWDB posted an on-going survey that aims to help the board understand how it can direct local resources. The brief survey focusing on hiring and job skills needs can be found [here](#), and is for employers of all sizes. Survey results are shared on an ongoing basis with the GRWDB's board and committees.

What employers want

The GRWDB has long been focused on engaging a variety of partners with a specific focus on ensuring that the workforce delivery system in the Local Area understand the needs of employers. This includes the establishment in 2020 and 2022 of local Incumbent Worker Training and On-the-Job Training policies, which GRWDB staff work to activate through the assistance of the BSR and local partners. In addition, in the second half of the Program Year 2022, the GRWDB is introduced an Incumbent Worker Training using Skillup Greater Raritan to employers. With these efforts, the outreach and contracts are managed by GRWDB staff while any individual case management, including AOSOS processing and connecting to supportive services, is managed by Career Training Services. The One-Stop helps coordinate communication and ensure that all partners are aware of these opportunities.

The GRWDB team has created a direct connection between workforce development and delivery and economic development activities in the local area. In addition to having senior executives from major companies in the region, members of three regional business entities, the Hunterdon County Chamber of Commerce, Hunterdon County Economic Development and the Somerset County Office of Planning, Policy and Economic Development, sit on the board.

GRWDB staff members have presented at Hunterdon County Chamber and Somerset County Business Partnership events and continue to participate in a number of regional and statewide business-focused efforts, including the Apprenticeship Council, North Jersey Partners, NJDOL's Industry Partnership initiative, and the community college / NJBIA Pathways to Career Opportunities initiative. GRWDB staff members have broadened their outreach with participation in HRSA business-focused events to get people in the care sector pipeline and a recent NJBAC Resource event at the community college. The GRWDB also has supported municipal job fairs, as a way to reach out to small and micro business enterprises which help create a vibrant economic environment for job creation.

GRWDB team members are always looking for new opportunities. Recently, the New Jersey SBDC was reorganized, with regional directors at several locations around the state. Prior to covid, a local SBDC center was at the community college; now the regional centers are in neighboring counties, one serving Hunterdon County business owners and another serving Somerset County business owners. After seeing a note about this in the GRWDB director's weekly email to board and committee members and team members, the Somerset County administrator asked that a meeting be convened. From this meeting, a new collaboration was born, with discussions on how to bring SBDC services to a physical location in Somerset County while also showing businesses how they can take advantage of the existing counseling services, which can be done remotely. As part of the discussion, SBDC staff members also said they could work with the GRWDB to present work-based tutorials to local businesses, to help them complete needed paperwork. It is this type of alignment the GRWDB team will continue to focus on and develop in the coming months and years.

All employer-related local, county, state and national information and services also is housed on the [Resources – Employers tab of the GRWDB website](#). The page is updated and refreshed regularly and promoted as a single point of information for employers in the two counties.

ix. **Local WDB Structure and Functions – Local Workforce Development Area (LWDA) Structure:**

Describe the structure of your LWDA and governance entities, including identifying:

- *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.*
- *LWDB standing committees and their specific responsibilities*
- *Fiscal Agent responsible for the disbursement and oversight of grant funds, as determined by the chief elected official or the Governor.*
- *Hired staff supporting the Local WDB, including specific information about roles and responsibilities*

The GRWDB is established under a Joint Agreement between the Boards of County Commissioners of Hunterdon and Somerset Counties. The agreement, signed by the commission directors of the counties and the GRWDB Board Chair, was first entered into on January 31, 2003. It has been updated several times, and the most recent update of the [Joint Agreement was signed by all parties and entered into on January 1, 2023.](#)

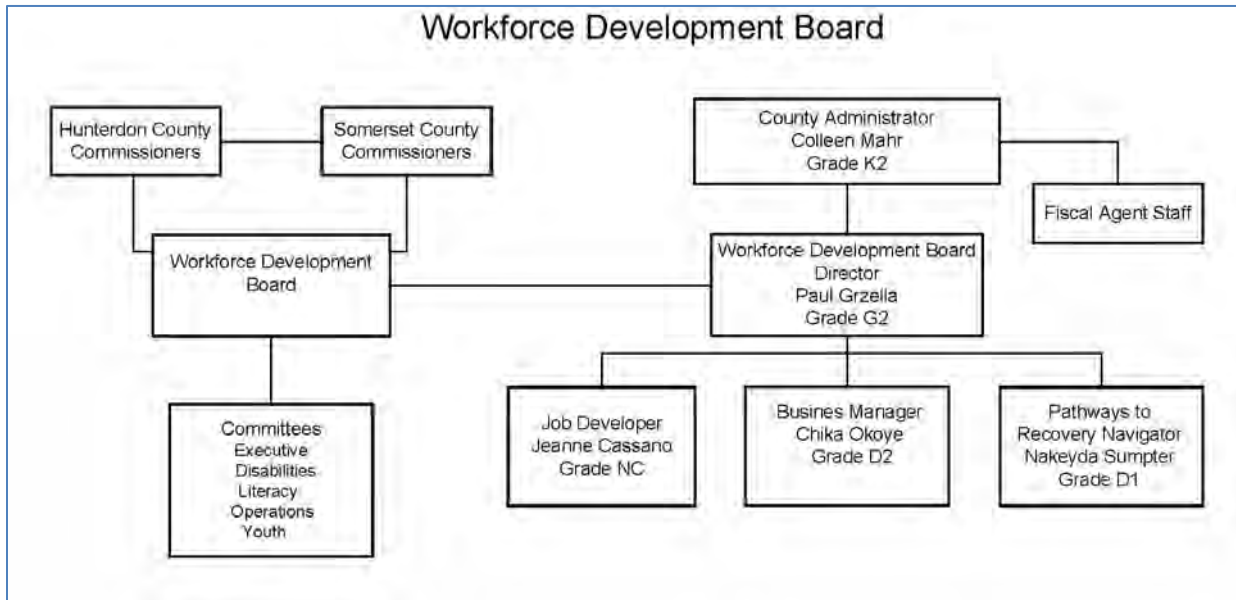
Among other provisions, the Joint Agreement:

- Establishes GRWDB Member appointments, and GRWDB Board responsibilities.
- Designates staff and committee structures. These committees include an Executive Committee, a Disabilities Committee, a Literacy Committee, an Operations Committee and a Youth Committee; the board chair also can establish ad hoc committees as needed, including (but not limited to) committees to assist with procurement content review and response review, and monitoring.
- Designates the County of Somerset, New Jersey as the Grant Recipient and Fiscal Agent.
- Requires the GRWDB to develop a four-year Local Plan and participate in the development of a four-year Regional Plan.

The GRWDB is responsible for the planning and oversight of the local One-Stop system in the two counties. This includes working with the Chief Elected Official (CEO) of Somerset County and the Governor to get agreement on local Performance Standards. As part of the Joint Agreement, the GRWDB also will:

- Competitively select a One-Stop Operator.
- Competitively select providers of Career Training Services, Youth Services, WorkFirst New Jersey services and Workforce Learning Link services.
- With agreement of the CEO, enter into a Memorandum of Understanding with the Local Area's One-Stop Partners for the development and operation of comprehensive One-Stop Centers in the two counties.

This Fiscal Agent, a member of the Somerset County Finance Department, reviews monthly expenditure reports and cash drawdowns, all of which are compiled and prepared by the GRWDB business and finance manager. The Fiscal Agent is also available to answer questions and assist with any issues that may arise throughout the course of program year, to ensure that all money paid out by the county for programmatic services is reimbursed. GRWDB staff also prepare the annual budget and budgets for any additional grant responses; these are also reviewed by the Fiscal Agent as a second set of eyes, to ensure nothing was missed; the agent does not have input on any part on program development, implementation or expenses. The organizational chart below details the reporting structure and the composition of board staff.



The board staff, following the Joint Agreement, are employees of Somerset County and follow Somerset County human resource policies. Staff members include:

- **Director**, who manages the day-to-day operations of the GRWDB and works with different partners, including (but not limited to): the One-Stop Operator; the commissioner boards, business entities and governmental agencies in both counties; colleagues in neighboring LWDBs; and various state agencies directly or indirectly involved with the workforce system. The director also manages the GRWDB website, writes news releases and social media posts and oversees the staff. The director reports to the GRWDB Executive Committee and the Somerset County administrator.
- **Business and Finance Manager**, who handles processing of payments for GRWDB expenses through the Somerset County fiscal management system; the manager is also responsible for expenditure reports and cash drawdown and reporting on expenditures at board meetings.
- **Job Developer**, who works with a variety of state and local partners on a variety of projects, including Job Matching with the BRSs, outreach at various public meetings events as well as attendance of different governmental agencies connected to workforce development, and assistance to job seekers and businesses. This position is also responsible for the coordination of the annual Summer Youth Employment Program, which runs from June to October and includes months of preplanning.

- **Pathways to Recovery Career Navigator**, who is responsible for direct service outreach and assistance to program participants as well as coordination with Prevention Links, the program vendor. The navigator also connects participants to Career Training Services as appropriate.

For the past two summers, the GRWDB also has hosted a youth participant of the Summer Youth Employment Program who has helped with various office tasks. This will continue in 2023.

For Program Year 2023, the GRWDB anticipates:

- Evolving the Job Developer duties, to focus solely on business outreach and program support as well as the lead on contract monitoring procedures with the current program vendors as well as the vendor for Career Training Services.
- Having the Business Manager take on vendor-contract payments currently being done by a team member of the current Career Training Services provider.
- Adding a new position focusing on data analysis, MIS validation and assistance with board website maintenance and social media outreach.
- The director having a more direct role in working with the One-Stop Operator, which is becoming a full-time vended position. The text alert system currently being maintained by the Training Center will be maintained by the One-Stop Operator.

As noted previously, the GRWDB follows the policies of Somerset County, but staff members work to ensure a separation between county and staff work. For example, the GRWDB follows the purchasing format used by Somerset County, but the content of the scope of any RFP is determined by the board and not by county staff, who review document for consistency, clarity and conformity to needed support documents. The GRWDB works to maintain balance with the various governmental agencies and departments it interacts with, always working to ensure that all policy decisions and One-Stop oversight remain solely with the board.

Board membership

Board membership follows guidance laid out in enabling legislation and in the Joint Agreement. The board includes representation from individuals living and working in both counties and has achieved the 51 percent requirement of business members. This is supported by mandated partners working in or supporting workforce development initiatives. Current members include:

Business Members (51 percent)

- Chair, Joanne Hala, Associate Director, United Way of Northern New Jersey
- Vice Chair Michelle Satanik, EWR Assistant Property Manager, Facilities, OTG
- Ram Abarasan, President, Deni Realty, LLC
- Laura Begg, Senior Director Talent Management and Leadership Development – Zelis
- Adriana Bury, Head of North America Talent Management, Sanofi
- Sejal Dave Sharma, Director of Business Development, Robert Wood Johnson University Hospital Somerset

- Violet Kocsis, Chief Human Resources Officer, Hunterdon Healthcare System
- Maureen Kurdziel, Vice President, American Arbitration Association
- Clay Mason, East West Group
- Christopher Phelan, President/CEO, Hunterdon County Chamber of Commerce
- Marc Saluk, Economic Development Director, Hunterdon County
- Nichelle Santos, Legacy's Future Insurance, founder/CEO
- Tyler Seville, executive director, Innovation New Jersey

Economic Development (1 member required)

- Jessica Paolini, Manager of Economic Development, Somerset County

Organized Labor and Community-Based Organizations: 20% required

- Fran Leddy, Hunterdon County Educational Services Commission
- Daniel Sebban, Eastern Atlantic States Regional Council of Carpenters Representative
- Mark Valli, CEO, Norwescap

Education Representatives: 3 required members

- A.D. Amar, Professor of Business, Seton Hall University
- Jacki Belin, Vice President of Student Affairs, Raritan Valley Community College
- Todd Bonsall, Superintendent, Hunterdon County Vocational School District
- Christina Shockley, Apprenticeships Coordinator

Government partners: 2 required members

- Peter Curley, Manager, NJDOL Employment Services Representatives
- Danielle Kwan, DJDOL Vocational Rehabilitation Services Representative
- Meagan O'Reilly, Director, Hunterdon County Human Services

Ex-officio members:

- Jeff Kuhl, Commissioner Liaison, Hunterdon County
- Christopher Peake, One-Stop Operator, Greater Raritan One Stop Career Center
- Douglas Singleterry, Commissioner Liaison, Somerset County

While the County Commissioners contribute to board discussions, they do not vote at any meetings, and do not participate in the Executive Committee. The responsibilities of board and committee members and meeting structure are outlined in the GRWDB's [Member Handbook and Orientation Guide](#), and further details are in the [board's bylaws](#). Both documents are also hyperlinked on the [About – Board and Committees](#) page of the GRWDB website, which also lists all board member and other details about roles and responsibilities.

Board business membership aligns with two of the largest healthcare employers in both counties, although it is an ongoing challenge to get other aligned businesses to stay connected. In two instances, manufacturing representatives have declined board membership but stay connected with regular board meeting attendance. In the past two years, small business board membership has increased, including a business owner focusing on cannabis.

All board and committee meetings, along with attendant meeting packages with hyperlinked agendas, are housed on [Events – Meeting Packages](#) tab of the GRWDB website. Each agenda includes extensive meeting minutes of the previous meeting. The meeting schedule for the year is at the top of the page and all meetings are listed in the [Events – Calendar](#) tab of the website. Upcoming meetings are highlighted in the GRWDB's weekly email to board, committee and local team members.

GRWDB staff also take every opportunity to invite potential new members to all board meetings and ask current board members to be advocates for GRWDB involvement.

The GRWDB continuously reviews industry representation. The focus is on having individuals with the interest, knowledge and background necessary to set workforce development policy and provide oversight of workforce investment grants and programs in the Local Area. The GRWDB considers membership recruitment to be an on-going effort and has developed and maintains a prospective member application process. Once considered, the GRWDB then engages in a recommendation process, requesting appointment of a prospective member by the appropriate Commissioner Boards in either county.

In Somerset County, interested individuals also can put in their name for consideration for board membership through a portal on the county website.

Statewide, WDB directors regularly discuss best practices for recruiting and maintaining board membership and have discussed setting up regional meetings to share best practices and support committee structures between areas: so, if one Local Area has a particularly strong Disabilities Committee, for example, that committee may be able to work across contiguous areas or share how it reached success.

Similarly, directors have been sharing documents and policies to support one another. As an example, two local areas asked to see the GRWDB governance policies built in 2022, in order to not duplicate work but provide some consistency. Several local areas also have shared their documentation for OJTs and Incumbent Worker Training contracts with the GRWDB, as a way to help businesses have a consistent experience across multiple counties.

This type of information sharing also has been discussed at GSETA meetings and directors are looking for ways to identify efficiencies that support a supple structure that promotes accessibility, flexibility and enhanced performance.

x. **Local WDB Structure and Functions – Procurement of Operator and Services**

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

- *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*

- *One-Stop Operators – Serves as the One-Stop system builder, supporting coordination of services across required and other partners.*
- *Youth Service Providers - Provide services supporting program elements that fall outside of the expertise and services being provided by One Stop Career Center staff.*

The One-Stop Operator's unique role is to coordinate all WIOA-required services – procured and not procured – in the One-Stop system. The One-Stop Operator is the intermediary between governance and operations, coordinating the service delivery of One-Stop partners and service providers. The One-Stop Operator is responsible for the ecosystem, or environment, in which these services operate. As mentioned previously, the One-Stop Operator position, previously procured as a part-time position, will be procured as a full-time position for Program Year 2023; it should be noted that this is a direction discussed for years by the GRWDB board, and as plans coalesced, it became a direction board members decided to enact.

It is envisioned that the Operator will have some site management responsibilities, to ensure seamless delivery of services and operational policies and procedures. This includes working with the Employment Services manager, the DVRS manager and the Career Training Services director/manager to ensure information sharing, since the offices are in separate (if nearby) buildings. There is some overlap in employment services offered by the Employment Services team and the Career Training Services team, but generally, the Career Training team works with individuals who need more intensive assistance; the One-Stop Operator will lead the coordination and communication between this team and other partners and service providers.

The role of the procured Career Training Services provider is to offer a menu of career services to customers coming into the system, including supportive services, career coaching, job search, resume review and the identification of candidates for work-based learning opportunities. Career Training also will aid and support additional grant initiatives that the GRWDB pursues to support and benefit community members and program participants. The provider, through its team members, will take the lead on case management of customers coming into the system looking for training opportunities. This includes adult, dislocated workers and youth being assisted through procured services, and the WorkFirst NJ population also assisted by a procured service provider.

It is expected that the procured service providers will collaborate on programs and ensure that program participants are co-enrolled, so that they may benefit from the many opportunities available in the local system. This may range from work-based training for an individual who entered the system through the Learning Link, or providing a supportive service to a community member using the Metrix SkillUp Greater Raritan learning portal.

In a MOU dating from 2014, the Somerset County Human Services Department was designated as the Career Training Services provider. The updated MOU which went into effect on January 1, 2023, removes that designation and requires that the Career Training Services be among the procured services of the GRWDB. Other procured services in the MOU include One-Stop Operator, WorkFirst New Jersey, Workforce Learning Link and Youth Services, which the GRWDB has procured through a competitive process for several years.

It should be noted that the GRWDB has used a competitive bidding process for the a part-time One Stop Operator since 2017. The GRWDB entered into a new two-year contract for the part-time One-Stop Operator on July 1, 2022. In January of 2023, the contract vendor, the Somerset County Department of Human Services, was notified that the contract was being ended a year early so that the position can be rebid.

A Request for Proposals (RFP) for a full-time One-Stop Operator and a Career Training Services provider was shared with the full board on March 23, 2023, and approved by the GRWDB Executive Committee on March 30, 2023. (Board members representing possible RFP respondents were asked to recuse themselves from all discussions.) The scope of services for both was developed by GRWDB staff, based on ongoing feedback from board members, the previous One-Stop Operator RPFs, and the governance training modules issued by the state throughout the winter of 2023. Subsequent conversations with the state training consult supported this week, as did discussions with other LWDB directors around the state and nation.

The creation of this new Local Plan also was instrumental in the development of the RFP. The Local Plan defines the operational procedures for the GRWDB, and the scopes outlined in the RFP must align with the Local Plan's strategies and procedure. As stated previously, the RFP will follow the procurement procedures of Somerset County, with the GRWDB using the county template and amending it to fit the needs of the RFP. Neither the purchasing department or any other entity or individual with either county can comment on the contents of the scope or deliverables of the RFP; that is the sole responsibility of GRWDB board members.

The RFP will be issued by the GRWDB on Wednesday, April 5, 2023, with legal notices in the local paper and links to the RFP on the GRWDB website. To ensure a competitive procurement process, the RFP link will be shared on social media posts, through the GRWDB spring newsletter and through news releases. Questions and clarifications are due on April 19, 2023, with addenda issues on April 24. Responses are due on May 5, 2023. The responses will be reviewed and scored by a GRWDB Board subcommittee following established GRWDB RFP procedures. This includes signing a conflict-of-interest statement. A report on the subcommittee's decision will be completed on May 12, and be given to the Executive Committee for review and a decision by May 17. When the vendors for the services are chosen, the GRWDB will enter into final negotiations regarding the contract's requirements. It is envisioned that the One-Stop Operator and Career Training Services roles will be assumed by the vendors on July 1, 2023. In the event vendors are not chosen, the current contract and arrangement will continue, and the competitive procurement process will be redone.

The GRWDB's current contracts with Youth, WorkFirst New Jersey and Workforce Learning Link services will continue uninterrupted. The RFP for Career Training Services also links back to these vendors, since these vendors must work with the Career Training navigators who provide case management for the vendors' customers and connect the customers to WIOA services. The competitive procurement procedure was followed for these contracts and included review by GRWDB board and staff members. Monitoring of those contracts and the processing of payments, currently done by the Career Training Services team, will be taken back by GRWDB staff; GRWDB board members also will be involved in the monitoring process. Further details on the monitoring process are shared in the Local Plan's next section.

xi. Local WDB Structure and Functions: Oversight and Monitoring

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:

- The operation of One Stop Career Centers, specifically American Job Center certification, as outlined by SETC Policy #2016-14.*
- Budgets of procured providers.*
- Participation, service delivery, and outcomes of procured providers.*
- Training (ITA) contacts*
- Work-based learning contracts and agreements (OFT, IWT, Transitional Jobs, Youth Work Experience)*
- Systems supporting business practices – e.g., employer engagement, accessibility of services*
- Include details about processes for monitoring all the above. 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 jobseekers/workers and employers?*
- Describe the structure and staffing of monitoring and compliance activities in your LWDB, including specific details about the roles and responsibilities of LWDB members, LWDB staff, and/or other entities.*
- Include specifics on how monitoring is built into annual processes of the LWDB, including the ETPL and Quality Assurance frameworks, data from AOSOS, Futureworks and other systems, and Qualitative data collection and visits by the LWDB.*
- Ensure your plan provides specific details on the LWDB's process to complete American Job Center (AJC)/One-Stop Certification, and detail how monitoring results will be reported and shared across various system partners and stakeholders.*

The GRWDB approved an American Job Centers (AJC)/One Stop Certification Policy at its June 23, 2022, meeting. [This policy](#) can be found on the About – Mission, Policies and Strategic Priorities tab of the GRWDB website. The certification is based on established criteria and the extent to which the One-Stop provides programs and services in the Local Area that enable that area to satisfy or exceed performance and quality service criterion.

Additionally, a policy addendum on ADA compliance and accessibility assessments for individuals with disabilities, per NJWIN 17-16 was approved. In June 2017, the Greater Raritan One-Stop Career Center instituted a Policy and Procedures for Serving Individuals with Barriers to Employment. The GRWDB has incorporated this policy into its AJC / One-Stop Certification process, and the GRWDB and its partners will follow the procedures detailed in the ADA Policy. The programmatic assessment is an opportunity for the GRWDB to identify gaps in accessibility within the One-Stops and take corrective action to address these gaps. The GRWDB will use this assessment as an opportunity to initiate a cycle of continuous improvement in providing access in the local One-Stop system.

With the spring 2023 bidding of One-Stop Operator and Career Training Services there is an opportunity to strengthen system direction, along with roles and responsibilities. While not a definitive reset, the Request for Proposals process will clearly delineate expectations, service levels and deliverables for vendor respondents. The GRWDB will be taking over the monitoring process with the new fiscal year which will allow staff to differentiate roles and bring fresh perspectives to the local contract performance process. Monitoring by the GRWDB of the procured service providers – the One-Stop Operator, Career Training Services, Youth services, WorkFirst New Jersey and the Learning Link – will focus on performance outcomes written into the contracts and ongoing feedback to ensure outcomes are being met in a timely manner. Improvement plans will be implemented in a collaborative way to ensure benchmarks are met and exceeded, with a consistent focus on the achievement of operational priorities.

The current model of monitoring which is done by the Department of Human Services/One Stop Career Training Center provides technical assistance as part of the overall service coordination. This technical assistance includes satisfaction surveys, facilitation coordination between programs under contract, developing forms, providing information about other funding sources, and providing letters of support for other funding applications. As the monitor of the One-Stop Operator, Career Training Services, Youth services, WorkFirst New Jersey and the Learning Link – the GRWDB will offer similar services. The satisfaction surveys will continue to be initiated by the Training Center service provider, but the survey, the process for administration of the survey and the results of the survey will be reported each month in the service report. The survey will need Board approval as will the process, advising the provider that the survey needs to be offered to every client and the tabulated results should include the number of no responses as well as the responses and highlights of information provided by the client. The GRWDB works collaboratively with all the system partners and will continue to facilitate coordination between the programs, organizations and staffs. The One-Stop Operator and Career Training Services will provide the GRWDB with a sample of program forms to be reviewed and updated as needed to ensure that they reflect the services that are mission driven.

Monitoring Process Overview

In the spring of 2023, as part of its ongoing governance training for LWDB staff and board members, a module focusing on contract monitoring will be issued. With that in mind, the GRWDB has developed a tentative process for contract monitoring which will begin in July, with the start of Program Year 2023.

The Program Monitoring Committee (PMC) of the GRWDB will be comprised of the GRWDB Director, the GRWDB Business Manager, a GRWDB Board member, and the GRWDB Monitoring – Business Outreach Coordinator. The GRWDB Director may assign additional staff to the PMC, as needed.

Each contracted provider will work with the Monitor Coordinator from the PMC who is responsible for coordinating the monitoring of that provider's contracted programs and writing the final report. For single providers with multiple contracts, the Monitor Coordinator will complete a single report for all the agency's contracted programs.

A team of one to three PMC members will be assigned to each contracted agency to participate in monitoring of contracted programs. At a minimum, each team member is responsible for peer review of the Monitoring Report.

The PMC will meet in the summer of each year to determine the program monitoring schedule through the end of the program year (June 30 of the following year). Review dates and site visits will be entered and tracked on the Master Schedule and the GRWDB will have the final authority to request due dates for review of specific programs.

PMC member duties will include:

- A review of documents to determine compliance with grant guidelines, quality and fiscal timeliness. Required documents include: proposal; contract; prior year performance report, if applicable; contracted level of services; year-to-date level of service; and audit. Other documents be requested as needed.
- A site visit, which is required for all contracts. Any questions that arise from review of documents should be addressed with the agency/program director during the site visit. During the visit, customer files will be reviewed at each agency being monitored.
- A Program Monitoring Report. The Monitoring Coordinator, with the input from the monitoring team, will document all findings and recommendations pertaining to grant compliance, program quality, and fiscal timeliness of contracted programs.
- A presentation to the PMC. The Monitoring Coordinator will present the report for review by the PMC on the date according to the Master Schedule. The Monitoring Coordinator will provide the PMC members with a copy of the report at least three business days prior to the PMC meeting, and any changes agreed upon by the committee should be included in the final report.
- Agency Follow-up. The Monitoring Coordinator will provide the contracted agency with a copy of the report and request a written agency response based on the findings and recommendations. The Monitoring Coordinator will advise the agency that technical assistance is available as needed, and will follow up to make sure the agency response is returned in a timely manner. All documents related to this response will be stored electronically.

Other monitoring requirements

In addition to the yearly Monitoring Process the GRWDB contract monitoring will require the contracted providers to submit monthly reports that include the updates on the performance metrics outlined in the contract. The update can include the community/monthly outreach activities, clients served, referrals, contacts called/emailed/visited, client activities as dictated by the provider contract.

Youth Program vendors will meet with the GRWDB staff monthly to better monitor the outreach/referral process for the youth programming. At a minimum, quarterly meetings are anticipated with the vendors of WorkFirst New Jersey and Workforce Learning Link services.

The yearly budgets of procured providers are included in the RFP. Monthly finance reports are provided by the provider along with the activities report for review and submission to the

providers contract file. These monthly reports, along with the yearly monitoring process ensures that the service delivery and outcomes are on track and in accordance with the signed yearly contract. The monthly reports allow the GRWDB to provide ongoing monitoring of the service providers and an opportunity to offer technical assistance as needed for the work-based learning contracts and agreements. The GRWDB will monitor all Training (ITA) contracts monthly as part of the vendor's invoicing process.

Monitoring based in data

The GRWDB will continue to draw on quantitative and qualitative data to ensure accountability and support the continuous improvement of services for WIOA/One-Stop customers – including jobseekers/workers and employers. This will be the primary responsibility of a new staff member who will concentrate their efforts on data analysis, MIS validation and social media. The GRWDB utilizes data information in the procurement process and decision-making for a robust understanding of the local economy which enables the Board to align workforce and economic initiatives while generating policy based on the needs of local employers as well as the intelligence gathered from system partners. To help inform and provide data for decision making, the GRWDB staff compiles and reviews custom data reports from state partners and reviews analysis of trends in employment, human resource management and workforce delivery efforts in general. Data sets, labor market information and analysis hold a prominent space on the GRWDB website, under the Resources tab. Updated, timely information is regularly downloaded to the website, and reports are provided to the board members on a quarterly basis, and in weekly resource emails sent out to the GRWDB contacts in Hunterdon and Somerset counties. Data is also highlighted in news releases about programs, in GRWDB newsletters and the GRWDB Annual Report.

The NJDOL's Office of Research and Information provides a host of regularly updated labor market information data sets to the GRWDB quarterly and as needed. The area's labor market analyst is available to help the GRWDB staff with market-specific requests initiated by different parties, including businesses, schools, and individuals. The Somerset County Office of GIS, which built and maintains the GRWDB Unemployment Tracker, created a second searchable map application focusing on the top 25 employers in Hunterdon and Somerset Counties with the most job postings in a quarterly period. This information can inform the community, the counties, employers, and individuals of employment trends and assists the GRWDB in its planning and service provision.

Among key state resources is the Labor Demands Occupation List. The list is used in different ways to support many programs, including approval for training courses for those in the One-Stop system. While the labor demand occupation list is based on a comprehensive analysis of supply and demand factors on a statewide basis, state officials recognize that local labor market conditions may differ from those determined by the state. A Local Area may request that additional occupations be added to the labor demand list for their area if they demonstrated that there is a significant excess of demand over supply for adequately trained workers in the area. The GRWDB has traditionally sought out new and innovative methods to obtain and utilize data to better workforce development programming and services to the job seeker and employer. The use of AOSOS and Futureworks are two additional data bases that are utilized to keep current and informed in Local Area contract-performance trends.

The GRWDB and the One Stop Career Training Center have adhered to the ETPL processes as outlined in New Jersey's Eligible Training Provider List Procedures and ascribe to Quality Assurance frameworks as a way to see outcomes to determine program success and better evaluate the trainers who are providing the training. The trainers that the Greater Raritan One-Stop Training Center contracts to provide programming for Individual Training Agreements are approved providers as envisioned by state and federal law. Each trainer also signs a master agreement with the GRWDB. Job training is defined as occupational training, remedial instruction or occupational safety and health training. NJ law mandates the collection and display of specific provider and program performance data on the Consumer Credit Card. WIOA provides that participants in need of training services to enhance their job readiness or career pathway may access career training through a list of state-approved training providers and their state-approved training programs, which the Greater Raritan One-Stop Career Training Center adheres to.

The GRWDB established local policy for work-based learning efforts, including On-the-Job Training and Incumbent Worker Training initiatives. These are also discrete line items in the GRWDB annual budget. The GRWDB works with the area's BSRs to outreach about these initiatives, especially because the state also offers OJT opportunities. As noted previously, procedures have been established to help guide businesses through the process. Local contracts are managed by GRWDB staff, while the documentation of individual performance outcomes are supported by Training Center staff.

The GRWDB has certified the One-Stop as outlined by SETC Policy 2016-14 and utilizes the One-Stop Certification Checklist as the model for the monitoring process for the One-Stop monitoring the required elements on a yearly basis. The GRWDB understands the need for compliance/requirements, having the proper structure and protocols to enable the board, its partners, and its services to be successful.

Communicating monitoring results can encourage actions by partners. The sharing of monitoring results will use data visualization techniques to clearly communicate outcomes with visual representations ranging from tables, graphs to more complex interactive media. By making it easier for stakeholders to glean important information for the data, the GRWDB can increase the chances that the results will be discussed and used. The primary purpose of monitoring is to use the results to make programmatic changes that improve workforce development services. The GRWDB offers transparent, wide-ranging outreach via the website, reports, committee work, community memberships, press releases, webinars, event planning and weekly resource report out to the community. The board will continue these and work to develop additional efforts going forward.

The purpose of oversight and monitoring is to determine if service provision by contracted providers are operating a high-quality system in compliance with the NJDOL and the GRWDB's standards and guidelines; all applicable laws and regulations; agreements with federal or state grantor agencies; and appropriate administrative directives. State monitoring also evaluates operational and financial compliance on an annual basis, and the GRWDB has used those reviews to update operational procedures. Monitoring information, reports, and results are integral to procurement, funding decisions and the day-to-day work of local workforce system partners.

xii. **Local WDB Structure and Functions – Performance Measures and Accountability**

Describe how the LWDB will utilize local levels of performance negotiated with the Governor and chief elected officials pursuant to section 116(c) to track and measure performance of:

The One-Stop Career Delivery System as a whole; The One-Stop Operator; One-Stop Career Services providers; Youth providers; The fiscal agent (where appropriate)

The GRWDB is proud of the fact that, through the work of Greater Raritan Career Training Services and the One-Stop Operator, most established performance measures have been consistently met or exceeded. As noted previously, data from the FutureWork dashboard is regularly reviewed during quarterly board meetings and GRWDB staff track and discuss performance with the Career Training Center. Data points are also regularly the focus of spots in the monthly One-Stop Operator Reports, which are shared in the weekly Resources email to board and committee partners and posted on the [About – Greater Raritan's One-Stop Partners](#) tab of the website. (One-Stop Operator Reports starting with Program Year 2019 are posted in the Greater Raritan One-Stop Operator section of the page.)

The Program Year performance also has been shared in all Annual Reports of the board, and the Annual Reports starting with 2015-2016 and going to 2021-2022 are housed on the [About – Annual Reports](#) tab of the website.

During discussions with board members about the performance metrics, staff has noted that that meeting the performance levels was impacted during Covid, with fewer individuals entering the system for service. While the overall number served has been lower over the past three years, the performance outcomes have been steady. While service-level numbers have slowly increased, they are not back to pre-pandemic levels (see Attachment 4), and this will be a renewed focus of all providers – One-Stop Operator, Career Training Services, Youth services, WorkFirst New Jersey and the WorkForce Learning Link for Program Year 2023.

As noted previously, the GRWDB since 2015 has maintained with its partners a local monthly performance dashboard. Over the past several years, the different types of data sets have grown to better reflect the various services offered in the Local Area, not only by Training Services but by other partners, including BSRs and the GRWDB. The dashboard became particularly important during Covid, as it allowed the GRWDB to reflect the varied work being done by all partners adapting to new ways of providing services. This data, housed in an Excel document and shared regularly with board and committee members, is now, thanks Somerset County GIS team members, available in a PowerBi platform on found on the [About – Performance Metrics tab](#) of the www.thegrwdb.org. Data is presented in three-year groupings built around the service categories that are still captured and maintained in the Excel document if a board member or member of the public would like to take a deeper dive into the raw data.

Data and results from fiscal and programmatic audits done by state partners also is shared with board members and linked in board meeting agendas. All of this is focused on giving stakeholders and the public a transparent picture of the performance of all parts of the local system, to understand what is working and what needs further refinement.

Xiii. Local WDB Structure and Functions – Training and Development

Describe the training priorities for supporting the implementation of regional and local plans aligned with state priorities and plans. Include specific plans and timelines for support: Chief Elected Officials, County Leadership and Staff; Fiscal Agents; LWDB Members; LWDB Staff; One-Stop Operator Staff; One-Stop Career Services Staff; One-Stop Youth Services Staff; Other Stakeholders and Partners

GRWDB staff members and local partners have participated in numerous trainings in the past year presented through the Garden State Education and Training Association. GRWDB staff have participated separately in the governance trainings started in the winter of 2023, focusing on LWDB organization, procurement, and monitoring. System partners also have taken part in the annual GSETA fall conference.

In the past two years, state director and committee meetings led by SETC also have served as an effective way to understand state priorities and plans and determine how to implement them effectively. In the past two years, the state has done a better of communicating ongoing developments to LWDBs and consider local team members feedback, which has led to smoother implementation and more elastic timelines that have given all parties more time to do their work and institute requested changes. Examples of this include the required policies all LWDBs were asked to have in place by early fall of 2022, and the extension process put in place in the winter of 2023 for the current One-Stop Partners MOU, which is now the end of 2023. For the later, this extension gave LWDBs several additional months to update the MOU, in recognition that the staff of boards needed to complete the Local and Regional Plans, and, for some, complete the competitive bidding process for key services in the first of half of 2023.

To have a smoothly running local workforce system, there can be no surprises about direction and outcomes, and dialogue must be open and transparent. This has been particularly important in the past year, as new direction for LWDBs has been provided by the state. Toward that point, the GRWDB team has worked to provide ongoing, constant and consistent career-related information to all stakeholders, through:

- Board and committee meetings (with the year's schedule posted by the end of the previous year), and with each agenda including the mission and vision of each.
- The website's Meeting Packages tab, with detailed agendas that hyperlink to all support documents and detailed meeting minutes.
- The GRWDB Newsletter posted twice annually on the website (spring and fall) and the GRWDB Annual Report, posted on the website each January.
- Webinars and in-person presentations at various locations throughout the two counties.
- Regular presentations to the Commissioner boards of both counties.
- A weekly Resource email that highlights upcoming events; national, state and area-specific career policies; and news items of interest.
- News releases posted several times a month about upcoming programs and career opportunities in the two counties, complemented by multiple weekly postings on LinkedIn and Facebook platforms.
- The website's home page and different tabs, including About, Events and Resources, that are constantly updated with new information and serve as a central information hub.

July 1, 2023, is the deadline the GRWDB has to complete the implementation of a new model, with a competitively procured, full-time One-Stop Operator and a vendor for Career Training Services. These vendors will work with other procured service providers – WorkFirst New Jersey, Youth services and Workforce Learning Link – who will be developing enhanced direct relationships with the GRWDB, as it sets service levels and policies for the Local Area and works with all stakeholders to operationalize the broader mission, vision and goals. This does not mean that on July 1, a switch will be flipped, and everything will be done. Over the next year, this is a process that will require collaboration, flexibility and experimentation by all system partners and stakeholders, so that the vision outlined in this Local Plan can be realized. These muscles have been developed over the past three years, and they will need to continue to be flexed and built up to produce a workforce system that assists the job seekers and employers in Hunterdon and Somerset Counties achieve success.

Xiv. Local WDB Structure and Functions – Regional and Local Plan Development

Describe the process to create regional and local plans, in respective plans, and provide assurances that it was an open and transparent process, including the following:

- The operations of One-Stop Career Centers, specifically American Job Center certification, as outlined by SETC Policy #2016-14.*
- 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.*
- 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 including public hearings and news media.*
- Describe the process used to provide an opportunity for public comment by all local stakeholders, prior to submission of the plan.*
- 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 all comments.*
- Plans should be viewed as system-wide/community documents. 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.*

The GRWDB began talking about the 2023 Local Plan at its October 2023 quarterly board meeting. At that meeting, it was decided to have a Local Plan meeting, open to all community and board members and legally noticed to the public. That hybrid meeting was conducted on December 6, 2023, in Somerville. More than 30 people attended in person and 25 attended virtually. A Local Plan presentation was compiled by staff, with slides on different performance metrics and key areas that the Local Plan could focus on as it was formulated. Material compiled by the LMI Specialist and One-Stop Operator was included. (Attachment 9 link)

This material and other data sets were discussed and further reviewed at several committee meetings, including at the January 26, 2023, GRWDB Board quarterly meeting and at February committee meetings. As part of this outreach effort, three surveys were developed to get related feedback from different constituent stakeholders. The links to these surveys were shared in social media posts and in news releases and highlighted in a story on the home page of the GRWDB website. The surveys were for:

[Individuals looking for work or who are already in the workforce](#)

[Employers looking to hire, with a focus on skills these employers need right now](#)

[Social-service agencies assisting individuals with a variety of issues, including career development](#)

Survey samples are small but the overall trends of the responses are of interest to staff and stakeholders and the results will be shared with board members at the March 23 quarterly board meeting. The survey results are also being shared with Local Area team members, as another data point that can be used to understand what is happening with job seekers and employers in the local area.

Using feedback from the various meetings and the data sets provided by system partners, GRWDB staff members compiled the draft of the Local Plan. This draft was reviewed and approved by the full board at its March 23 board meeting. Planning for the Regional Plan began in January 2023 and a consultant was chosen to write the plan that month. LWDB directors met in a series of six meetings to discuss the questions in the plan, which was completed on March 30, 2023, and shared with participating LWDB directors on March 31, 2023.

The draft Local Plan and the draft Regional Plan were the subject of a legal notice in the Courier News / MyCentralJersey.com on Wednesday, April 5, 2023. The Plans were the subject of a news release sent out that day, and links to the Plans were included in a story on the home page of the GRWDB website. The story will stay on the home page into early May. (In addition, the Plans' links will be included in the Core Initiatives section of the [About – Mission, Policies and Strategic Priorities](#) tab of the website, next to the links to the previous Plans.) The Local Plan also will be the subject of multiple social media posts through the month. All stories and postings will include instructions on how to provide feedback on the Plans (email info@thegrwdb.org.) The link to the Local Plan also will be included in several weekly Resource emails and in the spring GRWDB Newsletter. Hard copies of the Plans are available in the GRWDB office on the third floor at 27 Warren St. in Somerville, and at the Greater Raritan One-Stop Career Center at 6 Gauntt Place in Flemington.

Following the 30-day comment period, the final Local Plan and any local comments will be incorporated into the plan, which will be reviewed by the GRWDB Executive Committee during the week of May 1. Comments about the Regional Plan will be forwarded to representatives of North Jersey Partners. The Somerset County Board of County Commissioners will review and vote on the Plans at their May 9, 2023, meeting (with the resolution for the Plans being introduced at the April 25, 2023, agenda session).

Both Plans will be the subject of multiple communications, to ensure community members and stakeholders know about and can comment on the content of each Plan.



2 New Jersey Counties

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Report Parameters

2 Counties

34019 Hunterdon County, NJ

34035 Somerset County, NJ

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical areas.

Economy Overview

475,571

Population (2021)

Population **grew by 20,592** over the last 5 years but is projected to **decrease by 2,834** over the next 5 years.

242,041

Total Regional Employment

Jobs **decreased by 4,400** over the last 5 years but are projected to **grow by 10,611** over the next 5 years.

\$107.8K

Avg. Earnings Per Job (2021)

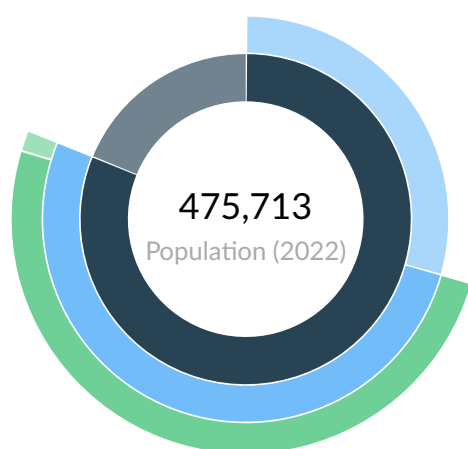
Regional average earnings per job are **\$30.1K above** the national average earnings of \$77.8K per job.

Takeaways

- As of 2021 the region's population **increased by 4.5%** since 2016, growing by 20,592. Population is expected to **decrease by 0.6%** between 2021 and 2026, losing 2,834.
- From 2016 to 2021, jobs **declined by 1.8%** in 2 New Jersey Counties from 246,442 to **242,041**. This change **fell short of the national growth rate of 1.9% by 3.7%**. As the number of jobs declined, the **labor force participation rate decreased from 65.1% to 62.8% between 2016 and 2021**.
- Concerning educational attainment, **31.0% of the selected regions' residents possess a Bachelor's Degree** (10.5% above the national average), and **6.4% hold an Associate's Degree** (2.4% below the national average).
- The top three industries in 2021 are Management of Companies and Enterprises, Education and Hospitals (Local Government), and Restaurants and Other Eating Places.

	Population (2022)	Labor Force (Aug 2022)	Jobs (2021)	Cost of Living	GRP	Imports	Exports
Region	475,713	246,122	242,041	131.1	\$54.30B	\$53.54B	\$55.26B
United States	334,161,482	164,970,552	163,715,172	100.0	\$22.76T	\$0	\$10.95T

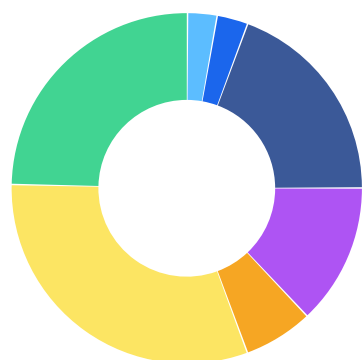
Aug 2022 Labor Force Breakdown



	Population
16+ Civilian Non-Institutionalized Population	385,751
Not in Labor Force (16+)	139,629
Labor Force	246,122
Employed	239,223
Unemployed	6,899
Under 16, Military, and institutionalized Population	89,962

Educational Attainment

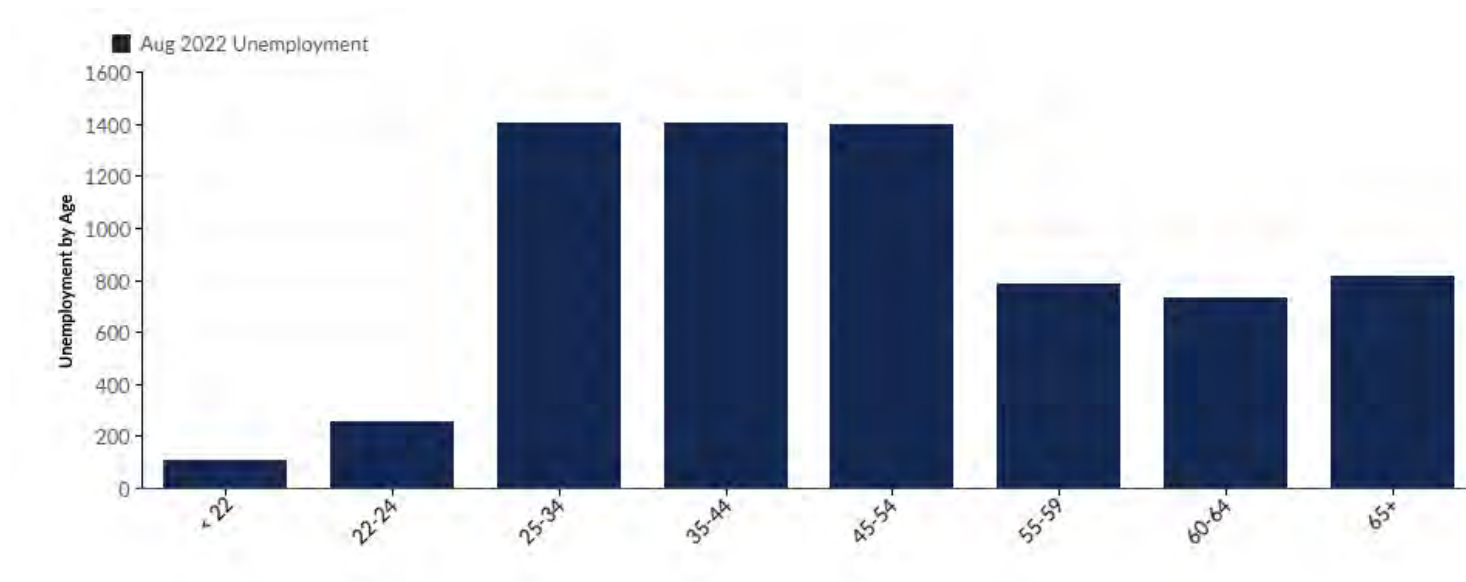
Concerning educational attainment, **31.0% of the selected regions' residents possess a Bachelor's Degree** (10.5% above the national average), and **6.4% hold an Associate's Degree** (2.4% below the national average).



	% of Population	Population
Less Than 9th Grade	2.7%	9,190
9th Grade to 12th Grade	2.9%	9,688
High School Diploma	19.3%	65,439
Some College	13.0%	44,034
Associate's Degree	6.4%	21,671
Bachelor's Degree	31.0%	104,876
Graduate Degree and Higher	24.7%	83,708

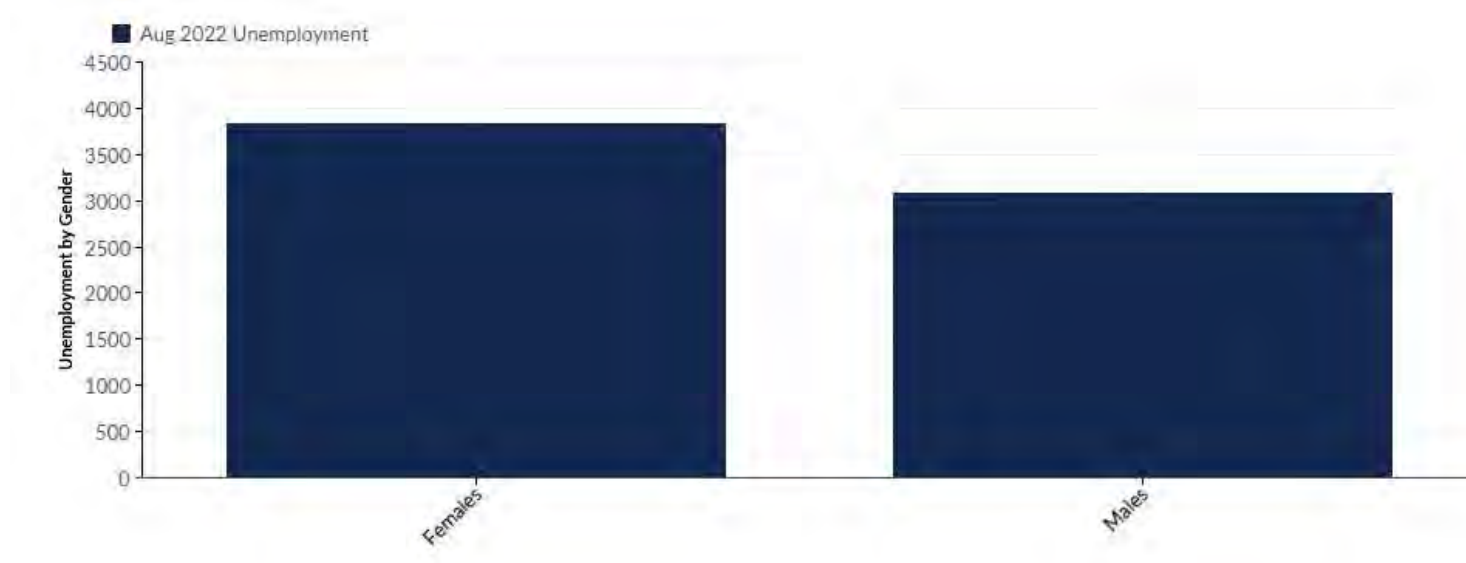
Unemployment by Demographics

Unemployment by Age



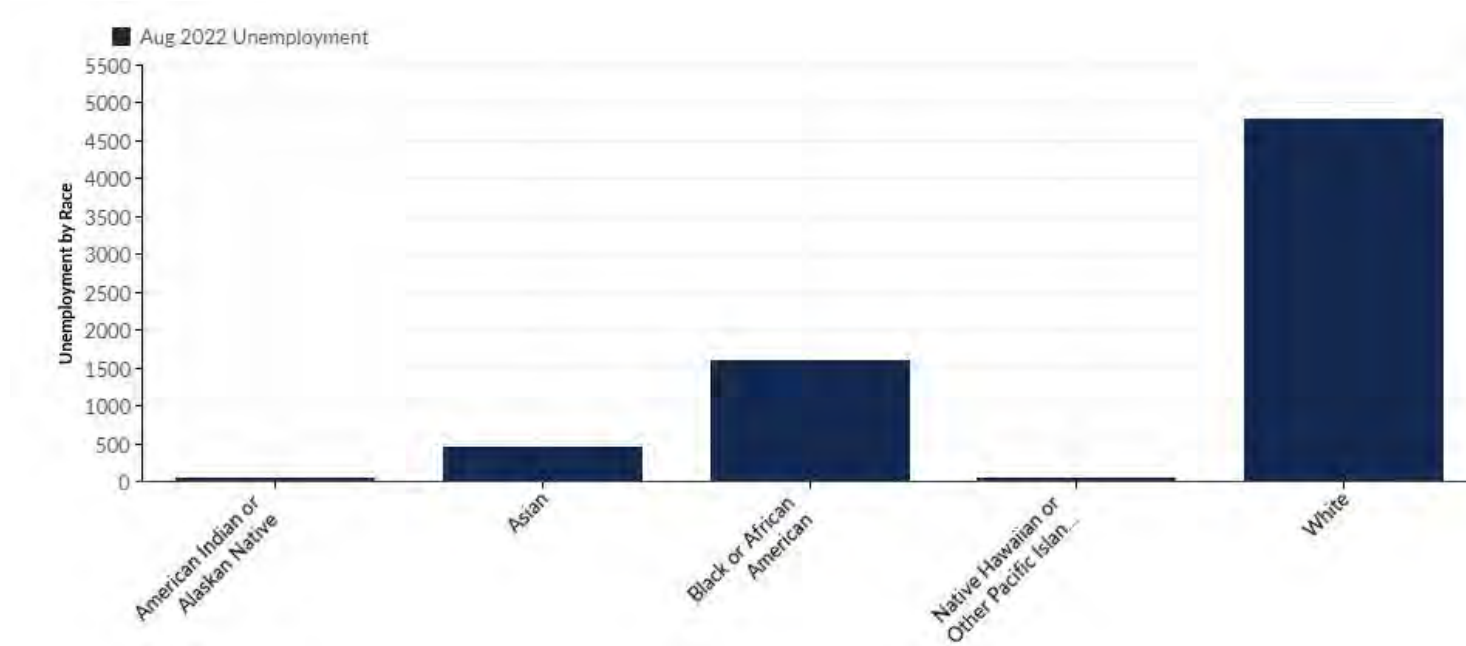
Age	Unemployment (Aug 2022)	% of Unemployed
< 22	108	1.57%
22-24	255	3.70%
25-34	1,402	20.32%
35-44	1,403	20.34%
45-54	1,400	20.29%
55-59	786	11.39%
60-64	732	10.61%
65+	812	11.77%
Total	6,899	100.00%

Unemployment by Gender



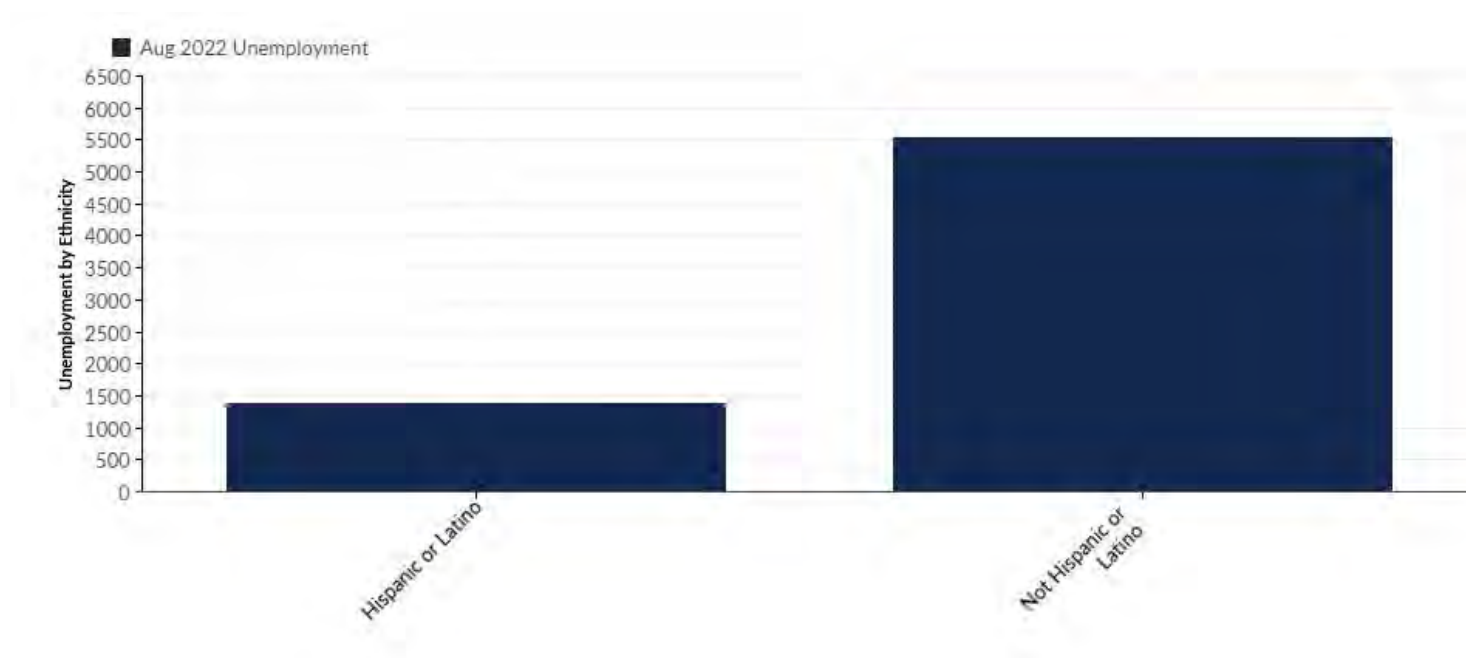
Gender	Unemployment (Aug 2022)	% of Unemployed
Females	3,829	55.50%
Males	3,070	44.50%
Total	6,899	100.00%

Unemployment by Race



Race	Unemployment (Aug 2022)	% of Unemployed
American Indian or Alaskan Native	34	0.49%
Asian	449	6.51%
Black or African American	1,592	23.08%
Native Hawaiian or Other Pacific Islander	38	0.55%
White	4,786	69.37%
Total	6,899	100.00%

Unemployment by Ethnicity

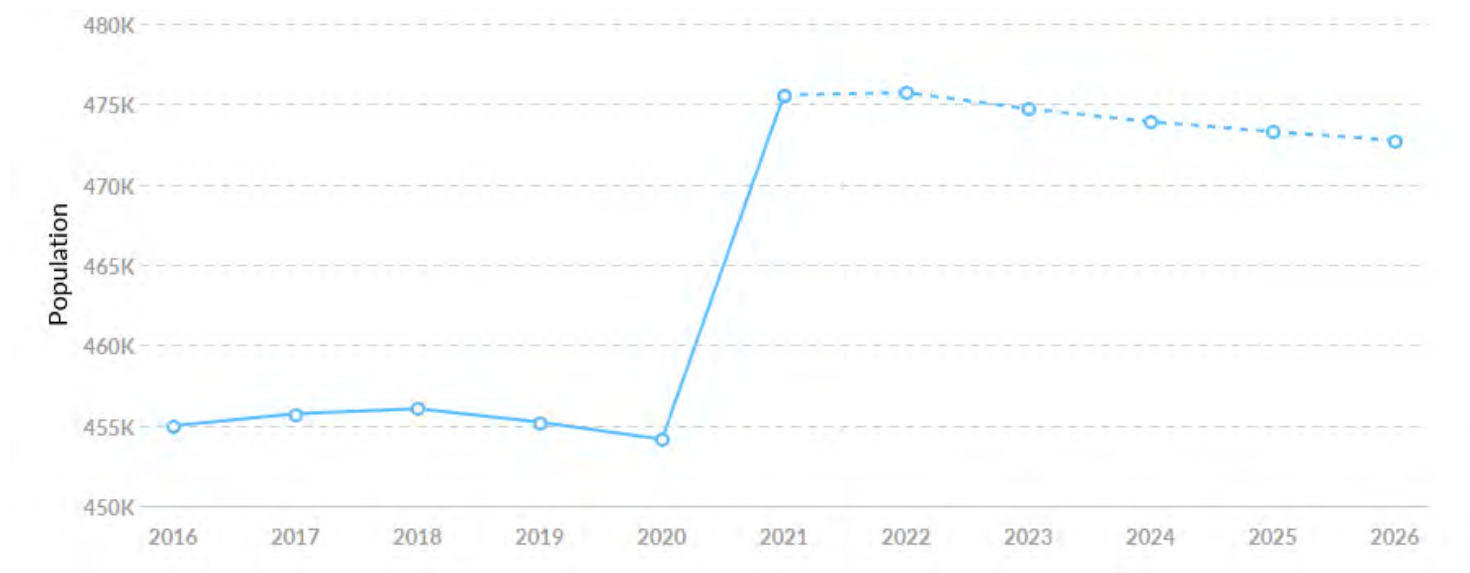


Ethnicity	Unemployment (Aug 2022)	% of Unemployed
Hispanic or Latino	1,376	19.94%
Not Hispanic or Latino	5,523	80.06%
Total	6,899	100.00%

Historic & Projected Trends

Population Trends

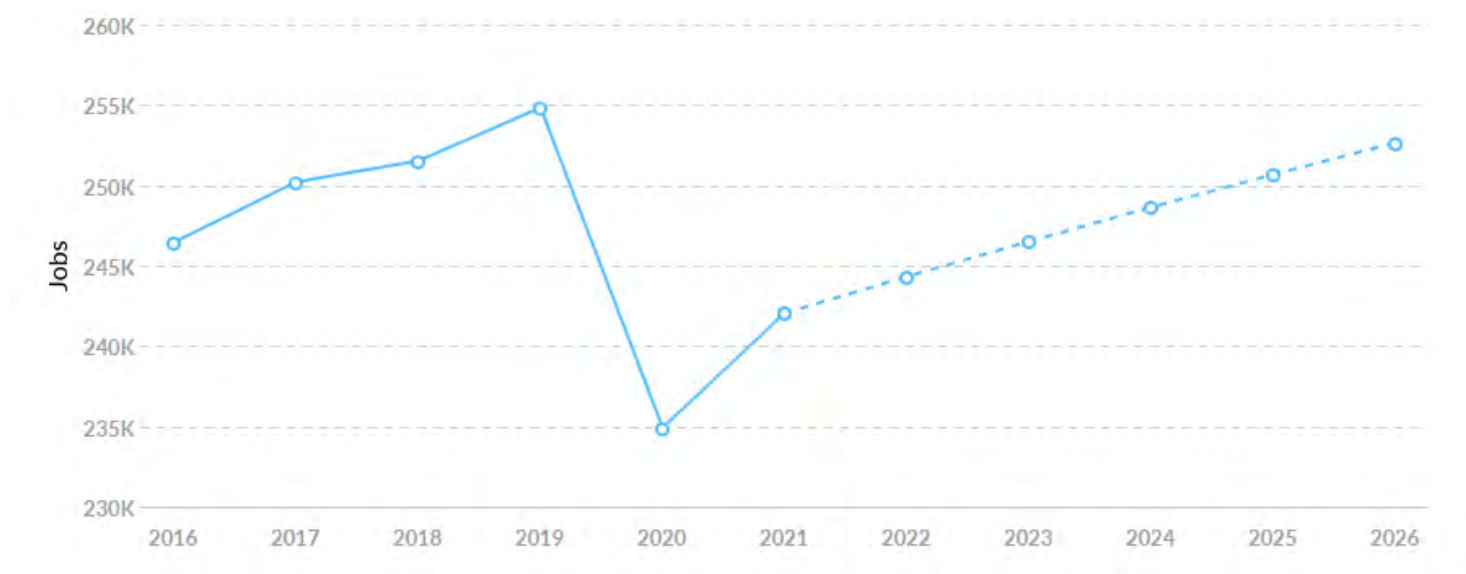
As of 2021 the region's population **increased by 4.5%** since 2016, growing by 20,592. Population is expected to **decrease by 0.6%** between 2021 and 2026, losing 2,834.



Timeframe	Population
2016	454,979
2017	455,726
2018	456,037
2019	455,199
2020	454,128
2021	475,571
2022	475,713
2023	474,695
2024	473,901
2025	473,274
2026	472,737

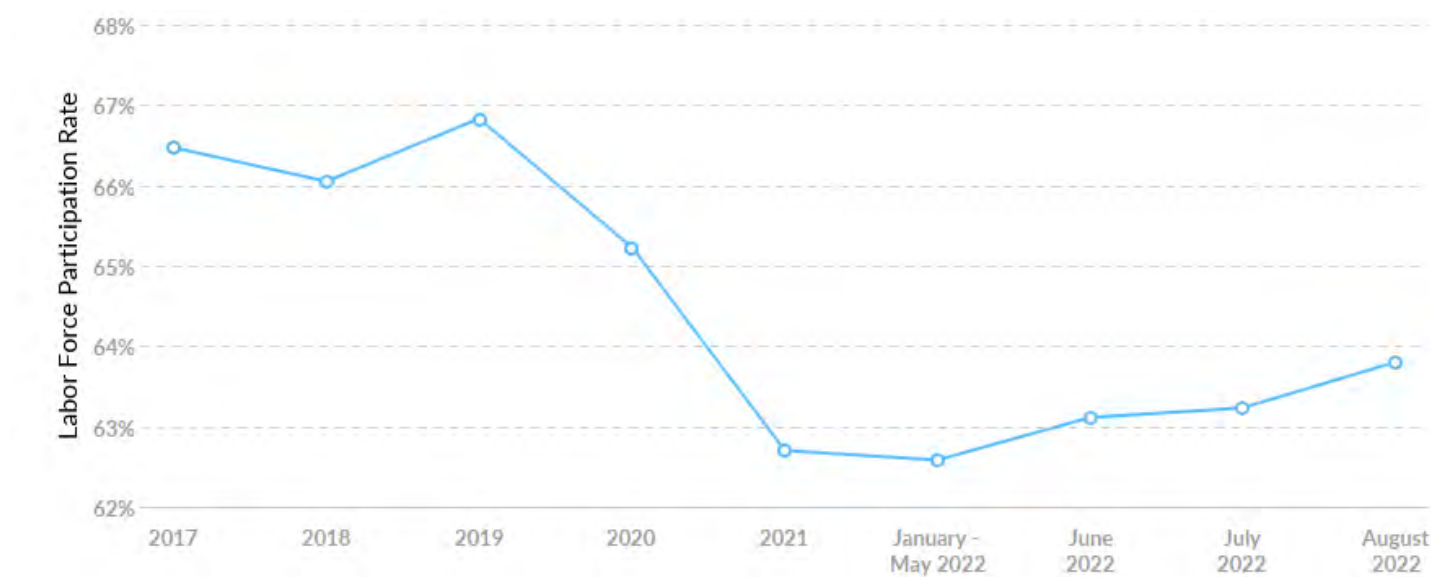
Job Trends

From 2016 to 2021, jobs **declined by 1.8%** in 2 New Jersey Counties from 246,442 to **242,041**. This change **fell short of the national growth rate of 1.9% by 3.7%**.



Timeframe	Jobs
2016	246,442
2017	250,206
2018	251,520
2019	254,820
2020	234,893
2021	242,041
2022	244,317
2023	246,504
2024	248,630
2025	250,671
2026	252,652

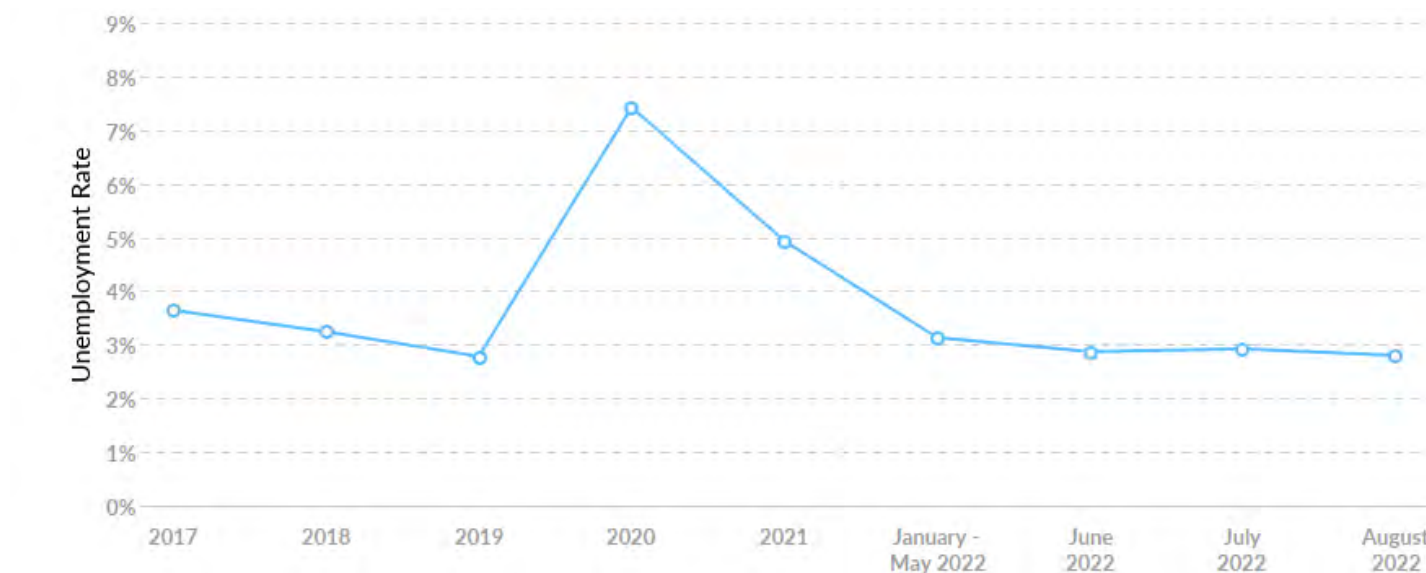
Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2017	66.47%
2018	66.05%
2019	66.83%
2020	65.23%
2021	62.70%
January - May 2022	62.58%
June 2022	63.11%
July 2022	63.23%
August 2022	63.80%

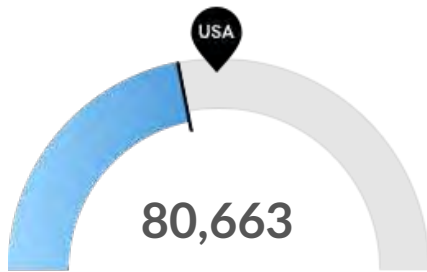
Unemployment Rate Trends

Your areas had an August 2022 unemployment rate of 2.80%, **decreasing from 3.64% 5 years before.**



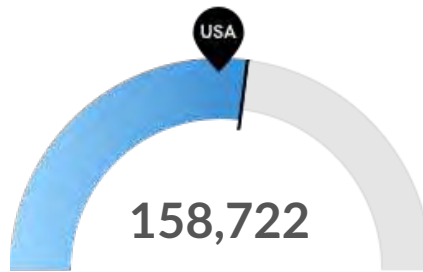
Timeframe	Unemployment Rate
2017	3.64%
2018	3.24%
2019	2.78%
2020	7.42%
2021	4.93%
January - May 2022	3.13%
June 2022	2.87%
July 2022	2.92%
August 2022	2.80%

Population Characteristics



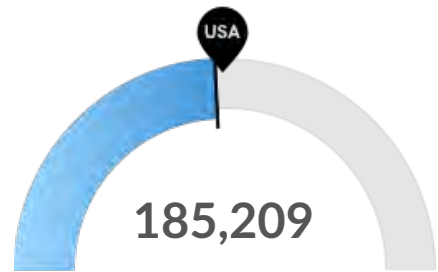
Millennials

Your area has 80,663 millennials (ages 25-39). The national average for an area this size is 97,143.



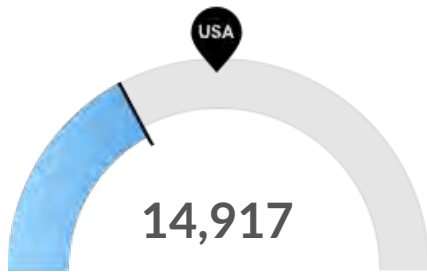
Retiring Soon

Retirement risk is high in your area. The national average for an area this size is 141,357 people 55 or older, while there are 158,722 here.



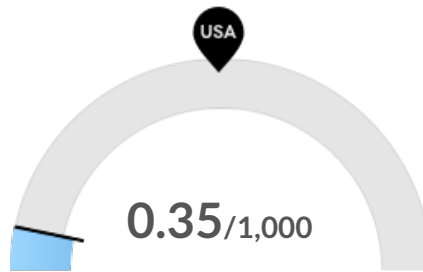
Racial Diversity

Racial diversity is about average in your area. The national average for an area this size is 193,528 racially diverse people, while there are 185,209 here.



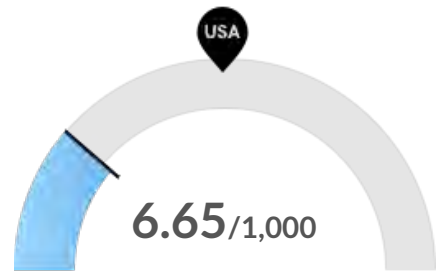
Veterans

Your area has 14,917 veterans. The national average for an area this size is 24,583.



Violent Crime

Your area has 0.35 violent crimes per 1,000 people. The national rate is 3.62 per 1,000 people.

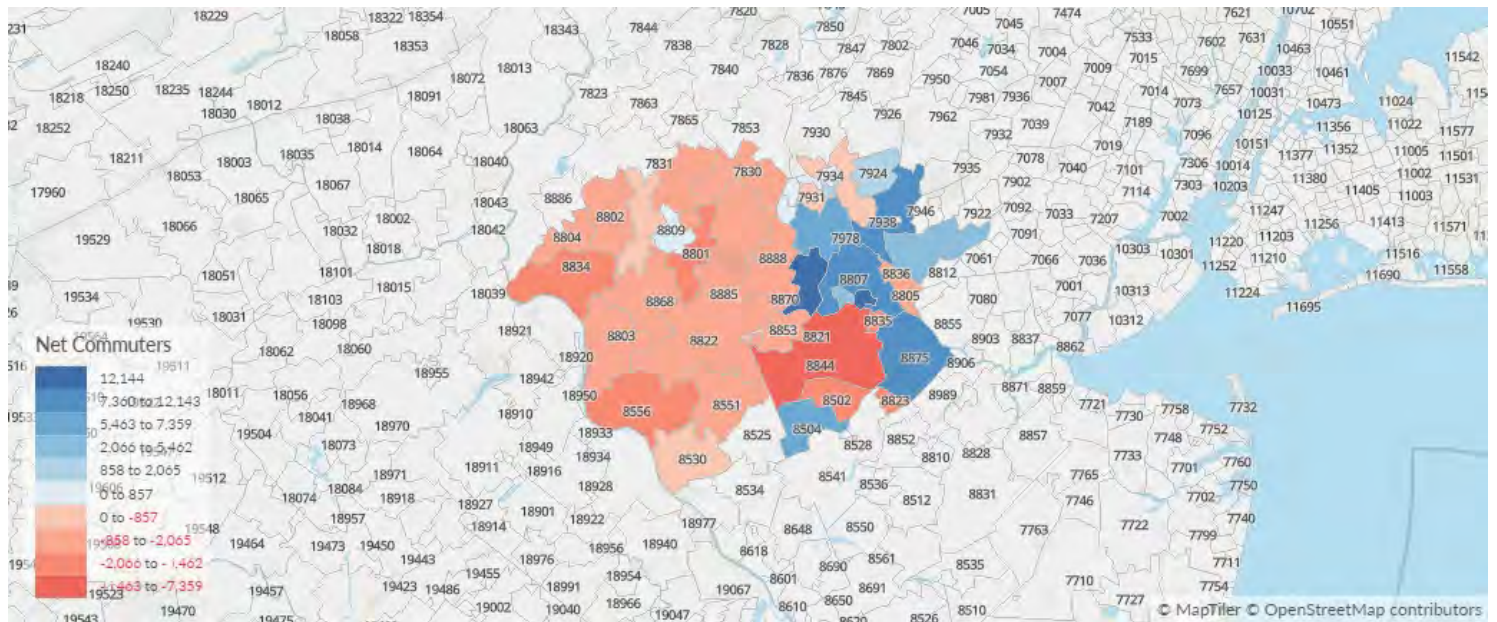


Property Crime

Your area has 6.65 property crimes per 1,000 people. The national rate is 17.91 per 1,000 people.

Place of Work vs Place of Residence

Understanding where talent in the region currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works

ZIP	Name	2021 Employment
8873	Somerset, NJ, NJ (in So...	33,007
8807	Bridgewater, NJ, NJ (in ...	28,202
8876	Somerville, NJ, NJ (in So...	25,484
7920	Basking Ridge, NJ, NJ (i...	20,501
8844	Hillsborough, NJ, NJ (in ...	17,439

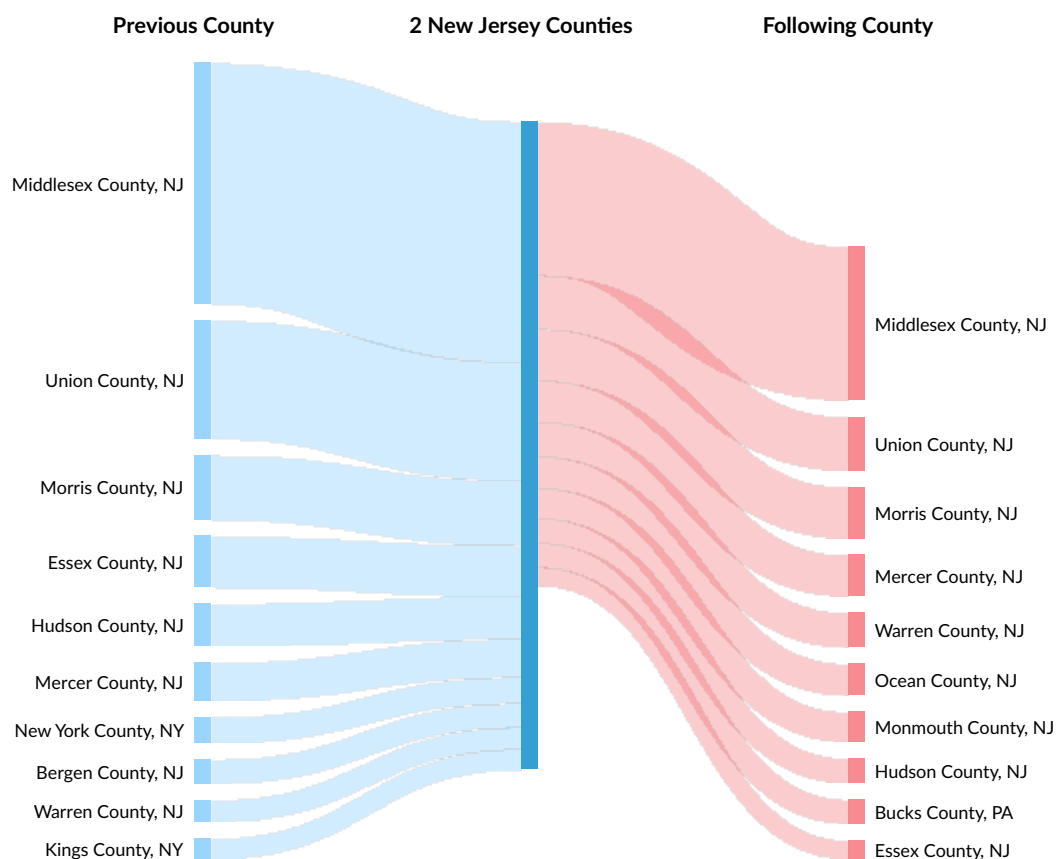
Where Talent Lives

ZIP	Name	2021 Workers
8873	Somerset, NJ, NJ (in So...	25,424
8844	Hillsborough, NJ, NJ (in ...	23,434
8807	Bridgewater, NJ, NJ (in ...	20,842
8822	Flemington, NJ, NJ (in H...	16,830
8876	Somerville, NJ, NJ (in So...	13,340

Inbound and Outbound Migration

The table below analyzes past and current residents of 2 New Jersey Counties. The left column shows residents of other counties migrating to 2 New Jersey Counties. The right column shows residents migrating from 2 New Jersey Counties to other counties.

As of 2020, 5,482 people have migrated from Middlesex County, NJ to 2 New Jersey Counties. In the same year, 3,493 people left 2 New Jersey Counties migrating to Middlesex County, NJ. The total Net Migration for 2 New Jersey Counties in 2020 was 796.



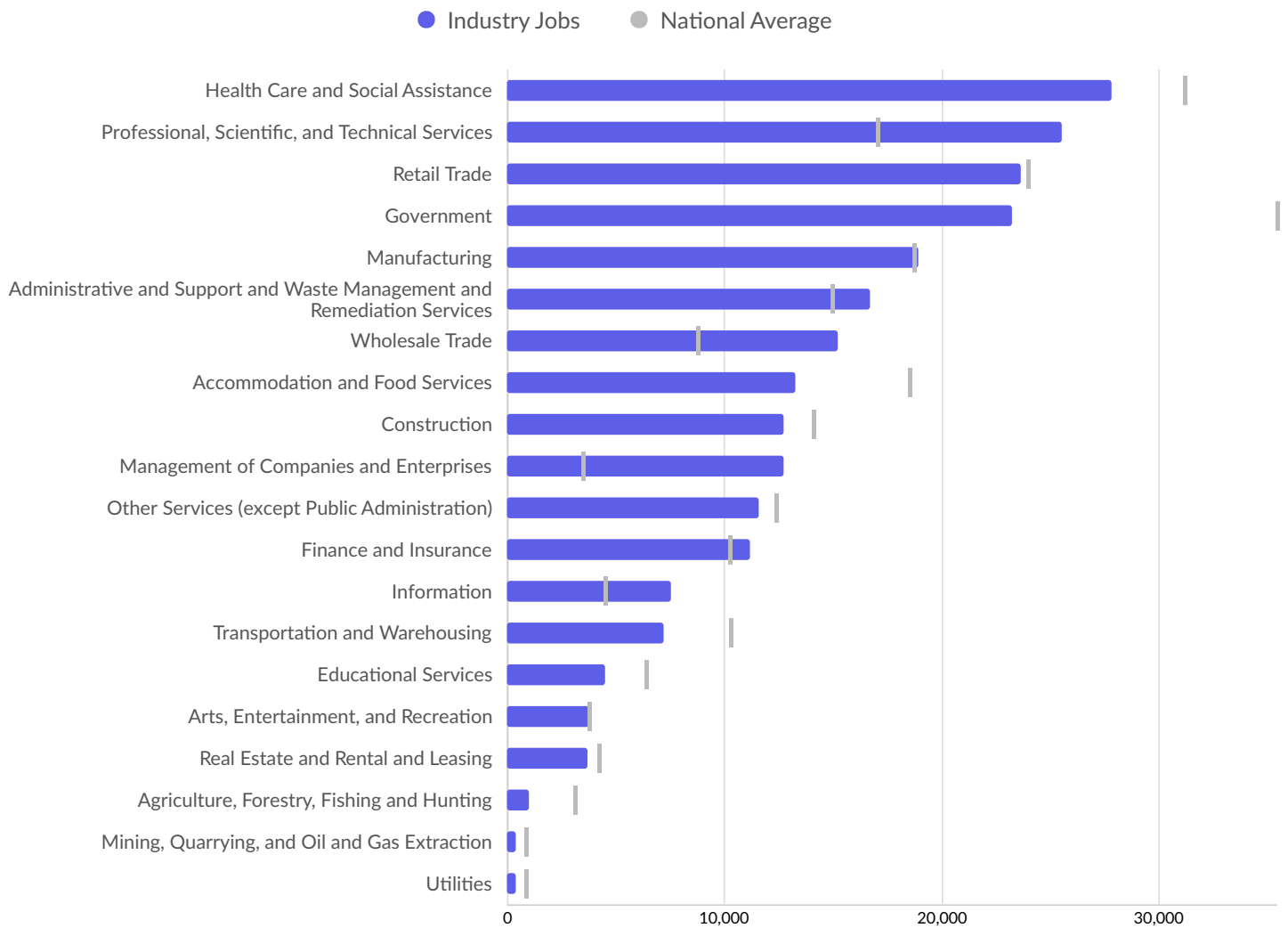
Top Previous Counties	Migrations
Middlesex County, NJ	5,482
Union County, NJ	2,688
Morris County, NJ	1,470
Essex County, NJ	1,160
Hudson County, NJ	966

Top Previous Counties	Migrations
Mercer County, NJ	867
New York County, NY	590
Bergen County, NJ	548
Warren County, NJ	497
Kings County, NY	467
Monmouth County, NJ	438
Ocean County, NJ	280
Bucks County, PA	269
Queens County, NY	235
Passaic County, NJ	212
Top Following Counties	Migrations
Middlesex County, NJ	3,493
Union County, NJ	1,227
Morris County, NJ	1,168
Mercer County, NJ	941
Warren County, NJ	787
Ocean County, NJ	720
Monmouth County, NJ	685
Hudson County, NJ	561
Bucks County, PA	550
Essex County, NJ	425
Northampton County, PA	352
New York County, NY	321
Burlington County, NJ	256
Bergen County, NJ	256

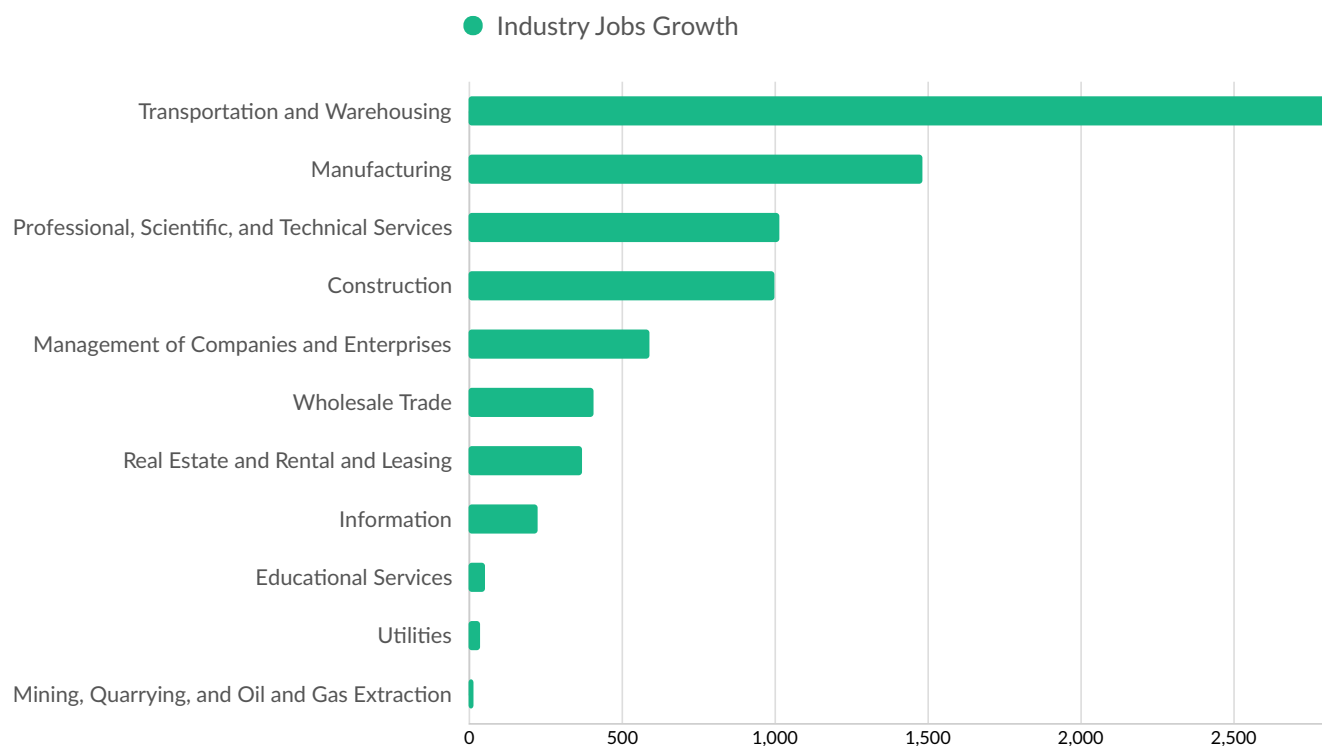
Top Following Counties	Migrations
Palm Beach County, FL	204

Industry Characteristics

Largest Industries

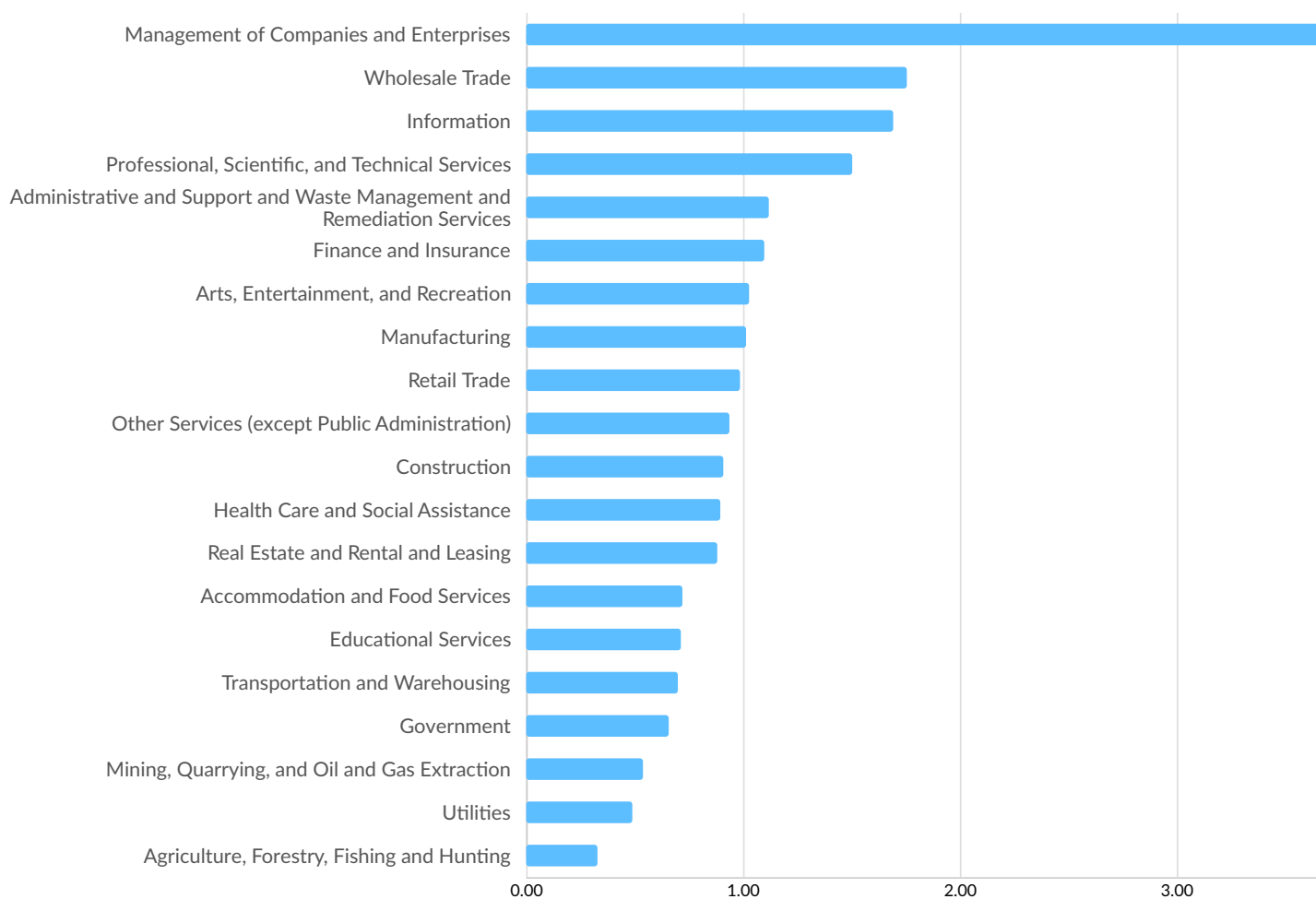


Top Growing Industries



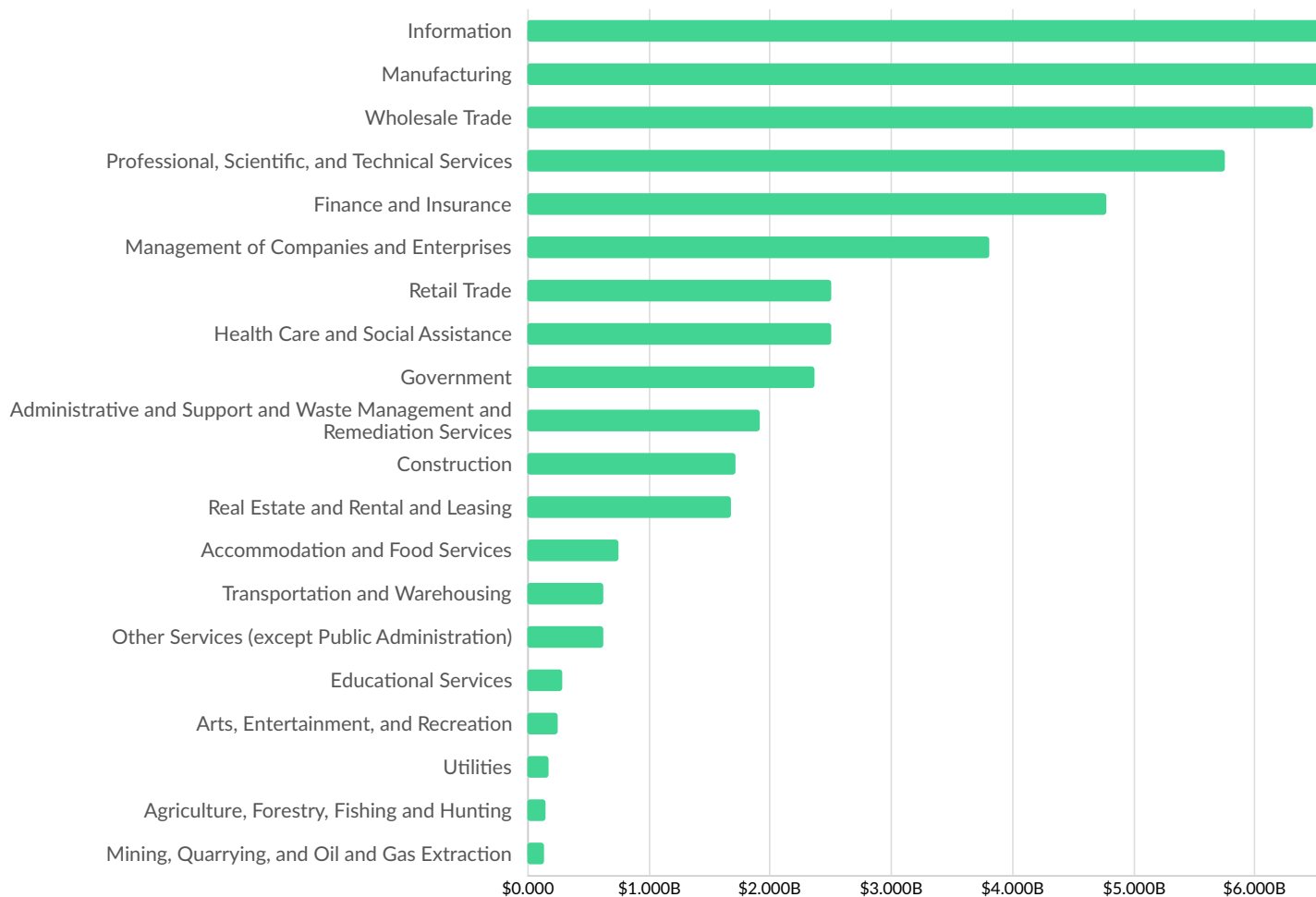
Top Industry Location Quotient

● Industry Location
Quotient

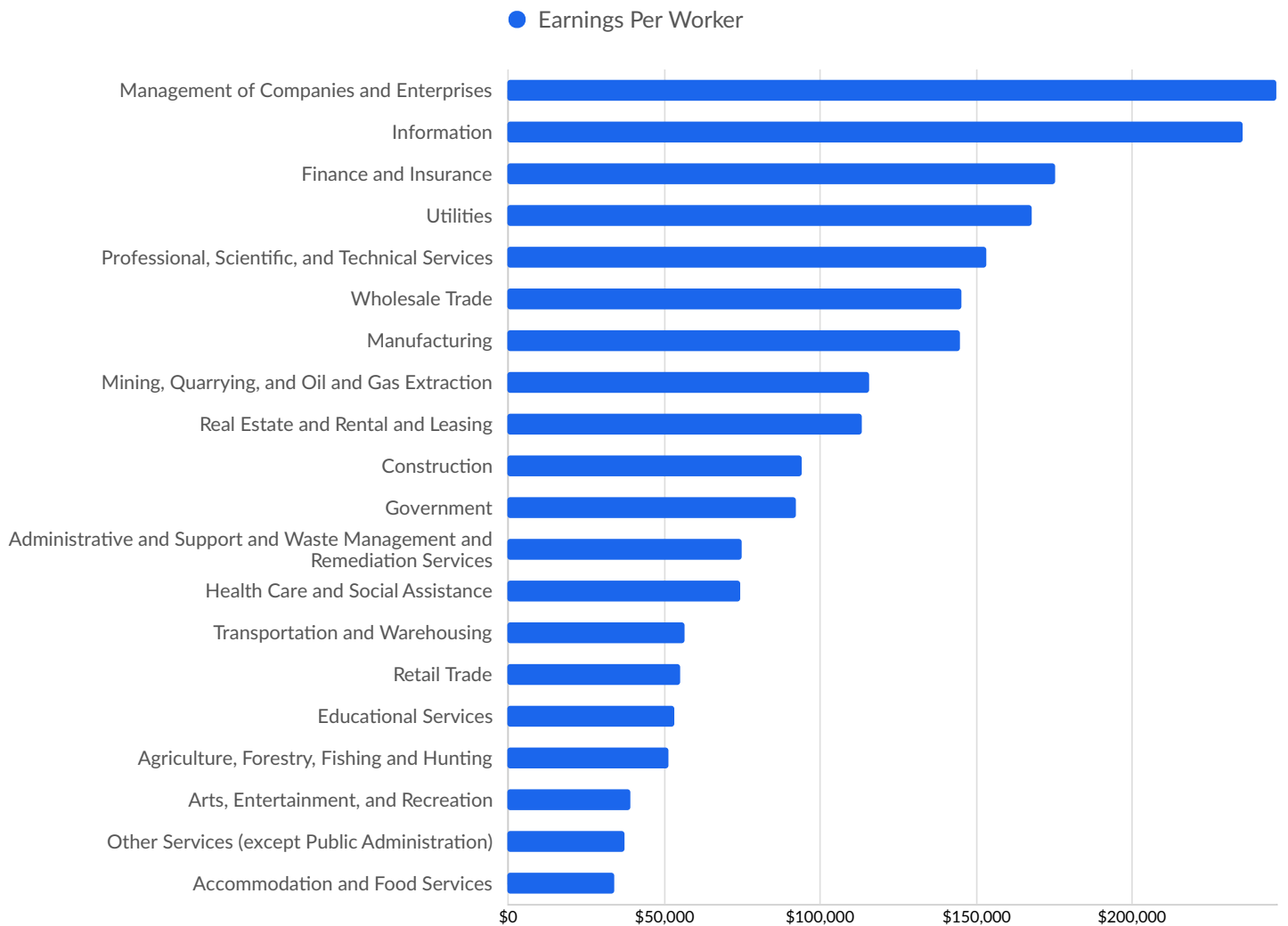


Top Industry GRP

● Gross Regional Product























Top Industry Earnings



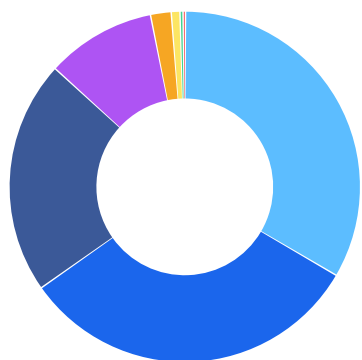
Business Characteristics

30,499 Companies Employ Your Workers

Online profiles for your workers mention 30,499 companies as employers, with the top 10 appearing below. In the last 12 months, 5,741 companies in your area posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
Verizon Communications	2,142 	Johnson & Johnson	3,341 
Johnson & Johnson	1,914 	Verizon Communications	2,967 
Sanofi	1,219 	Sanofi	1,063 
AT&T	1,170 	Randstad	958 
Merck	778 	Cognizant Technology Solutions	902 
Hunterdon Medical Center	726 	Daiichi Sankyo	871 
Chubb	534 	Chubb	799 
Bank of America	475 	Robert Half	747 
Bristol-Myers Squibb	468 	Hunterdon Medical Center	676 
MetLife	427 	Rwjbarnabas Health	638 

Business Size

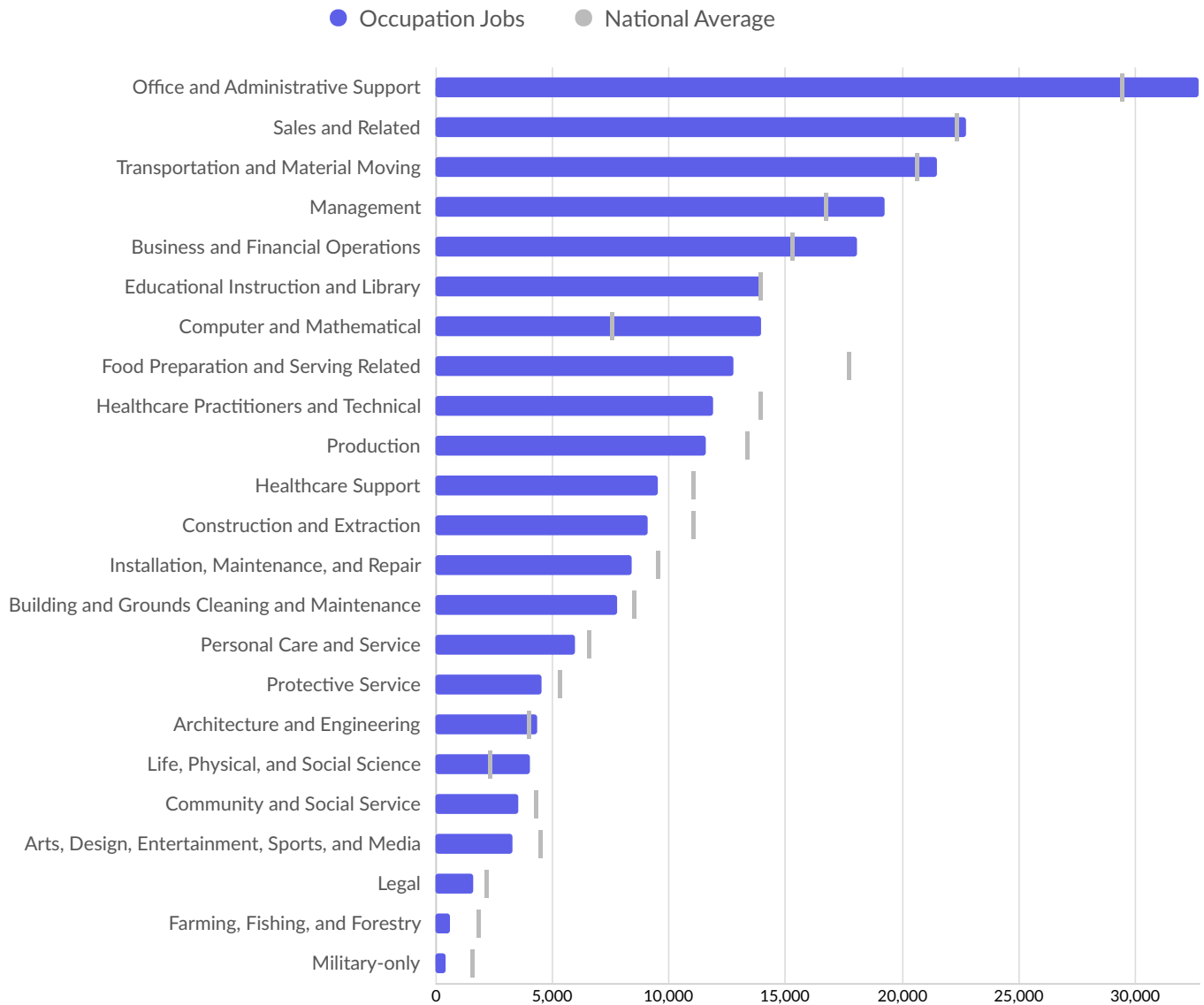


	Percentage	Business Count
1 to 4 employees	33.3%	7,222
5 to 9 employees	31.8%	6,894
10 to 19 employees	21.5%	4,663
20 to 49 employees	10.1%	2,186
50 to 99 employees	1.9%	412
100 to 249 employees	0.8%	173
250 to 499 employees	0.3%	61
500+ employees	0.2%	49

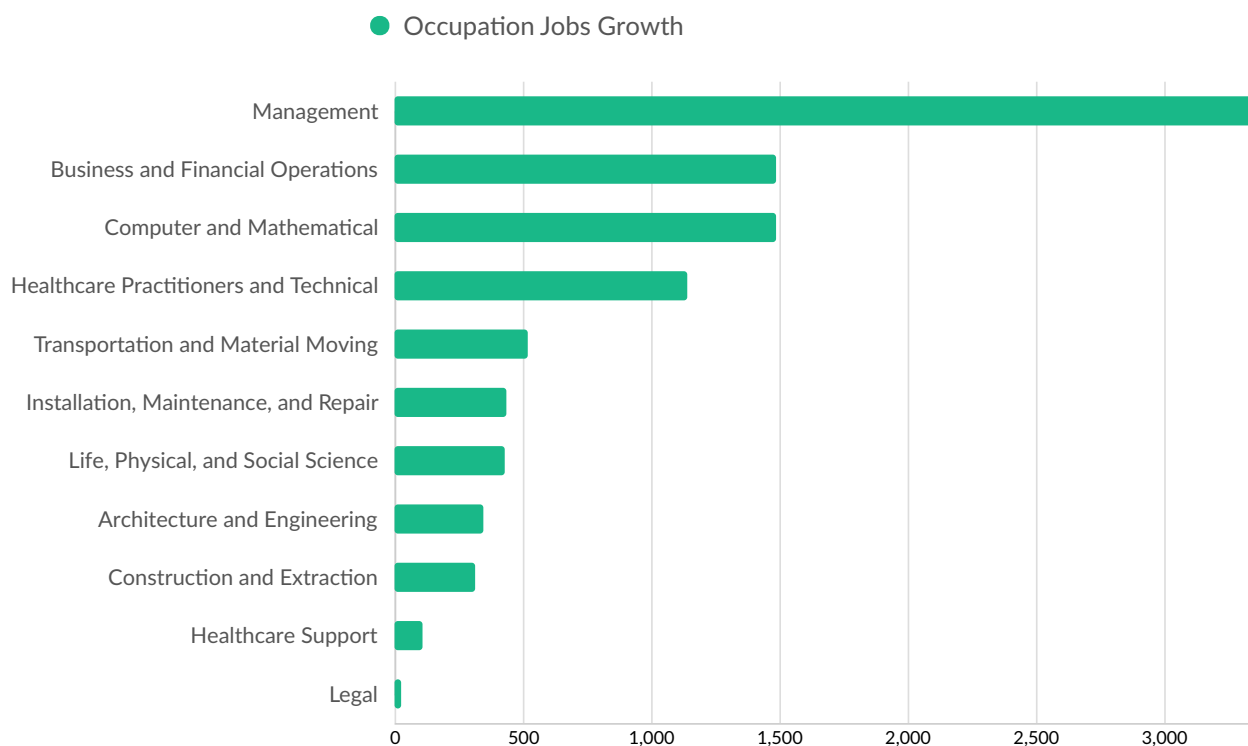
**Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

Workforce Characteristics

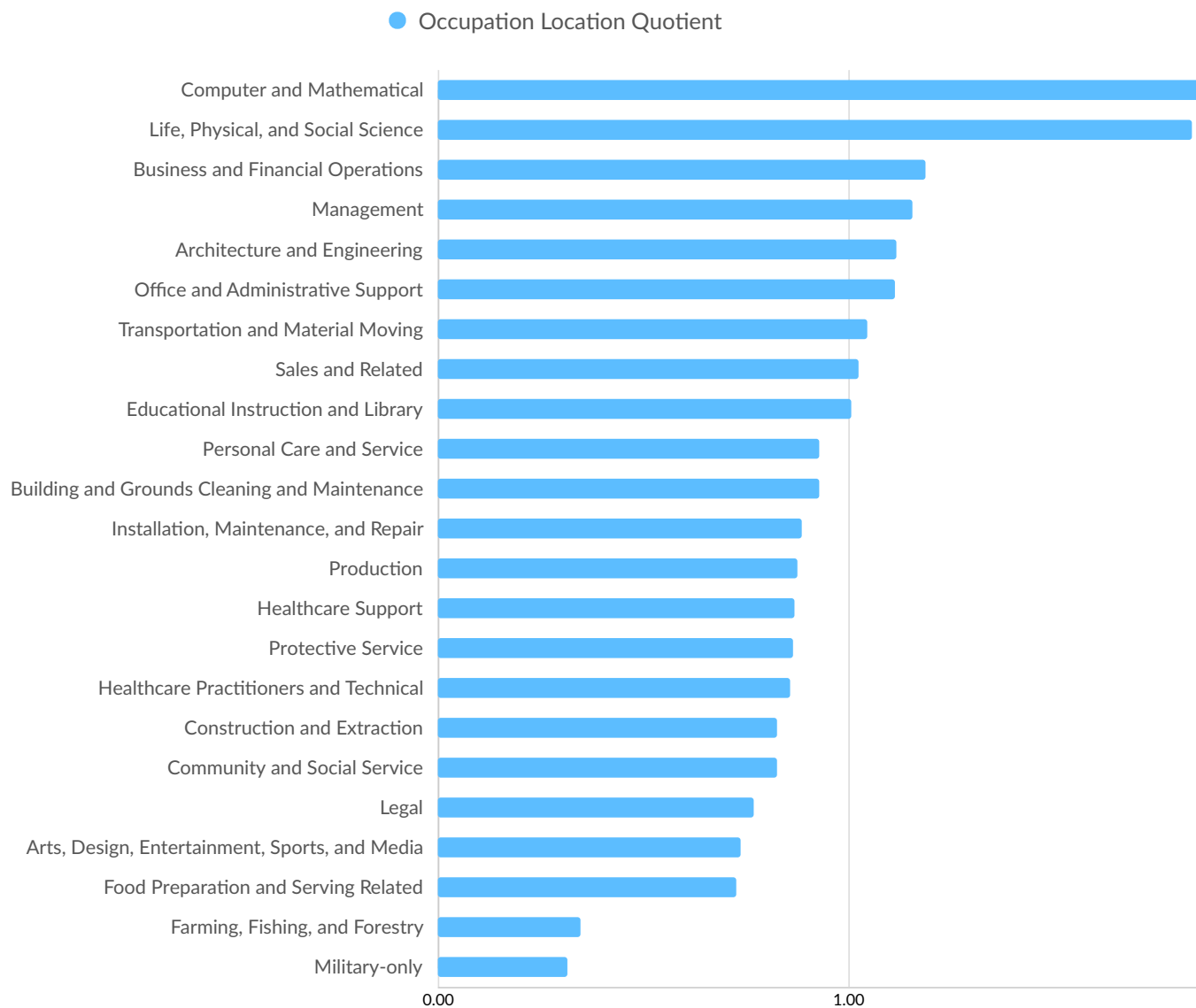
Largest Occupations



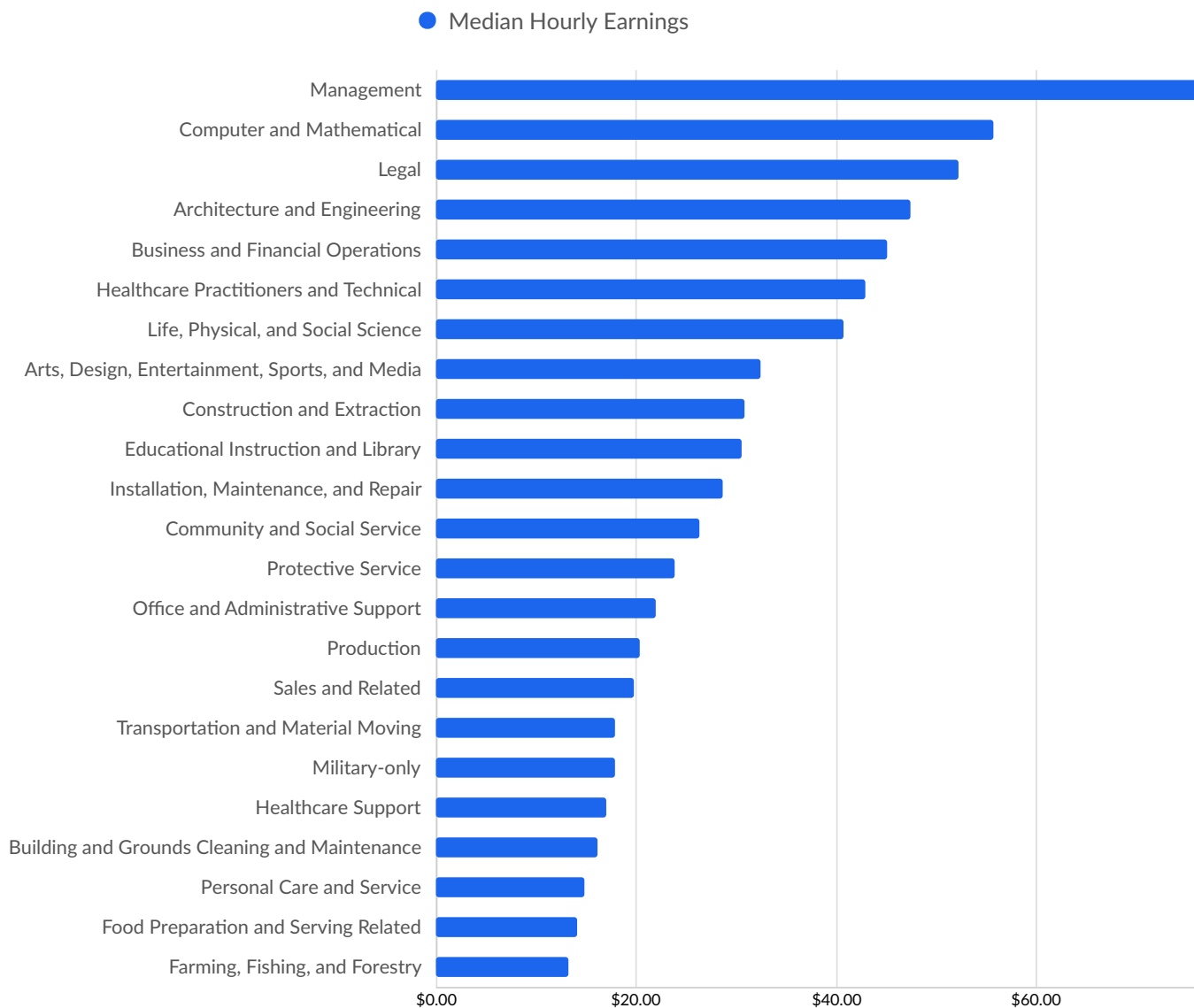
Top Growing Occupations



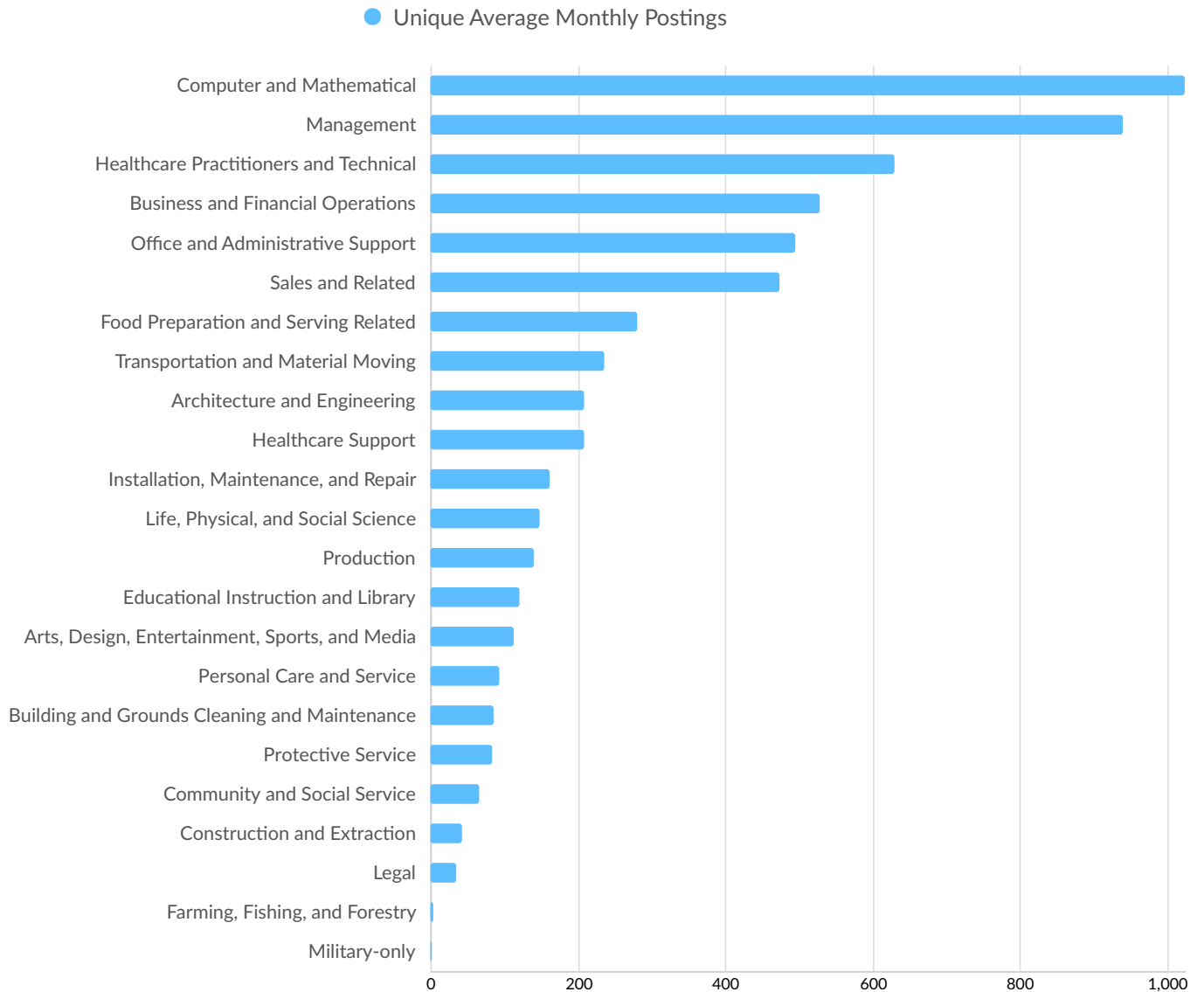
Top Occupation Location Quotient



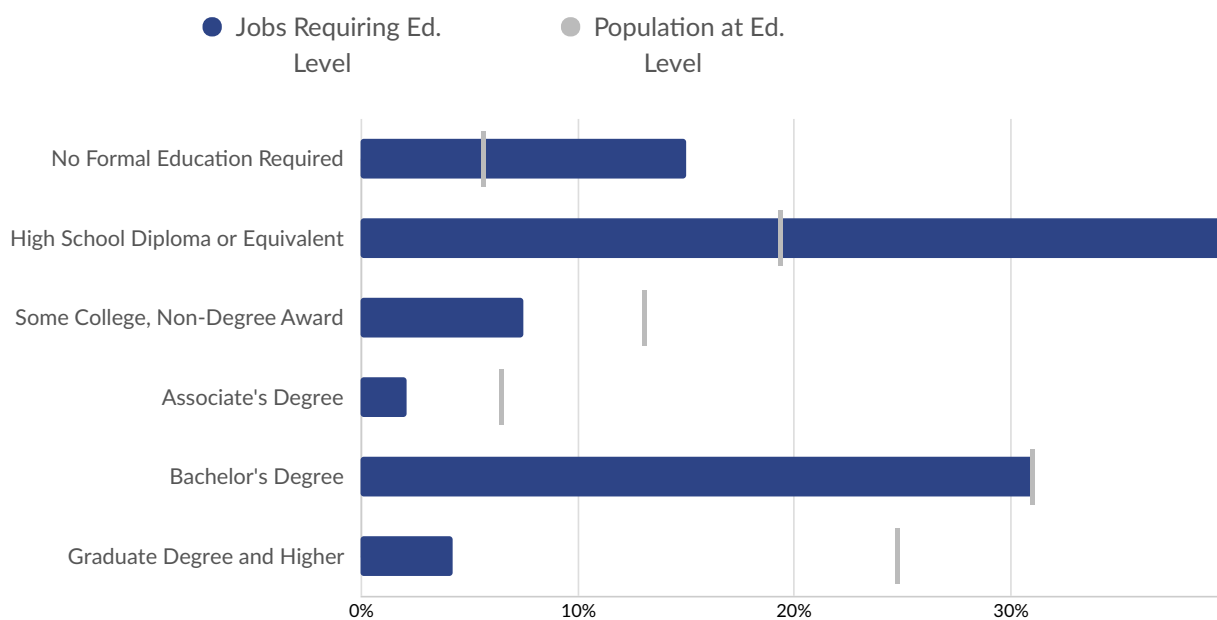
Top Occupation Earnings



Top Posted Occupations







Underemployment



Educational Pipeline


In 2021, there were 1,330 graduates in 2 New Jersey Counties. This pipeline has grown by 3% over the last 5 years. The highest share of these graduates come from Liberal Arts and Sciences/Liberal Studies, "Business/Commerce, General", and "Multi-/Interdisciplinary Studies, Other".

School	Total Graduates (2021)	Graduate Trend (2017 - 2021)
Raritan Valley Community College	1,213 	
American Institute-Somerset	117 	

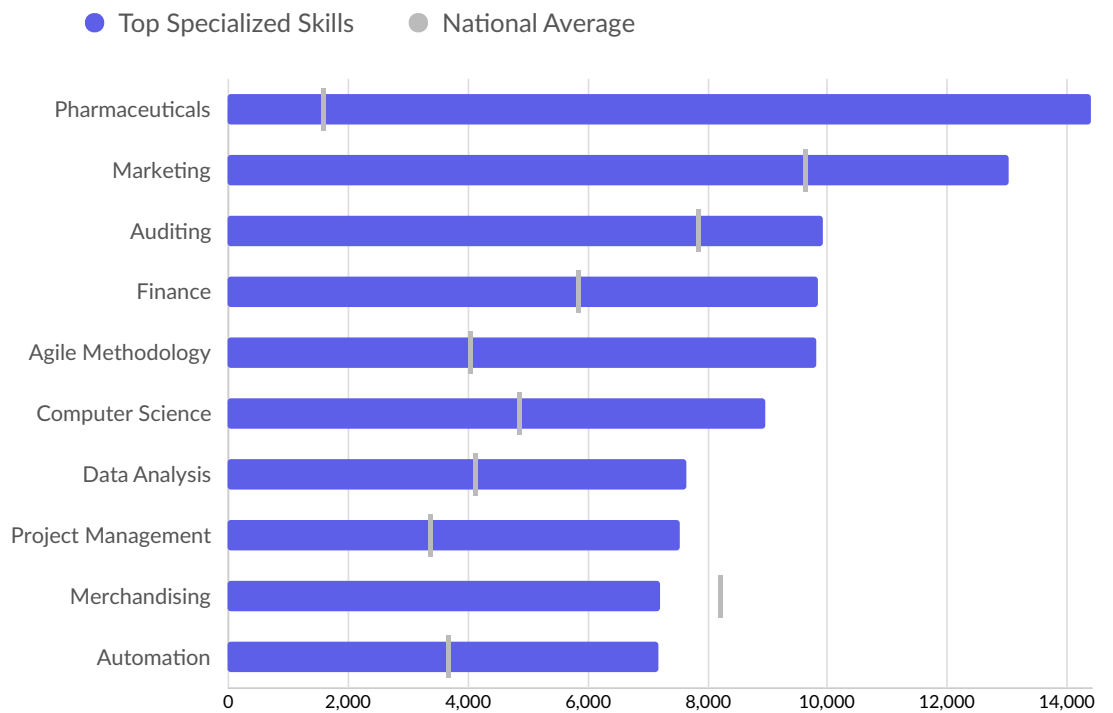
 Certificate

 Associate's

 Bachelor's

 Master's or
Higher

In-Demand Skills





Hunterdon County, NJ

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Report Parameters

1 County

34019 Hunterdon County, NJ

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical area.

Economy Overview

129,924

Population (2021)

Population **grew by 4,948** over the last 5 years but is projected to **decrease by 693** over the next 5 years.

47,836

Total Regional Employment

Jobs **decreased by 2,575** over the last 5 years but are projected to **grow by 915** over the next 5 years.

\$117.9K

Median Household Income (2020)

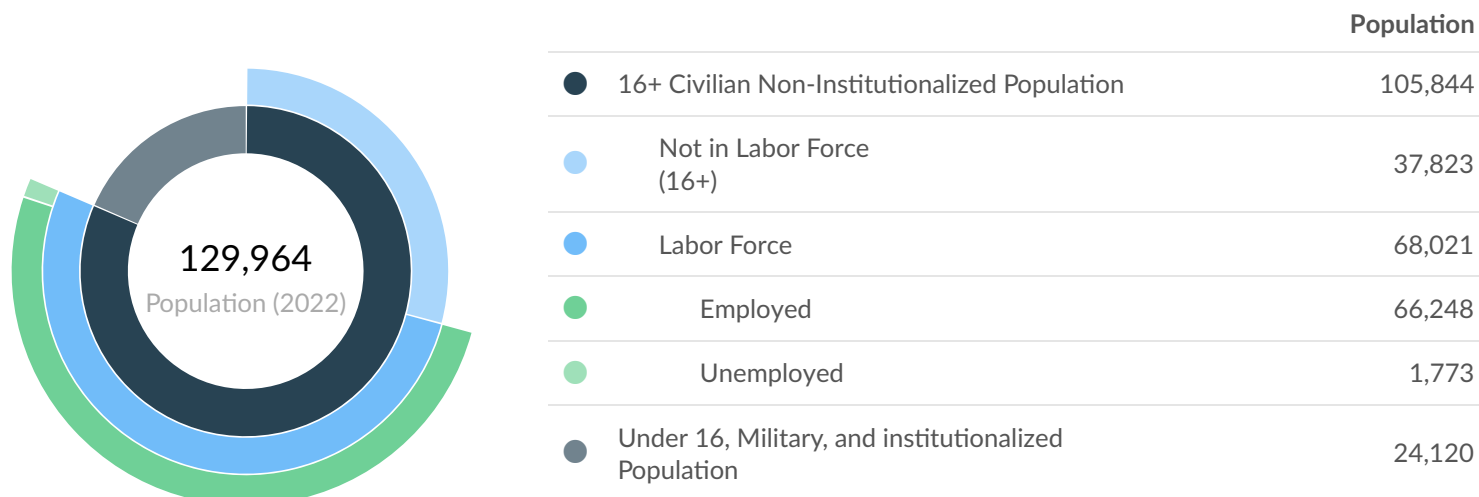
Median household income is **\$52.9K above** the national median household income of \$65.0K.

Takeaways

- As of 2021 the region's population **increased by 4.0%** since 2016, growing by 4,948. Population is expected to **decrease by 0.5%** between 2021 and 2026, losing 693.
- From 2016 to 2021, jobs **declined by 5.1%** in Hunterdon County, NJ from 50,410 to **47,836**. This change **fell short of the national growth rate of 1.9% by 7.0%**. As the number of jobs declined, the **labor force participation rate decreased from 64.1% to 62.7% between 2016 and 2021**.
- Concerning educational attainment, **32.5% of Hunterdon County, NJ residents possess a Bachelor's Degree** (12.0% above the national average), and **6.3% hold an Associate's Degree** (2.5% below the national average).
- The top three industries in 2021 are Education and Hospitals (Local Government), Restaurants and Other Eating Places, and Insurance Carriers.

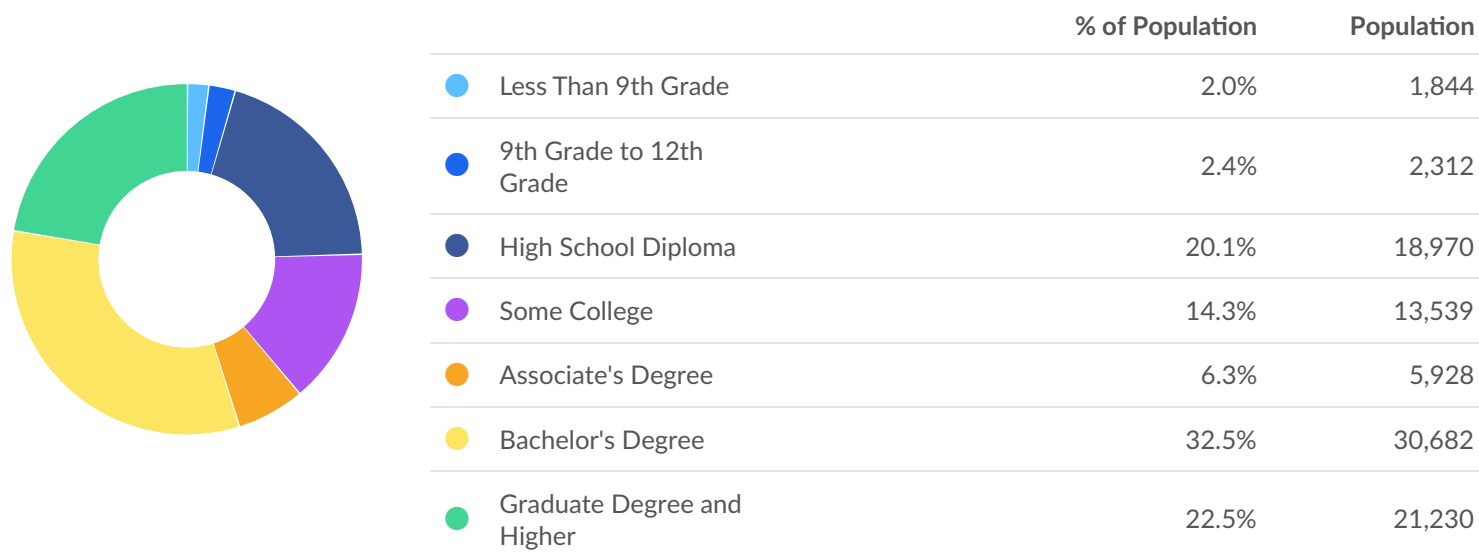
	Population (2022)	Labor Force (Aug 2022)	Jobs (2021)	Cost of Living	GRP	Imports	Exports
Region	129,964	68,021	47,836	128.8	\$8.53B	\$13.17B	\$8.42B
United States	334,161,482	164,970,552	163,715,172	100.0	\$22.76T	\$0	\$10.95T

Aug 2022 Labor Force Breakdown



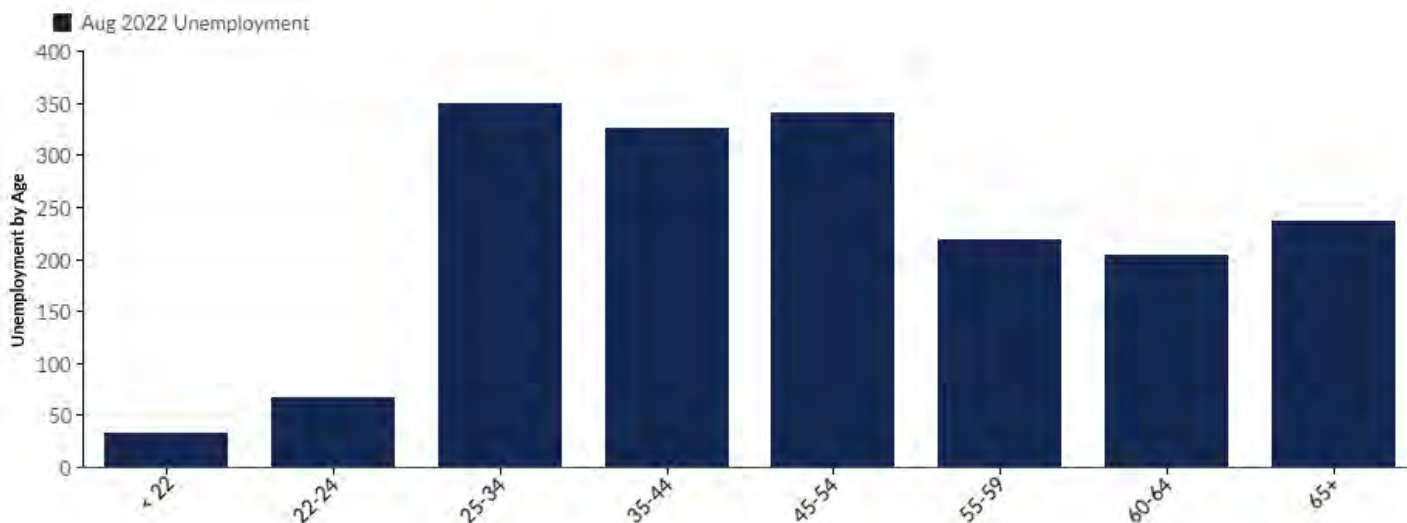
Educational Attainment

Concerning educational attainment, **32.5% of Hunterdon County, NJ residents possess a Bachelor's Degree** (12.0% above the national average), and **6.3% hold an Associate's Degree** (2.5% below the national average).



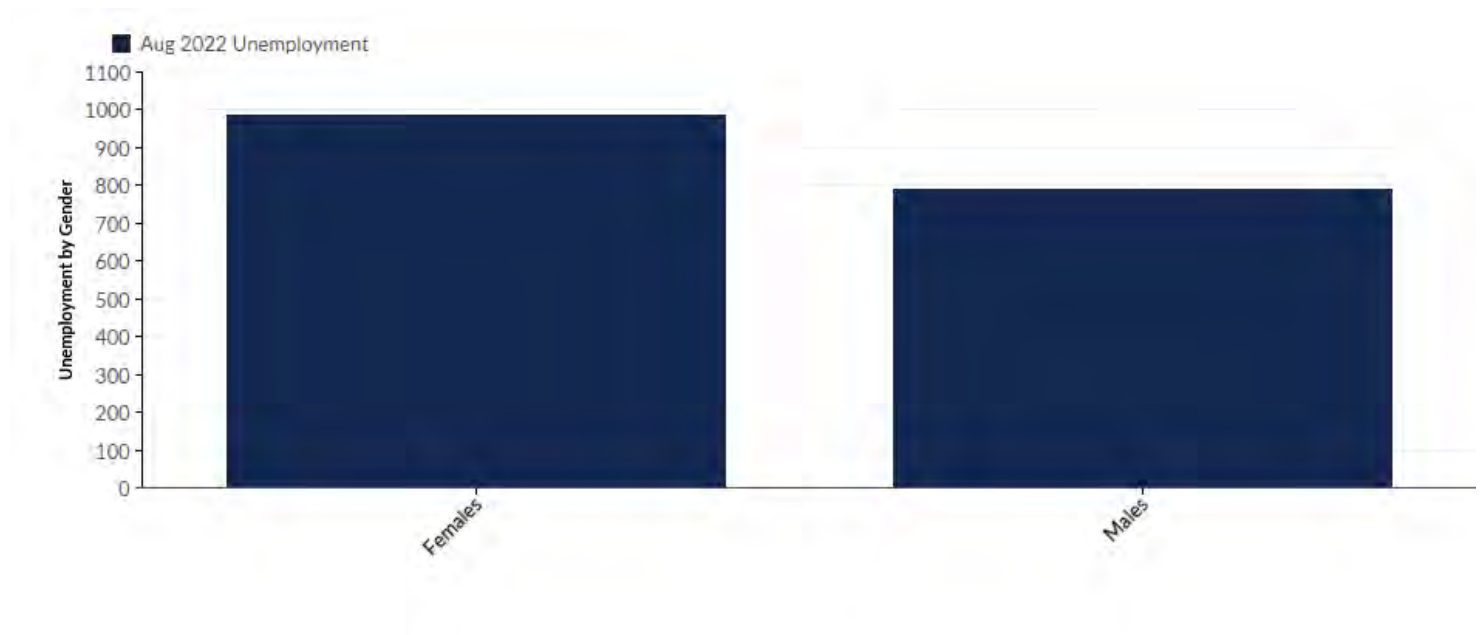
Unemployment by Demographics

Unemployment by Age



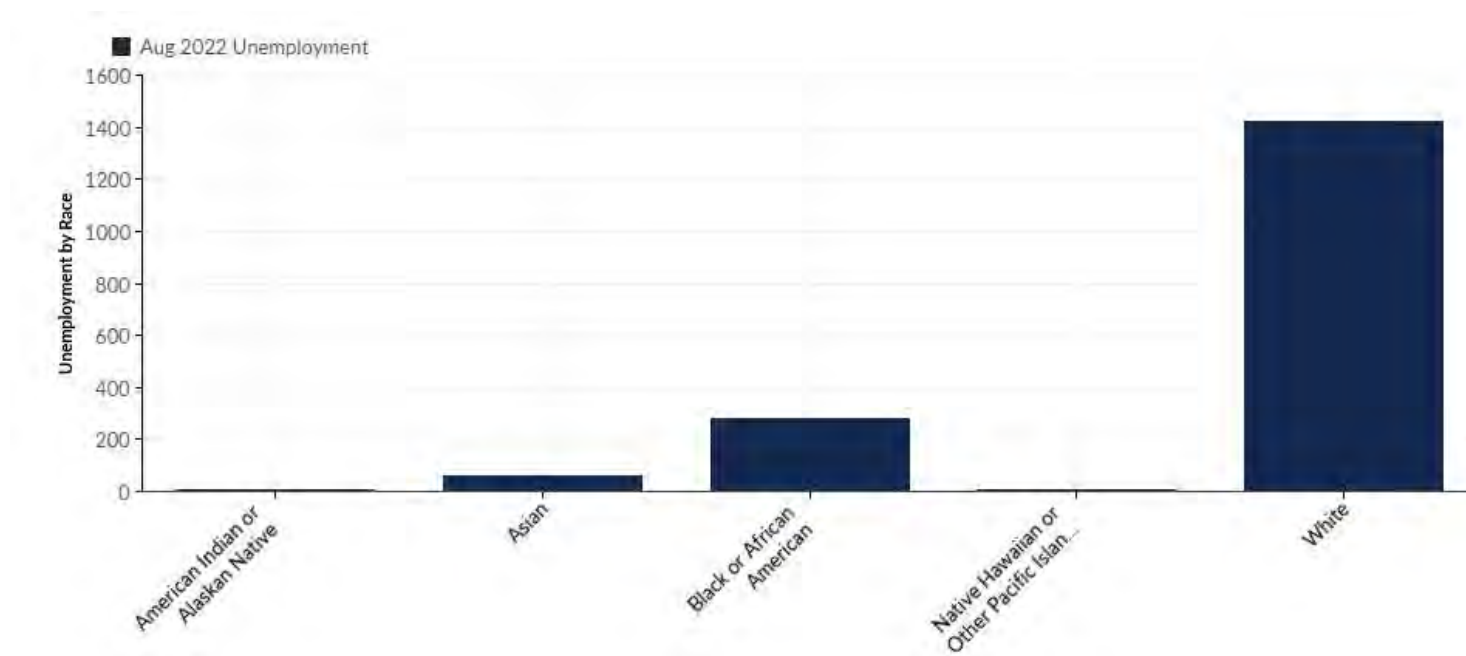
Age	Unemployment (Aug 2022)	% of Unemployed
< 22	32	1.80%
22-24	67	3.78%
25-34	350	19.74%
35-44	325	18.33%
45-54	341	19.23%
55-59	219	12.35%
60-64	204	11.51%
65+	236	13.31%
Total	1,773	100.00%

Unemployment by Gender



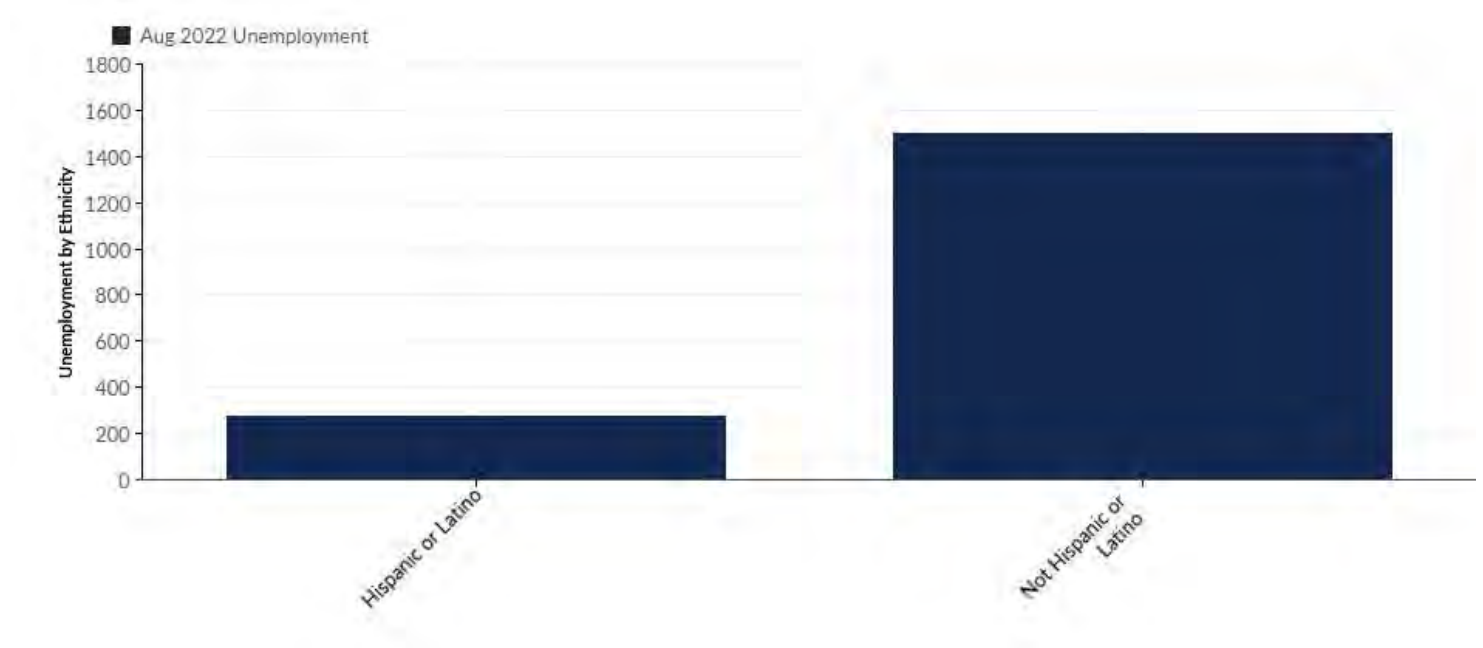
Gender	Unemployment (Aug 2022)	% of Unemployed
Females	985	55.56%
Males	788	44.44%
Total	1,773	100.00%

Unemployment by Race



Race	Unemployment (Aug 2022)	% of Unemployed
American Indian or Alaskan Native	6	0.34%
Asian	57	3.21%
Black or African American	281	15.85%
Native Hawaiian or Other Pacific Islander	7	0.39%
White	1,422	80.20%
Total	1,773	100.00%

Unemployment by Ethnicity

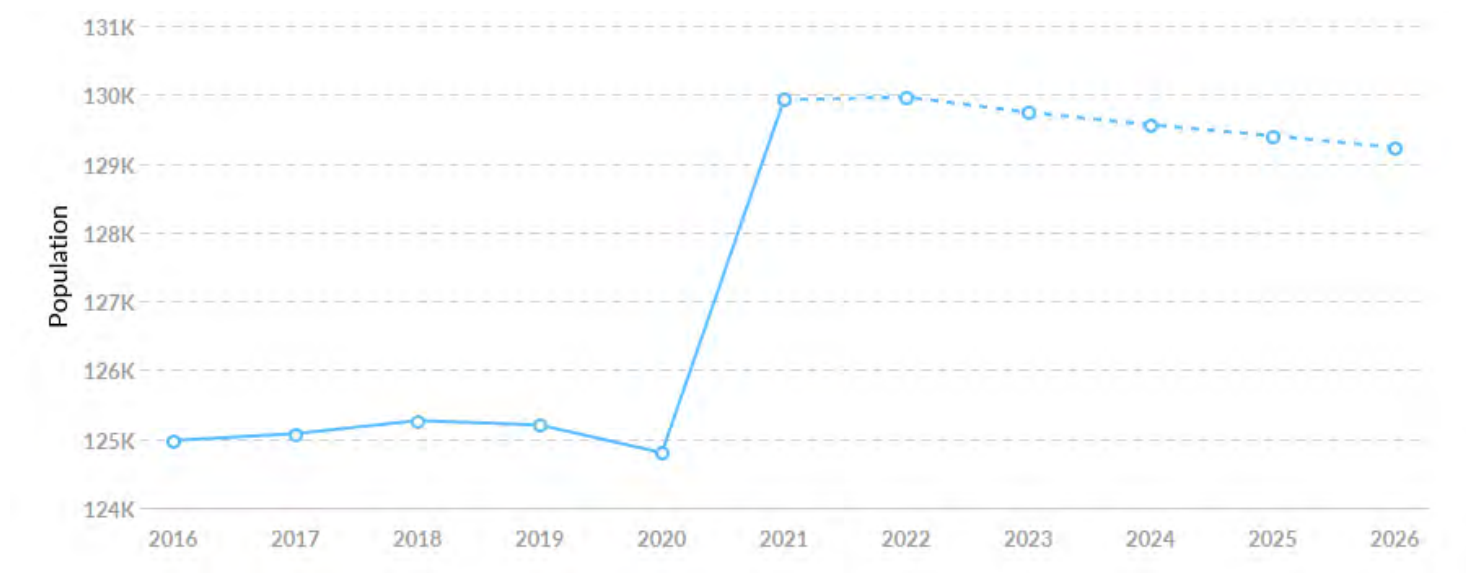


Ethnicity	Unemployment (Aug 2022)	% of Unemployed
Hispanic or Latino	277	15.62%
Not Hispanic or Latino	1,496	84.38%
Total	1,773	100.00%

Historic & Projected Trends

Population Trends

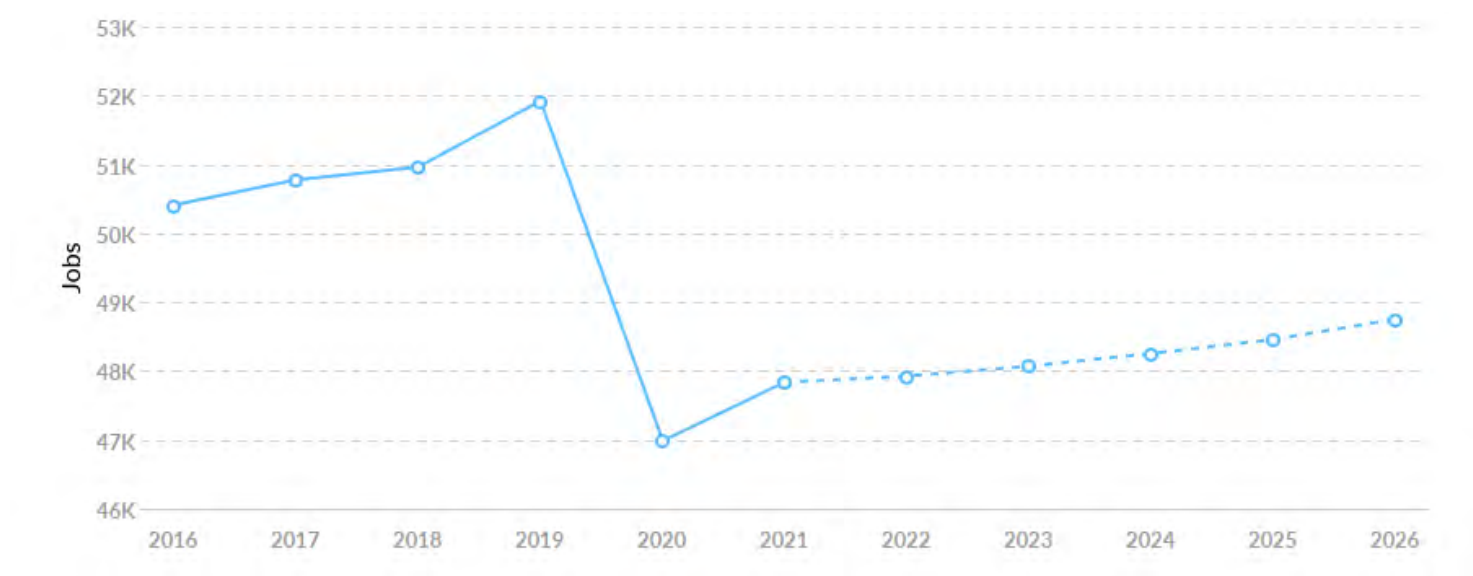
As of 2021 the region's population **increased by 4.0%** since 2016, growing by 4,948. Population is expected to **decrease by 0.5%** between 2021 and 2026, losing 693.



Timeframe	Population
2016	124,976
2017	125,076
2018	125,265
2019	125,201
2020	124,797
2021	129,924
2022	129,964
2023	129,741
2024	129,560
2025	129,401
2026	129,231

Job Trends

From 2016 to 2021, jobs **declined by 5.1%** in Hunterdon County, NJ from 50,410 to **47,836**. This change **fell short of the national growth rate of 1.9% by 7.0%**.



Timeframe	Jobs
2016	50,410
2017	50,775
2018	50,961
2019	51,918
2020	46,983
2021	47,836
2022	47,925
2023	48,070
2024	48,253
2025	48,458
2026	48,751

Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2017	65.53%
2018	65.32%
2019	66.09%
2020	64.64%
2021	62.71%
January - May 2022	62.64%
June 2022	63.17%
July 2022	63.30%
August 2022	64.27%

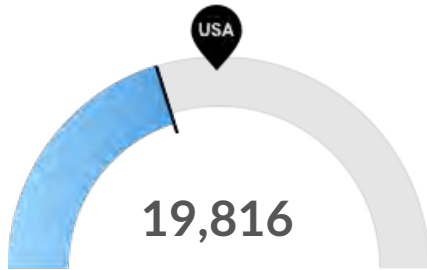
Unemployment Rate Trends

Hunterdon County, NJ had an August 2022 unemployment rate of 2.61%, **decreasing from 3.46%** 5 years before.



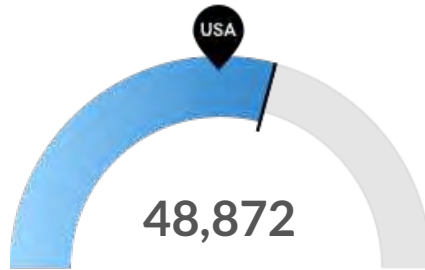
Timeframe	Unemployment Rate
2017	3.46%
2018	3.09%
2019	2.60%
2020	7.00%
2021	4.56%
January - May 2022	2.94%
June 2022	2.70%
July 2022	2.76%
August 2022	2.61%

Population Characteristics



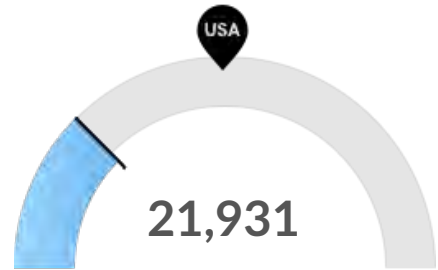
Millennials

Hunterdon County, NJ has 19,816 millennials (ages 25-39). The national average for an area this size is 26,539.



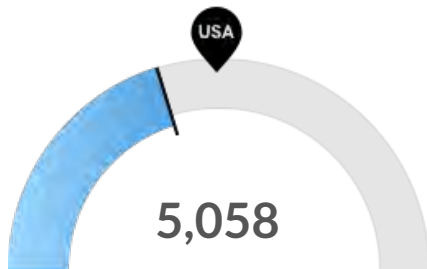
Retiring Soon

Retirement risk is high in Hunterdon County, NJ. The national average for an area this size is 38,618 people 55 or older, while there are 48,872 here.



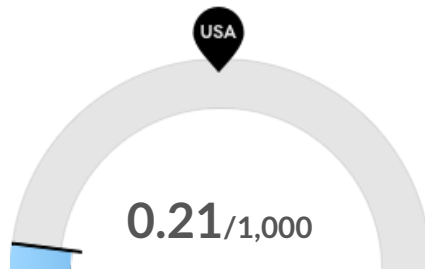
Racial Diversity

Racial diversity is low in Hunterdon County, NJ. The national average for an area this size is 52,871 racially diverse people, while there are 21,931 here.



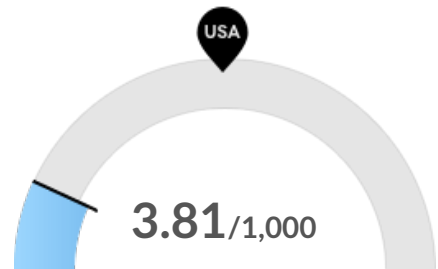
Veterans

Hunterdon County, NJ has 5,058 veterans. The national average for an area this size is 6,755.



Violent Crime

Hunterdon County, NJ has 0.21 violent crimes per 1,000 people. The national rate is 3.62 per 1,000 people.

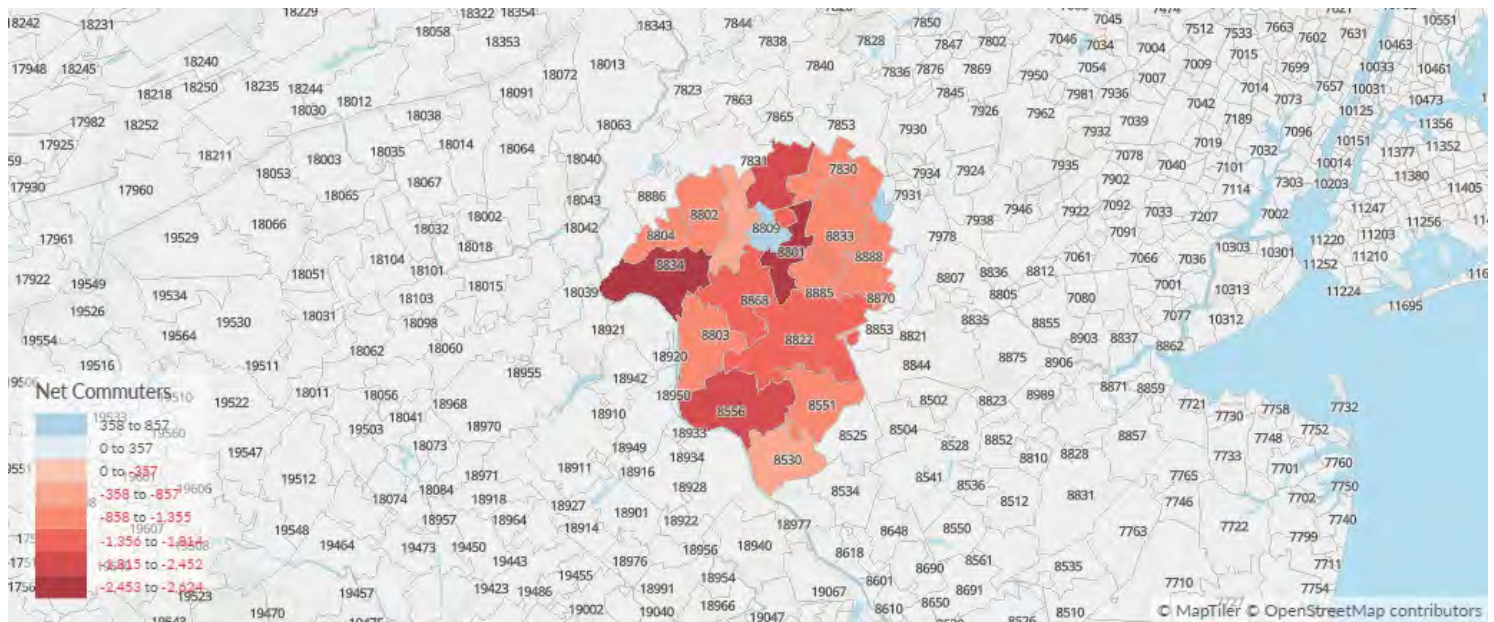


Property Crime

Hunterdon County, NJ has 3.81 property crimes per 1,000 people. The national rate is 17.91 per 1,000 people.

Place of Work vs Place of Residence

Understanding where talent in Hunterdon County, NJ currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works

ZIP	Name	2021 Employment
8822	Flemington, NJ, NJ (in H...	15,301
8889	Whitehouse Station, NJ...	3,992
8530	Lambertville, NJ, NJ (in ...	3,973
8809	Clinton, NJ, NJ (in Hunt...	3,298
8833	Lebanon, NJ, NJ (in Hun...	2,956

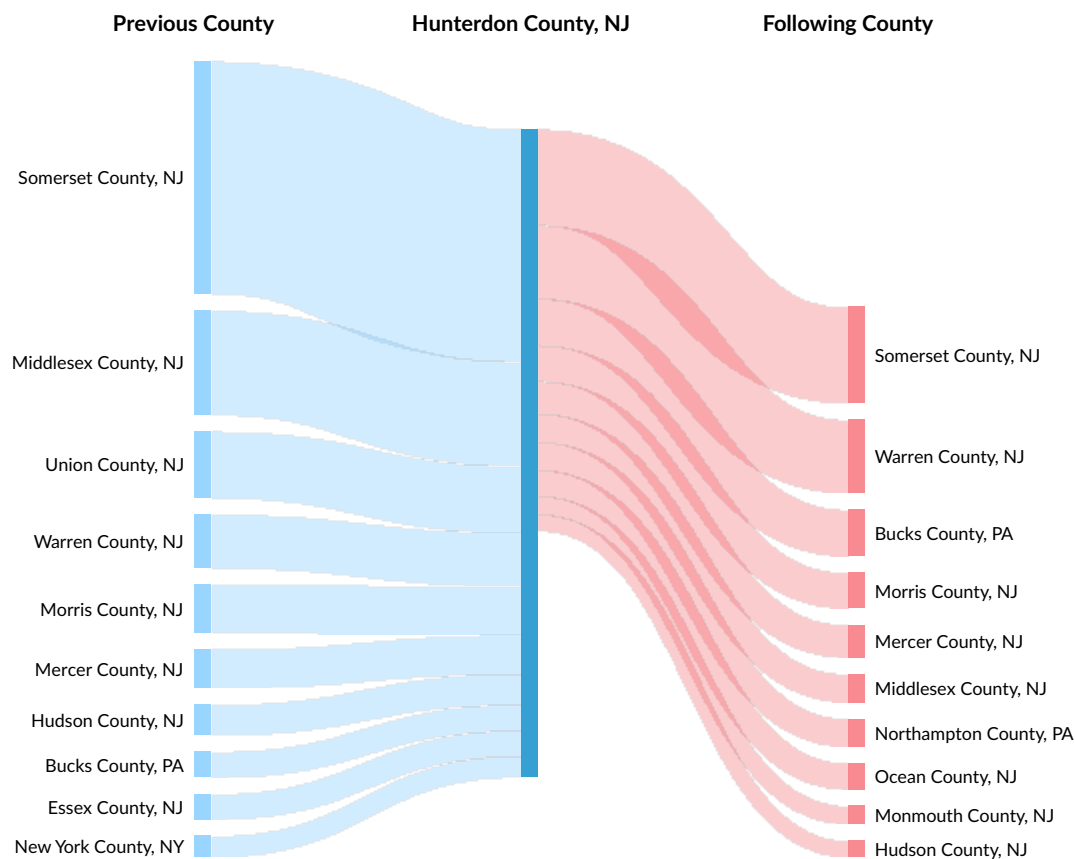
Where Talent Lives

ZIP	Name	2021 Workers
8822	Flemington, NJ, NJ (in H...	16,830
8889	Whitehouse Station, NJ...	4,851
8848	Milford, NJ, NJ (in Hunt...	4,426
8530	Lambertville, NJ, NJ (in ...	4,414
8801	Annandale, NJ, NJ (in H...	4,221

Inbound and Outbound Migration

The table below analyzes past and current residents of Hunterdon County, NJ. The left column shows residents of other counties migrating to Hunterdon County, NJ. The right column shows residents migrating from Hunterdon County, NJ to other counties.

As of 2020, 1,509 people have migrated from Somerset County, NJ to Hunterdon County, NJ. In the same year, 623 people left Hunterdon County, NJ migrating to Somerset County, NJ. The total Net Migration for Hunterdon County, NJ in 2020 was 842.

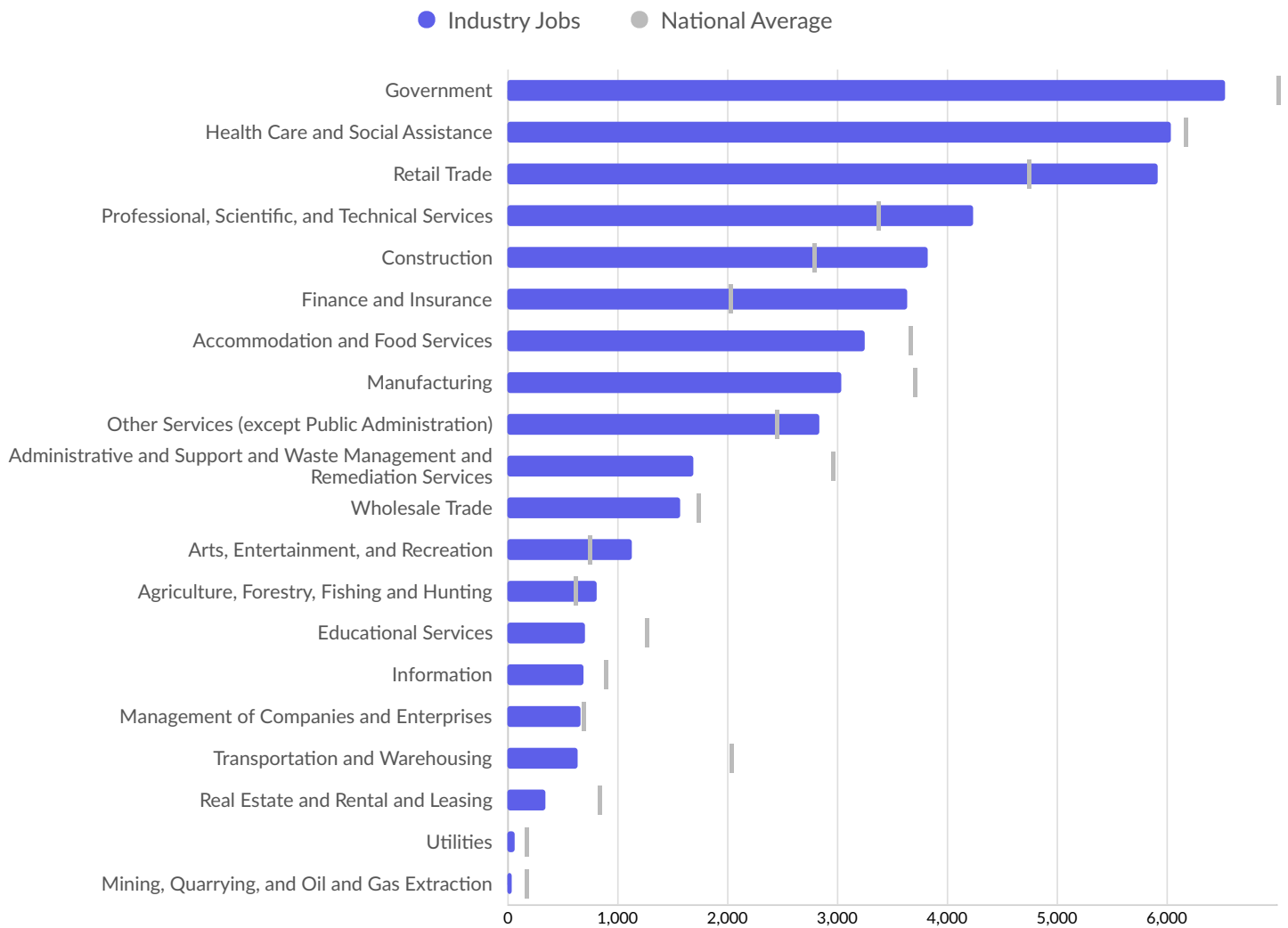


Top Previous Counties	Migrations
Somerset County, NJ	1,509
Middlesex County, NJ	676
Union County, NJ	433
Warren County, NJ	347
Morris County, NJ	315
Mercer County, NJ	252

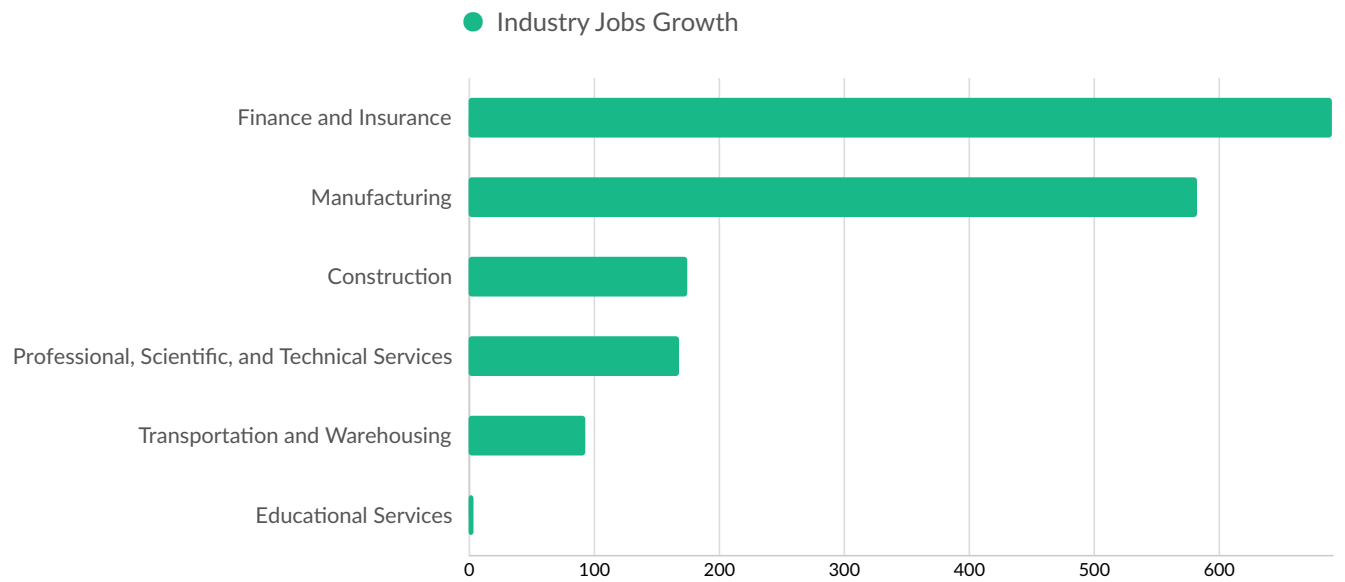
Top Previous Counties	Migrations
Hudson County, NJ	198
Bucks County, PA	168
Essex County, NJ	165
New York County, NY	136
Bergen County, NJ	130
Monmouth County, NJ	104
Kings County, NY	98
Ocean County, NJ	95
Northampton County, PA	90
Top Following Counties	Migrations
Somerset County, NJ	623
Warren County, NJ	477
Bucks County, PA	303
Morris County, NJ	232
Mercer County, NJ	212
Middlesex County, NJ	183
Northampton County, PA	181
Ocean County, NJ	170
Monmouth County, NJ	117
Hudson County, NJ	107
Union County, NJ	75
New York County, NY	60
Burlington County, NJ	60
Essex County, NJ	59
Philadelphia County, PA	50

Industry Characteristics

Largest Industries

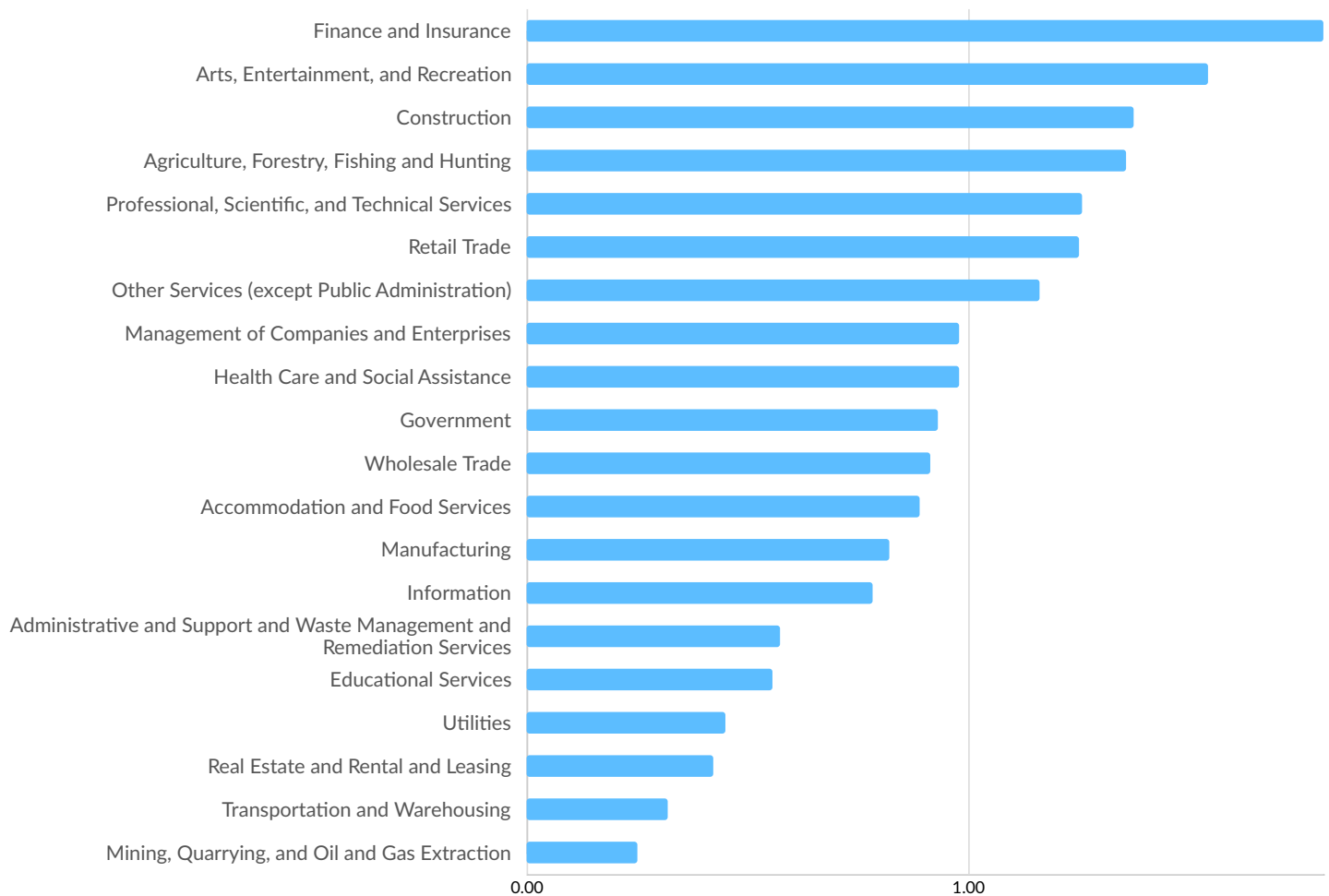


Top Growing Industries

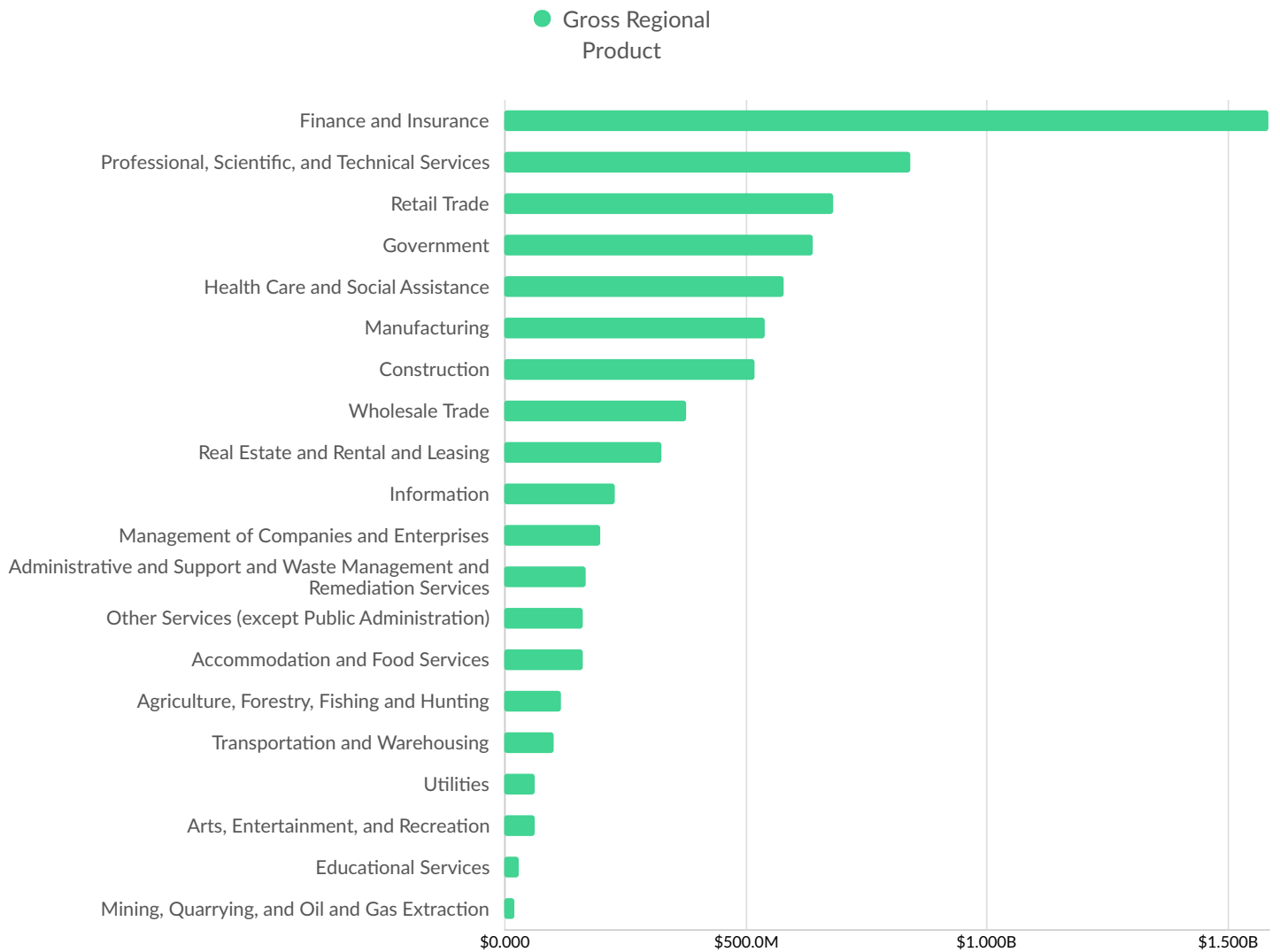


Top Industry Location Quotient

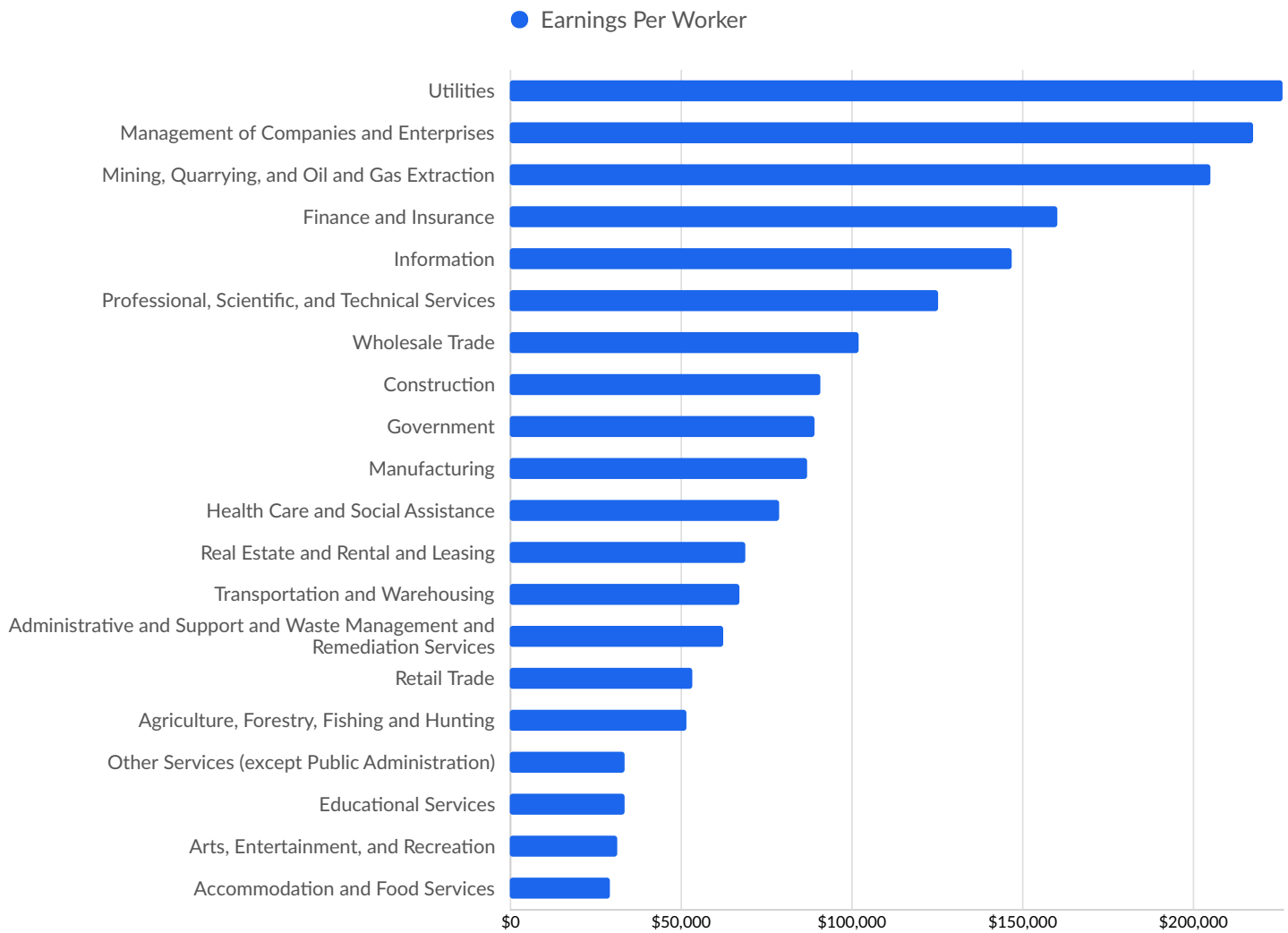
● Industry Location
Quotient



Top Industry GRP























Top Industry Earnings



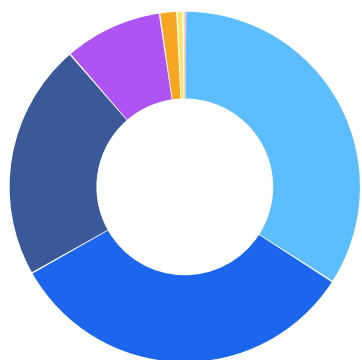
Business Characteristics

12,980 Companies Employ Your Workers

Online profiles for your workers mention 12,980 companies as employers, with the top 10 appearing below. In the last 12 months, 1,159 companies in Hunterdon County, NJ posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
Hunterdon Medical Center	661 	Chubb	745 
Johnson & Johnson	368 	Hunterdon Medical Center	645 
Merck	328 	Pilot Flying J	181 
AT&T	258 	QuickChek	137 
Verizon Communications	253 	Walgreens Boots Alliance	113 
Chubb	206 	Quva Pharma	109 
Bank of America	193 	Construction Specialties	97 
Bristol-Myers Squibb	174 	BJ's Wholesale Club	87 
Hunterdon Central Regional Hig...	166 	Johanna Foods	83 
Sanofi	143 	Actalent	82 

Business Size

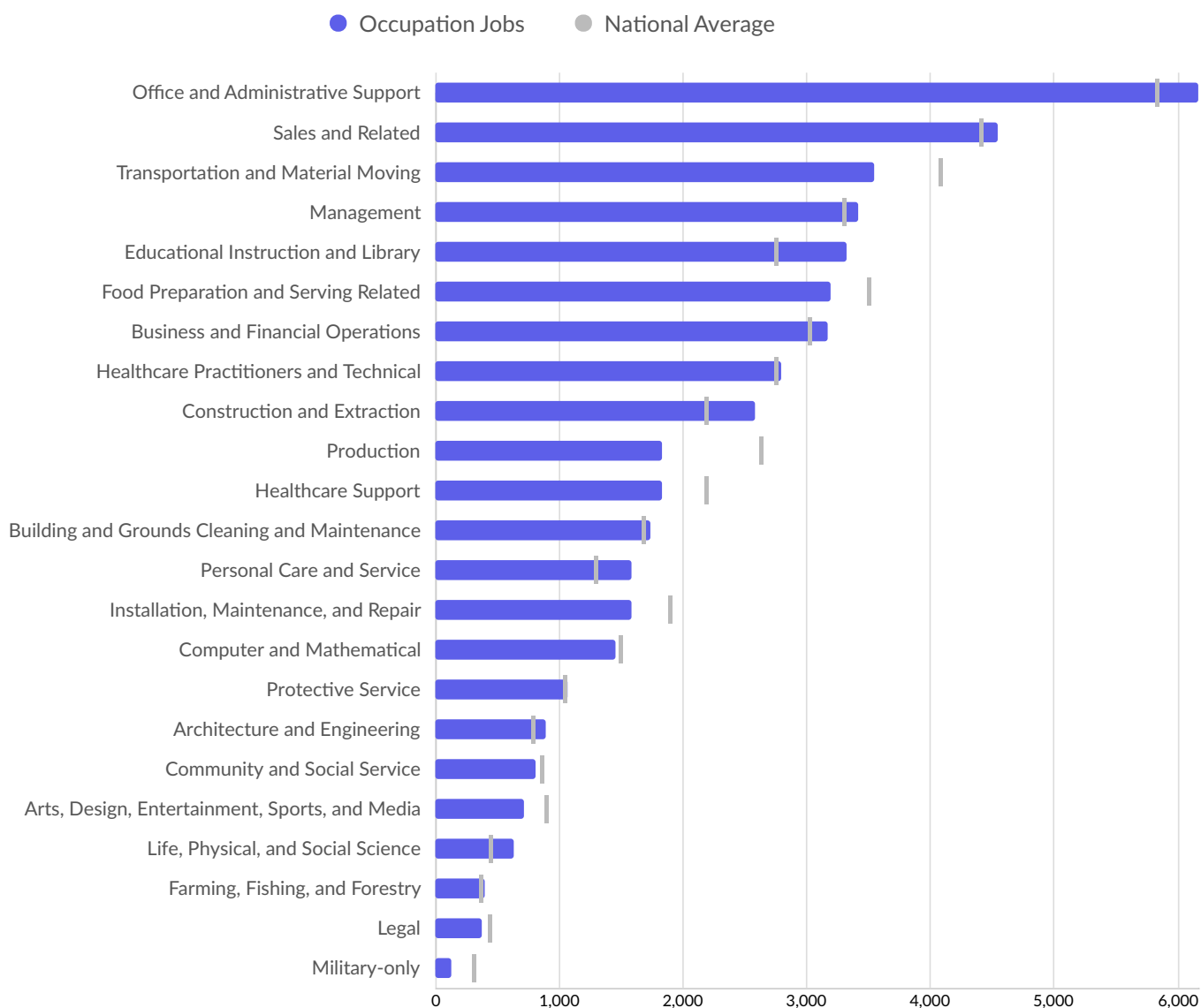


	Percentage	Business Count
1 to 4 employees	34.0%	2,210
5 to 9 employees	32.7%	2,128
10 to 19 employees	21.8%	1,418
20 to 49 employees	9.0%	588
50 to 99 employees	1.6%	103
100 to 249 employees	0.6%	36
250 to 499 employees	0.2%	10
500+ employees	0.1%	5

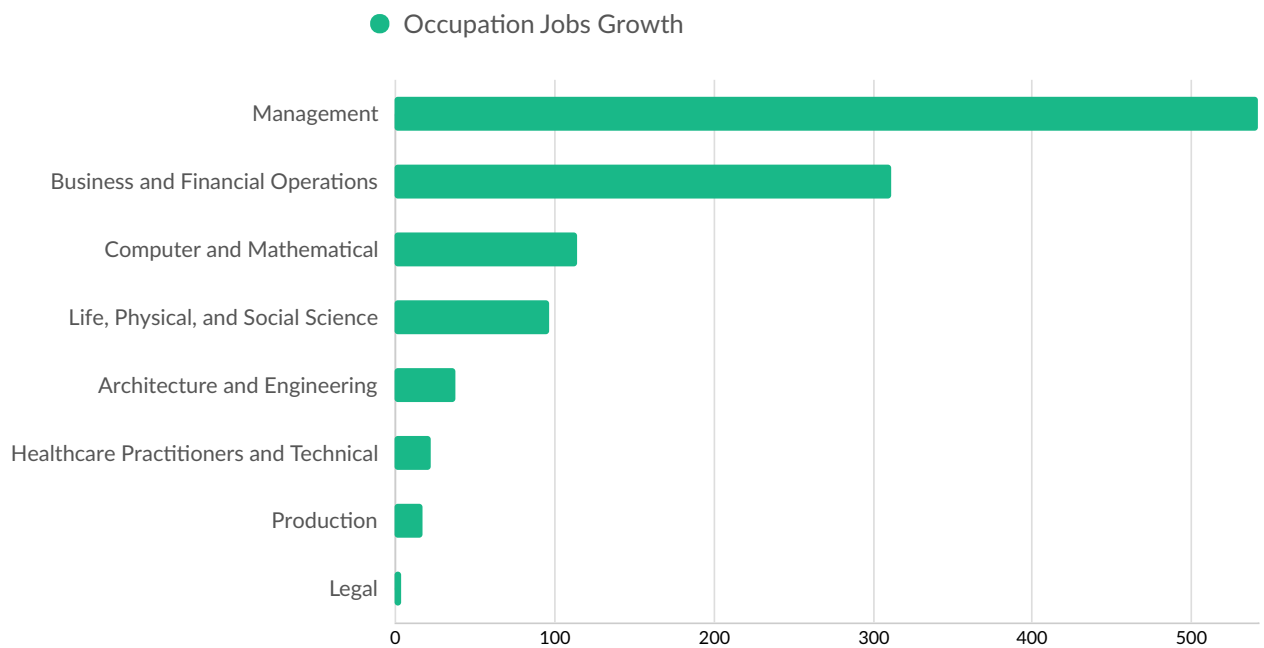
**Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

Workforce Characteristics

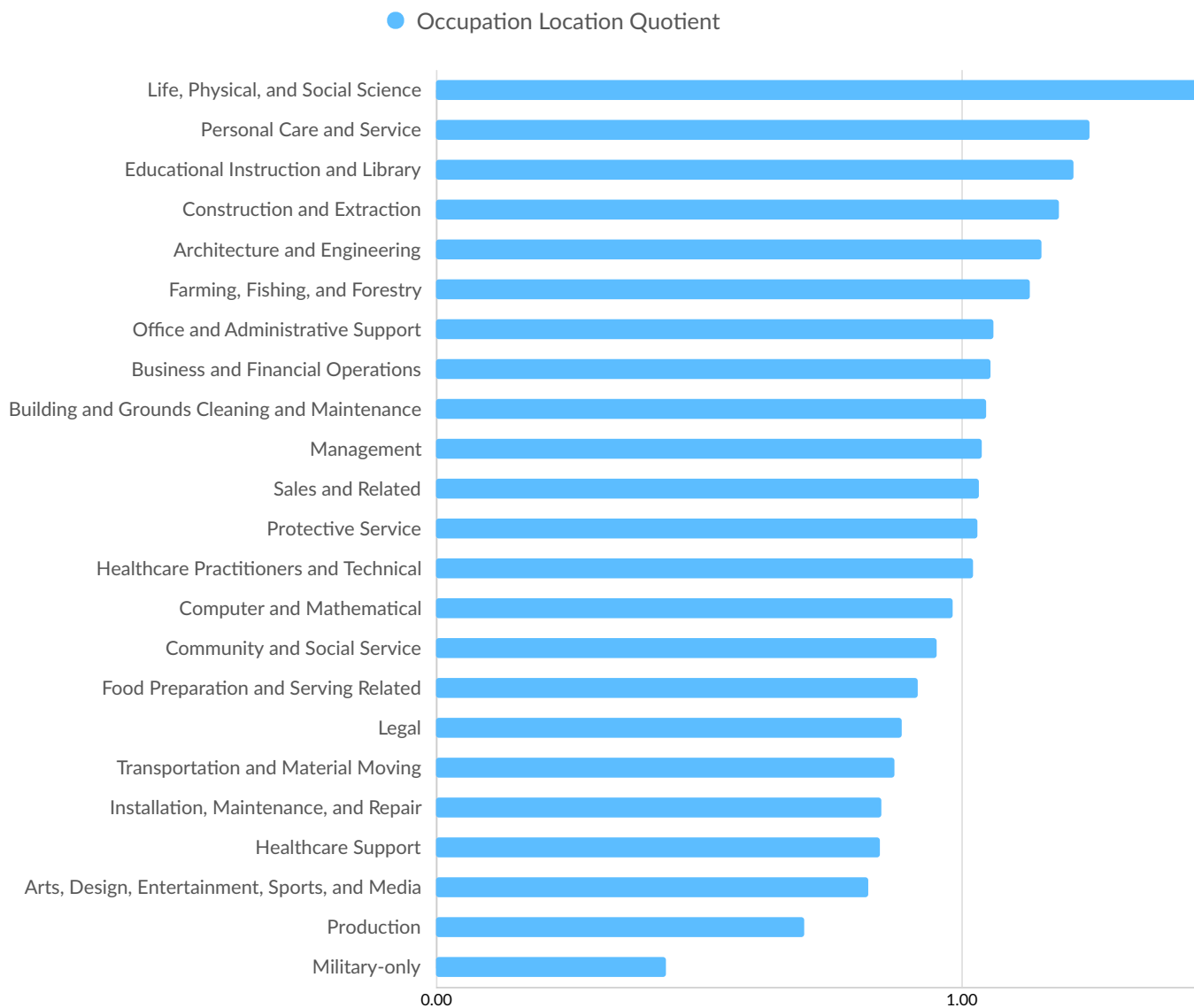
Largest Occupations



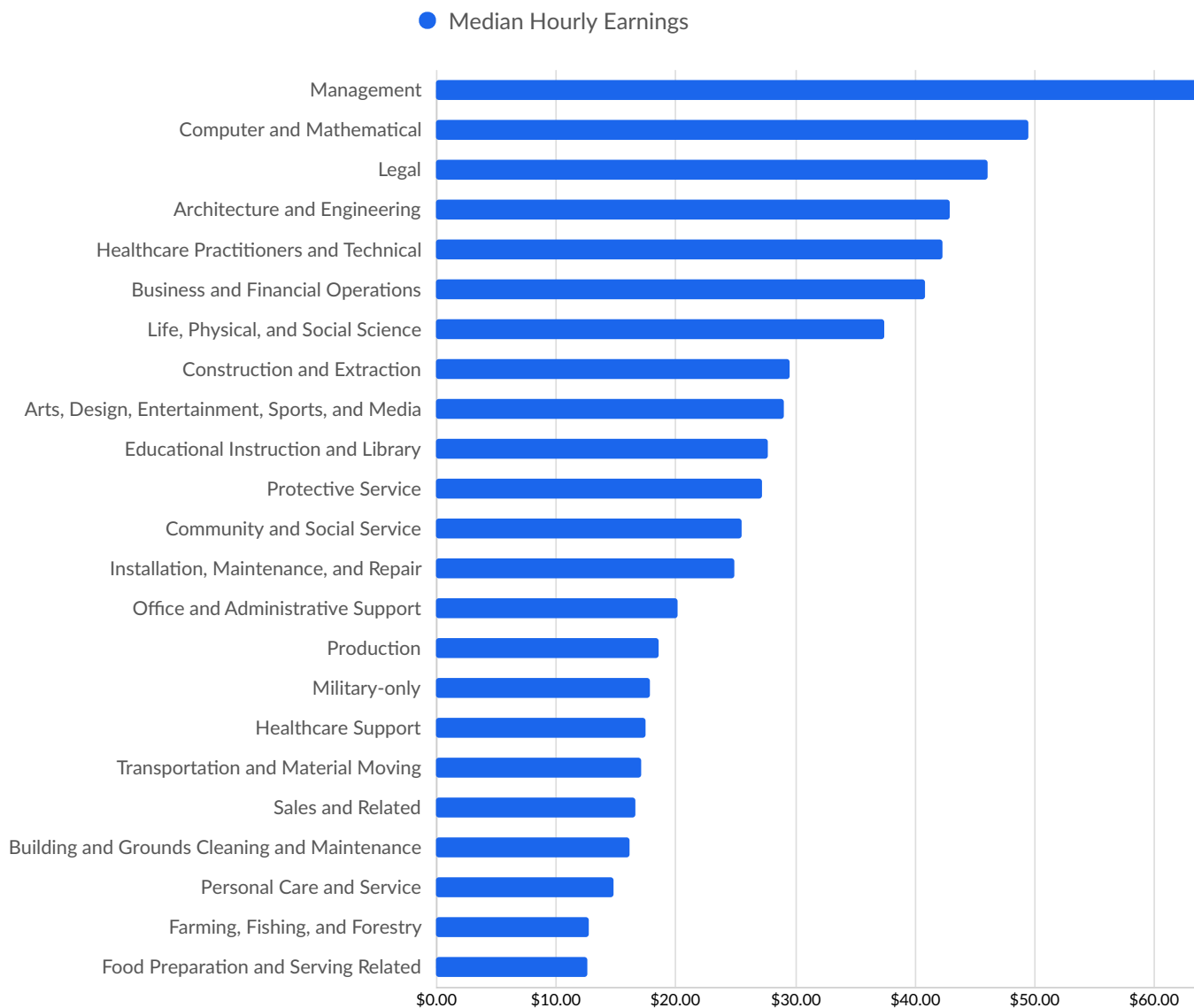
Top Growing Occupations



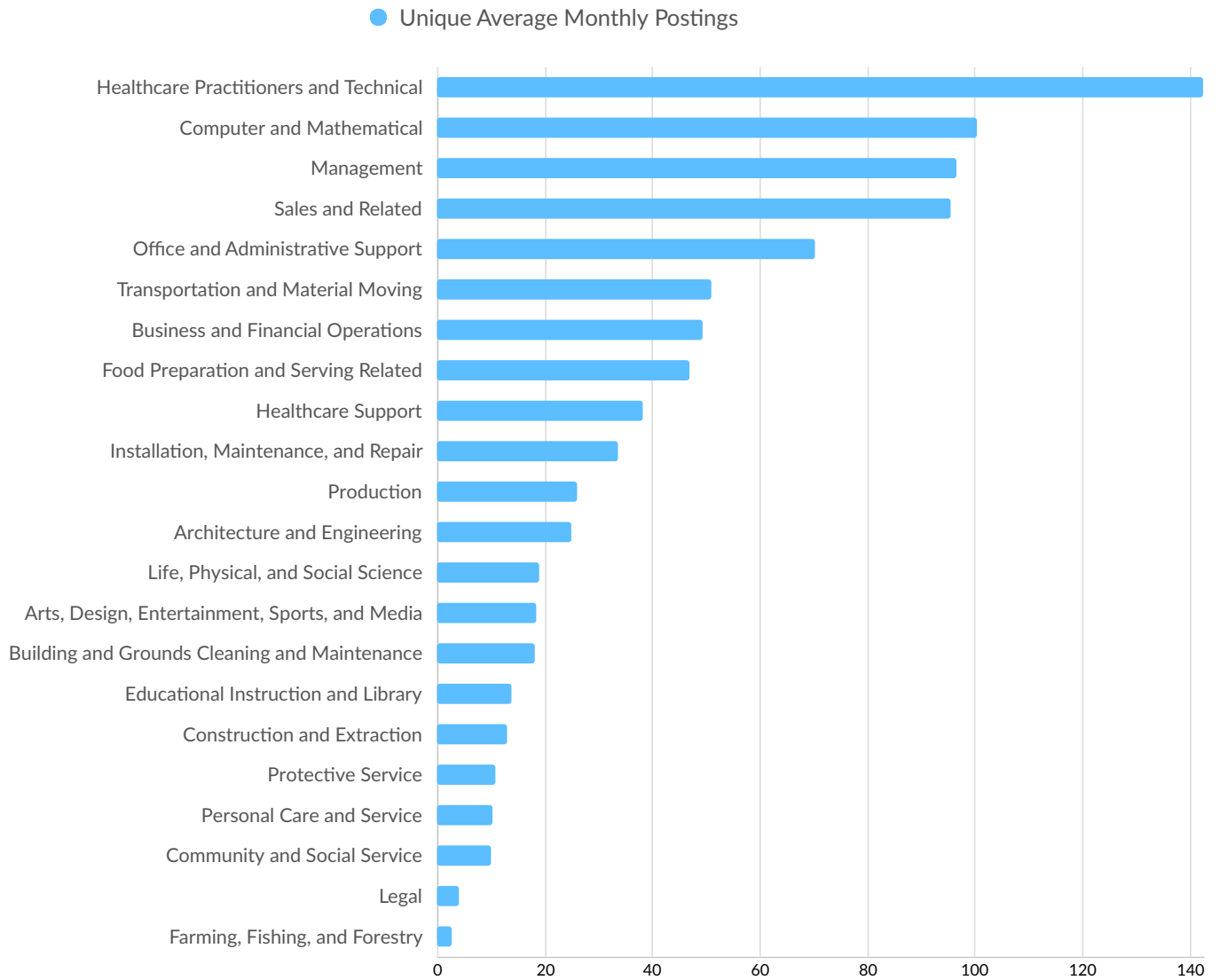
Top Occupation Location Quotient



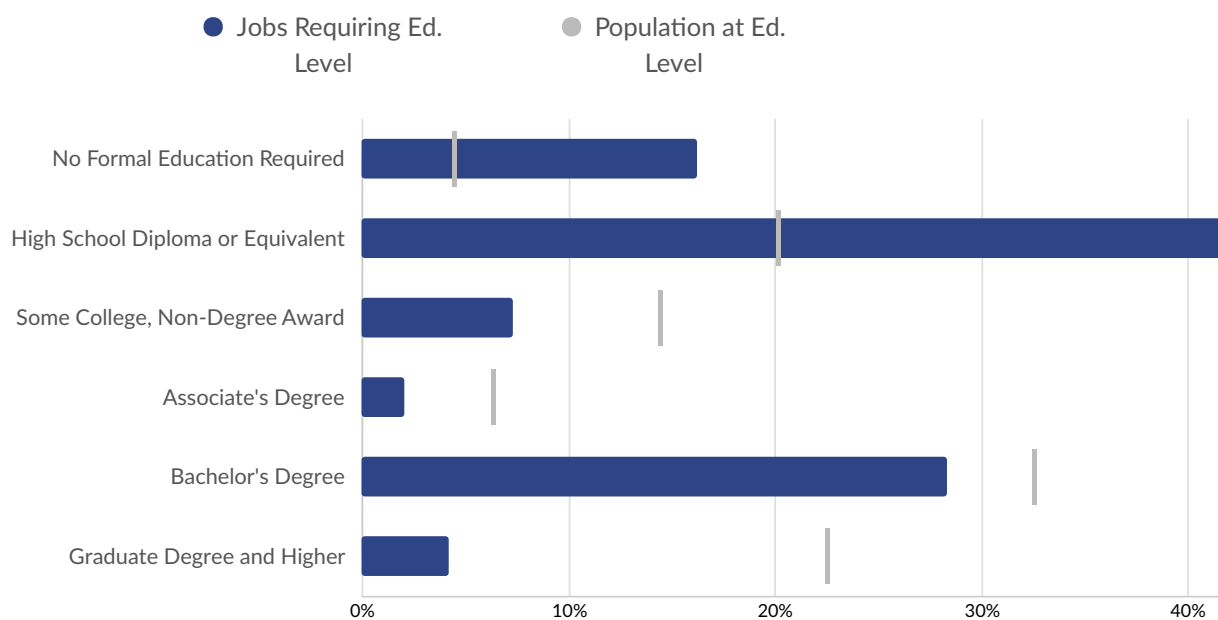
Top Occupation Earnings



Top Posted Occupations



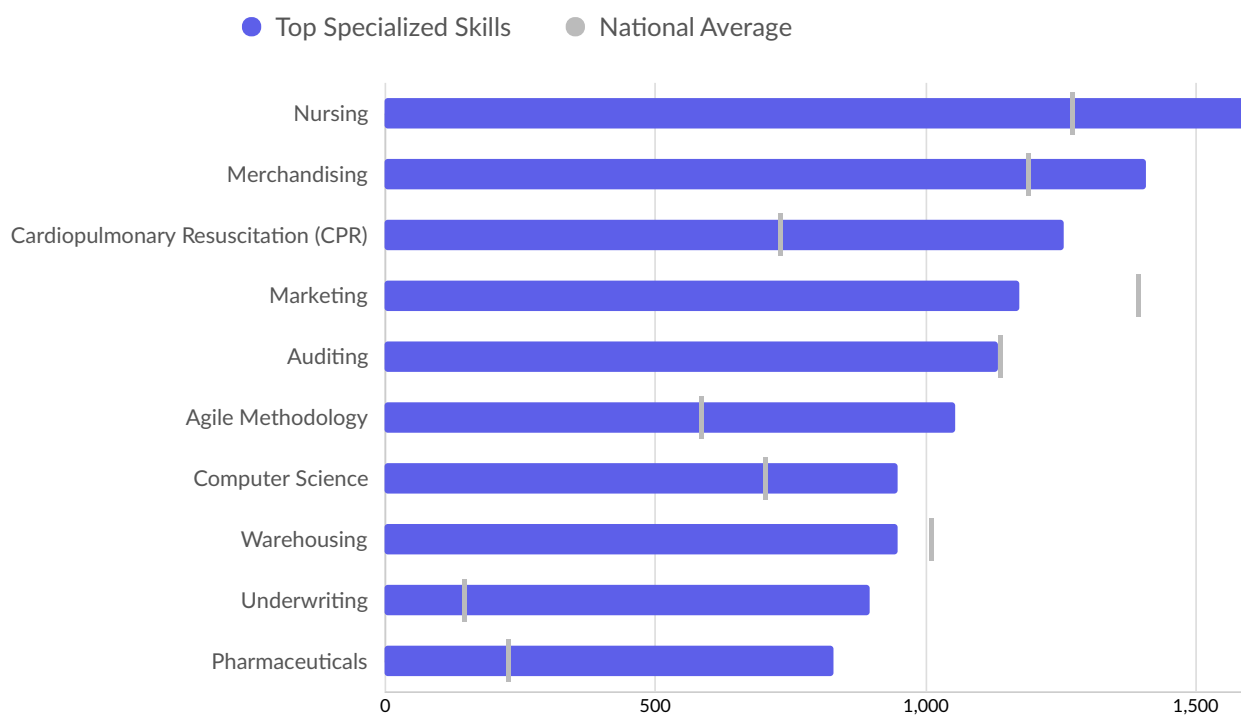
Underemployment



Educational Pipeline

Over the last 5 years, no schools in Hunterdon County, NJ produced graduates.

In-Demand Skills





Somerset County, NJ

Contents

Report Parameters	1
Economy Overview	2
Unemployment by Demographics	4
Historic & Projected Trends	8
Population Characteristics	12
Inbound and Outbound Migration	14
Industry Characteristics	16
Business Characteristics	21
Workforce Characteristics	23
Educational Pipeline	29
In-Demand Skills	30

Report Parameters

1 County

34035 Somerset County, NJ

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical area.

Economy Overview

345,647

Population (2021)

Population **grew by 15,644** over the last 5 years but is projected to **decrease by 2,141** over the next 5 years.

194,206

Total Regional Employment

Jobs **decreased by 1,826** over the last 5 years but are projected to **grow by 9,696** over the next 5 years.

\$116.5K

Median Household Income (2020)

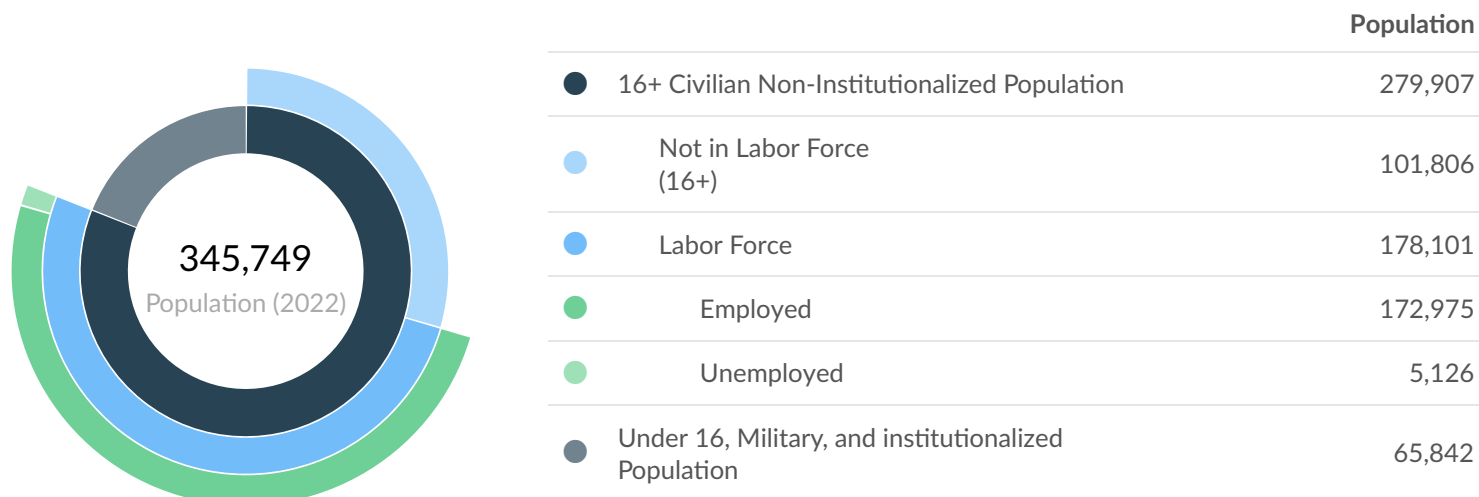
Median household income is **\$51.5K above** the national median household income of \$65.0K.

Takeaways

- As of 2021 the region's population **increased by 4.7%** since 2016, growing by 15,644. Population is expected to **decrease by 0.6%** between 2021 and 2026, losing 2,141.
- From 2016 to 2021, jobs **declined by 0.9%** in Somerset County, NJ from 196,031 to **194,206**. This change **fell short of the national growth rate of 1.9% by 2.8%**. As the number of jobs declined, the **labor force participation rate decreased from 65.5% to 62.8% between 2016 and 2021**.
- Concerning educational attainment, **30.4% of Somerset County, NJ residents possess a Bachelor's Degree** (9.9% above the national average), and **6.4% hold an Associate's Degree** (2.3% below the national average).
- The top three industries in 2021 are Management of Companies and Enterprises, Education and Hospitals (Local Government), and Computer Systems Design and Related Services.

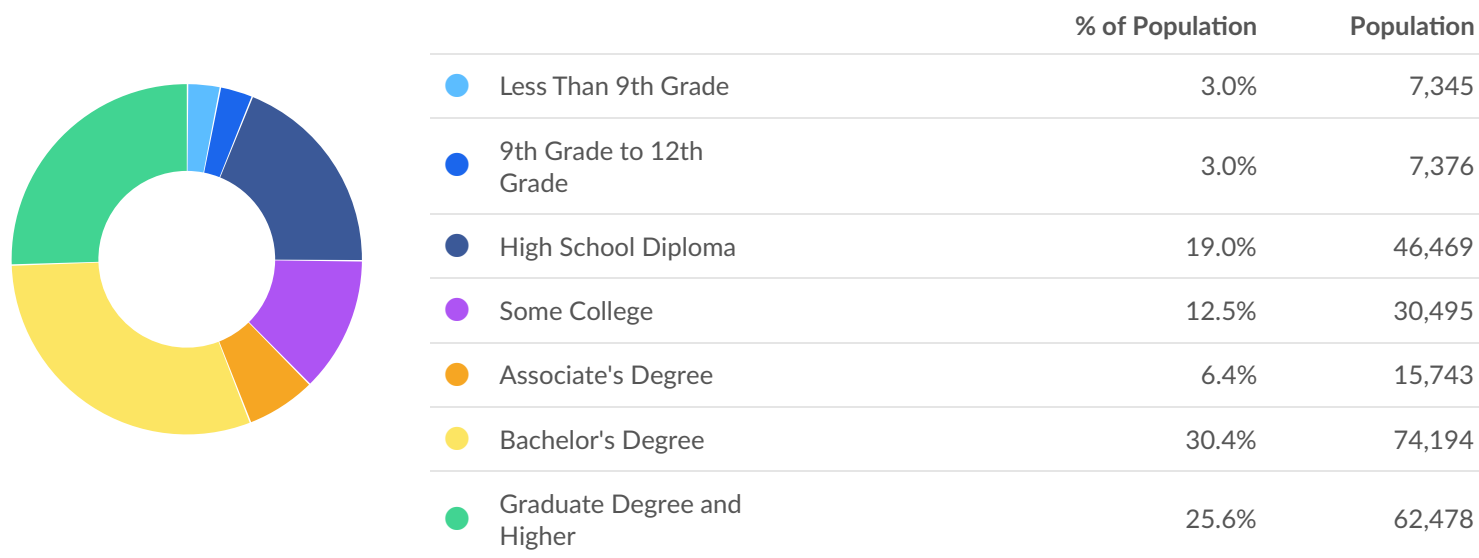
	Population (2022)	Labor Force (Aug 2022)	Jobs (2021)	Cost of Living	GRP	Imports	Exports
Region	345,749	178,101	194,206	133.4	\$45.78B	\$41.05B	\$47.45B
United States	334,161,482	164,970,552	163,715,172	100.0	\$22.76T	\$0	\$10.95T

Aug 2022 Labor Force Breakdown



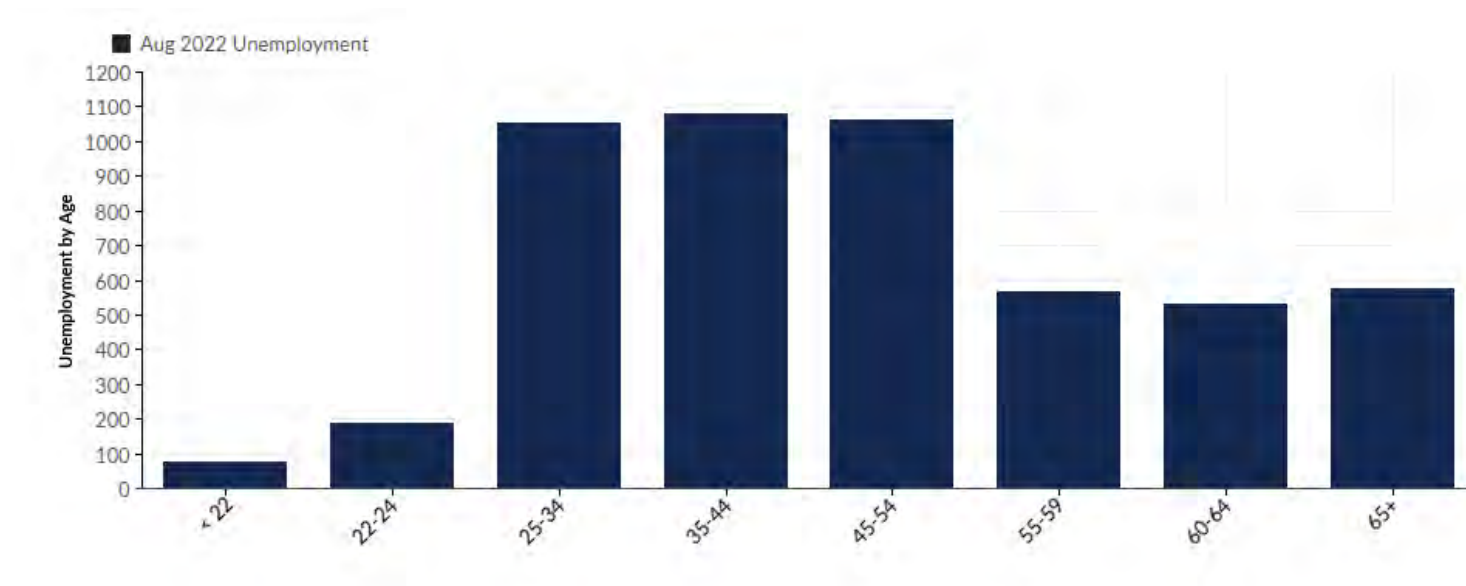
Educational Attainment

Concerning educational attainment, **30.4% of Somerset County, NJ residents possess a Bachelor's Degree** (9.9% above the national average), and **6.4% hold an Associate's Degree** (2.3% below the national average).



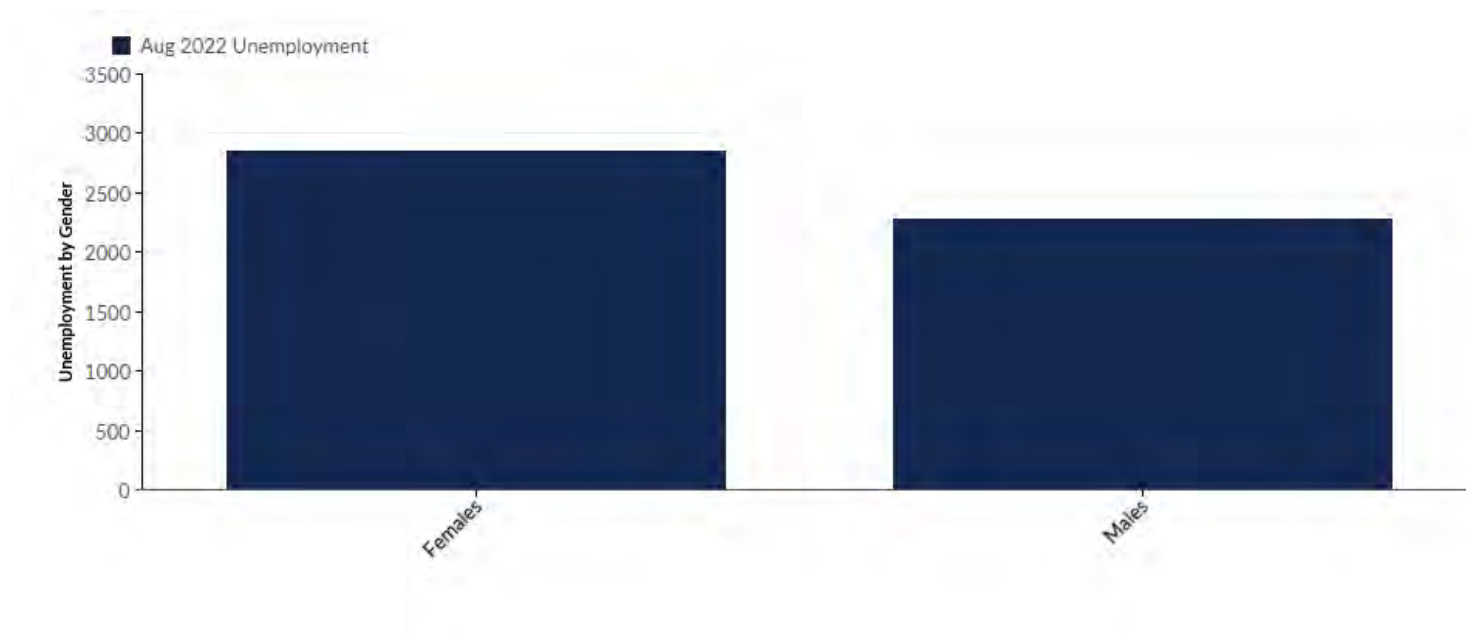
Unemployment by Demographics

Unemployment by Age



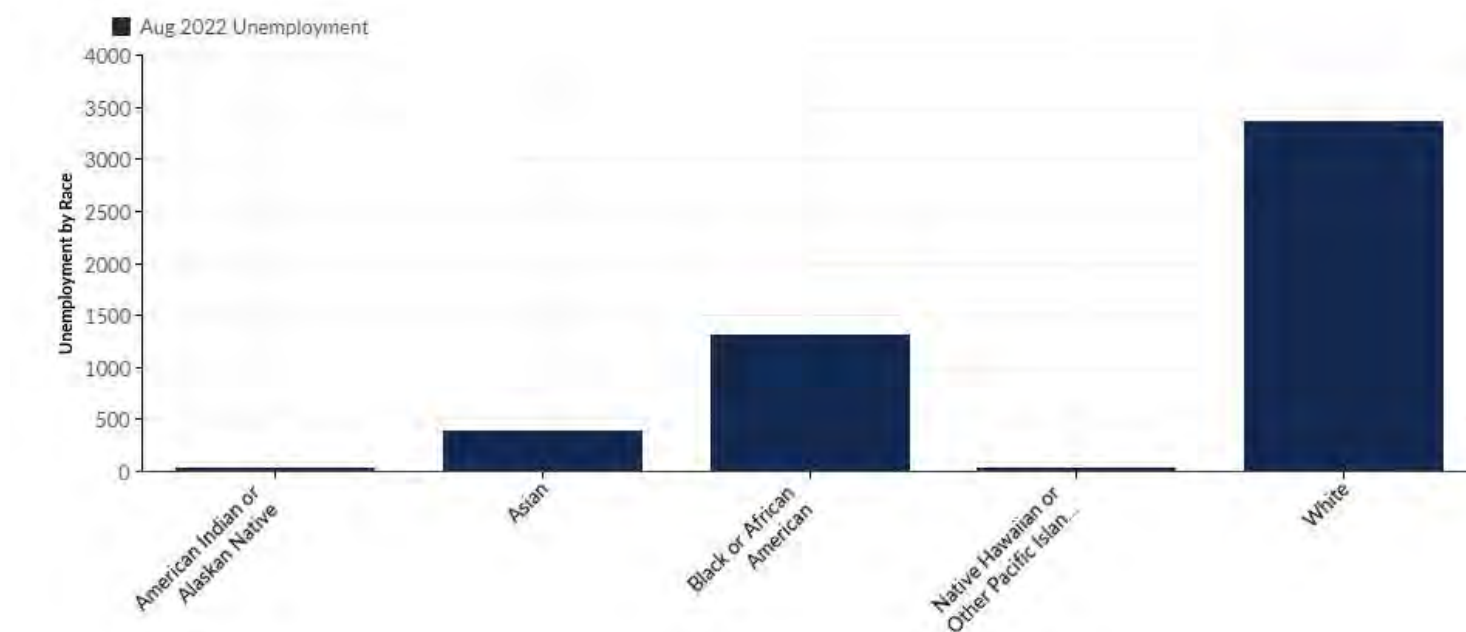
Age	Unemployment (Aug 2022)	% of Unemployed
< 22	75	1.46%
22-24	188	3.67%
25-34	1,052	20.52%
35-44	1,078	21.03%
45-54	1,060	20.68%
55-59	568	11.08%
60-64	529	10.32%
65+	577	11.26%
Total	5,126	100.00%

Unemployment by Gender



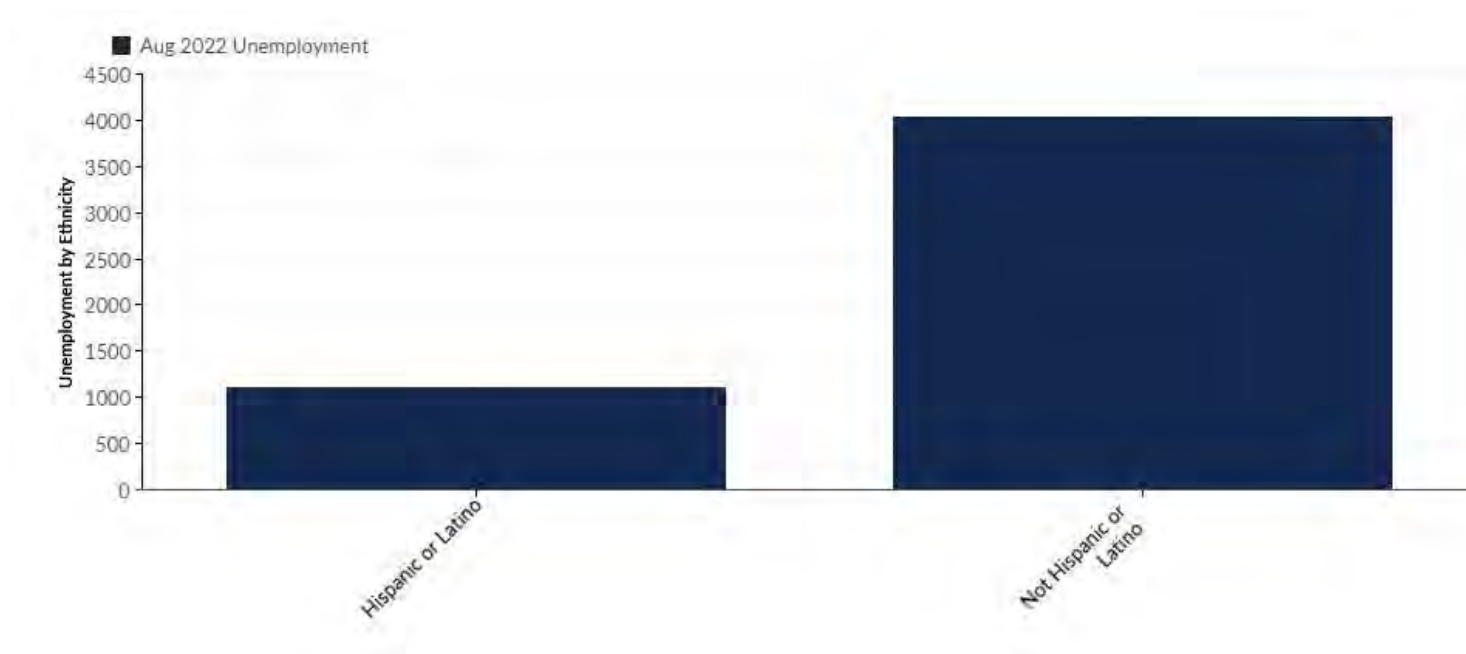
Gender	Unemployment (Aug 2022)	% of Unemployed
Females	2,844	55.48%
Males	2,282	44.52%
Total	5,126	100.00%

Unemployment by Race



Race	Unemployment (Aug 2022)	% of Unemployed
American Indian or Alaskan Native	28	0.55%
Asian	392	7.65%
Black or African American	1,311	25.58%
Native Hawaiian or Other Pacific Islander	31	0.60%
White	3,364	65.63%
Total	5,126	100.00%

Unemployment by Ethnicity



Ethnicity	Unemployment (Aug 2022)	% of Unemployed
Hispanic or Latino	1,099	21.44%
Not Hispanic or Latino	4,027	78.56%
Total	5,126	100.00%

Historic & Projected Trends

Population Trends

As of 2021 the region's population **increased by 4.7%** since 2016, growing by 15,644. Population is expected to **decrease by 0.6%** between 2021 and 2026, losing 2,141.



Timeframe	Population
2016	330,003
2017	330,650
2018	330,772
2019	329,998
2020	329,331
2021	345,647
2022	345,749
2023	344,955
2024	344,341
2025	343,872
2026	343,506

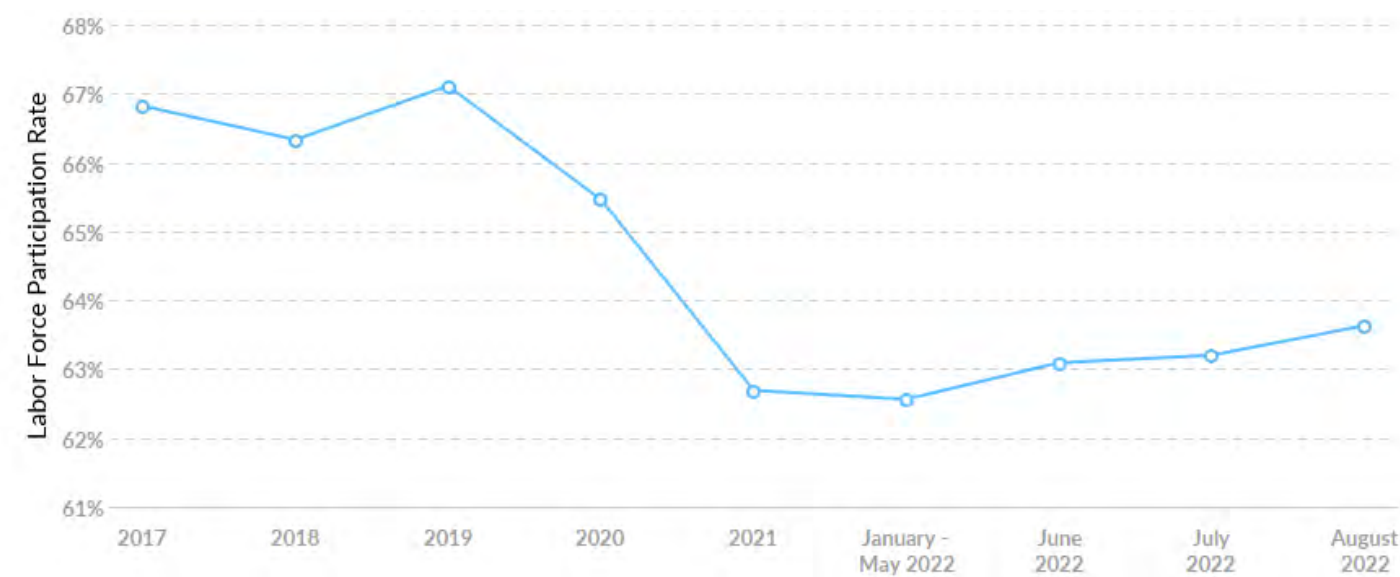
Job Trends

From 2016 to 2021, jobs **declined by 0.9%** in Somerset County, NJ from 196,031 to **194,206**. This change **fell short of the national growth rate of 1.9% by 2.8%**.



Timeframe	Jobs
2016	196,031
2017	199,431
2018	200,558
2019	202,903
2020	187,910
2021	194,206
2022	196,392
2023	198,435
2024	200,377
2025	202,213
2026	203,902

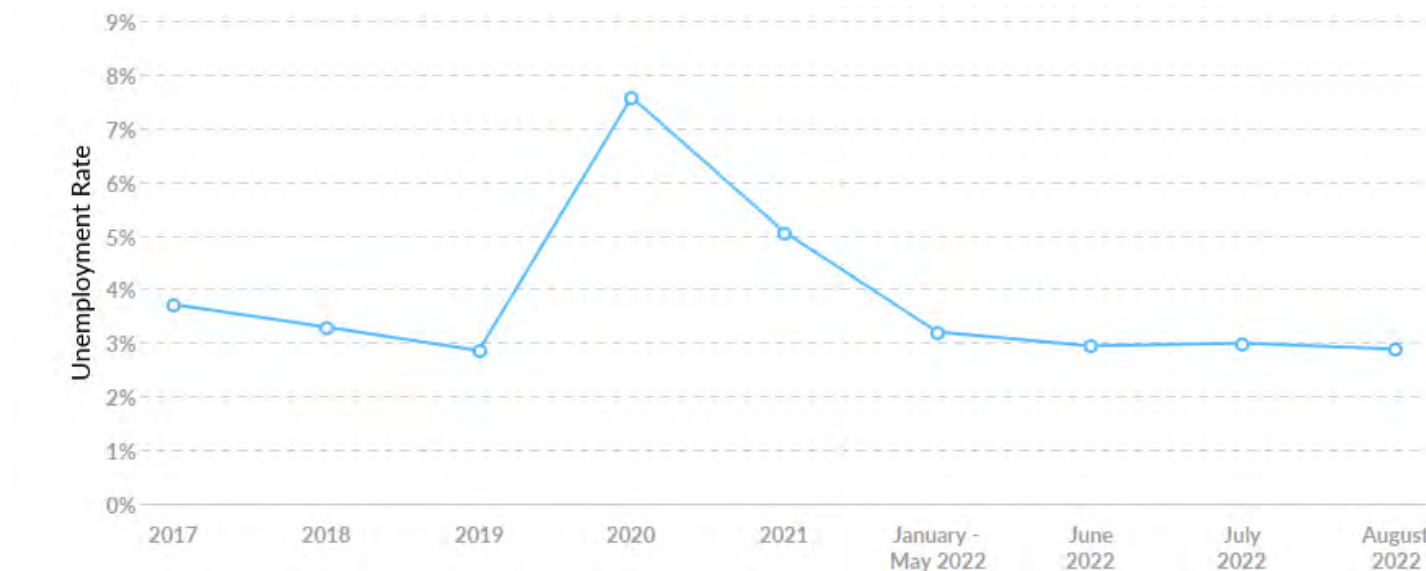
Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2017	66.82%
2018	66.33%
2019	67.11%
2020	65.46%
2021	62.69%
January - May 2022	62.56%
June 2022	63.09%
July 2022	63.20%
August 2022	63.63%

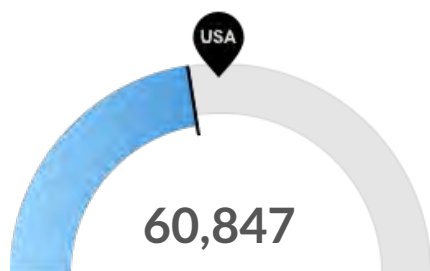
Unemployment Rate Trends

Somerset County, NJ had an August 2022 unemployment rate of 2.88%, **decreasing from 3.71%** 5 years before.



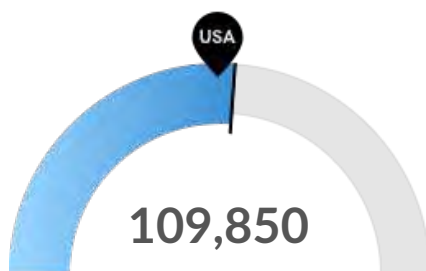
Timeframe	Unemployment Rate
2017	3.71%
2018	3.29%
2019	2.85%
2020	7.57%
2021	5.06%
January - May 2022	3.20%
June 2022	2.94%
July 2022	2.99%
August 2022	2.88%

Population Characteristics



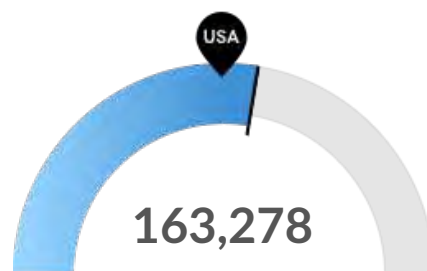
Millennials

Somerset County, NJ has 60,847 millennials (ages 25-39). The national average for an area this size is 70,604.



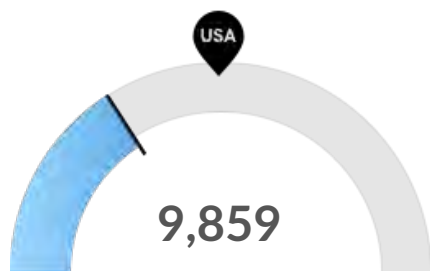
Retiring Soon

Retirement risk is about average in Somerset County, NJ. The national average for an area this size is 102,739 people 55 or older, while there are 109,850 here.



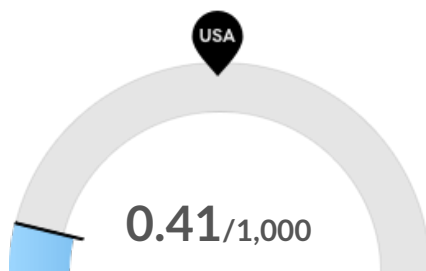
Racial Diversity

Racial diversity is high in Somerset County, NJ. The national average for an area this size is 140,657 racially diverse people, while there are 163,278 here.



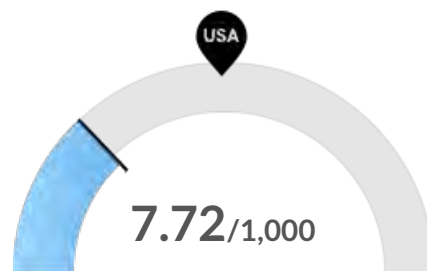
Veterans

Somerset County, NJ has 9,859 veterans. The national average for an area this size is 17,827.



Violent Crime

Somerset County, NJ has 0.41 violent crimes per 1,000 people. The national rate is 3.62 per 1,000 people.

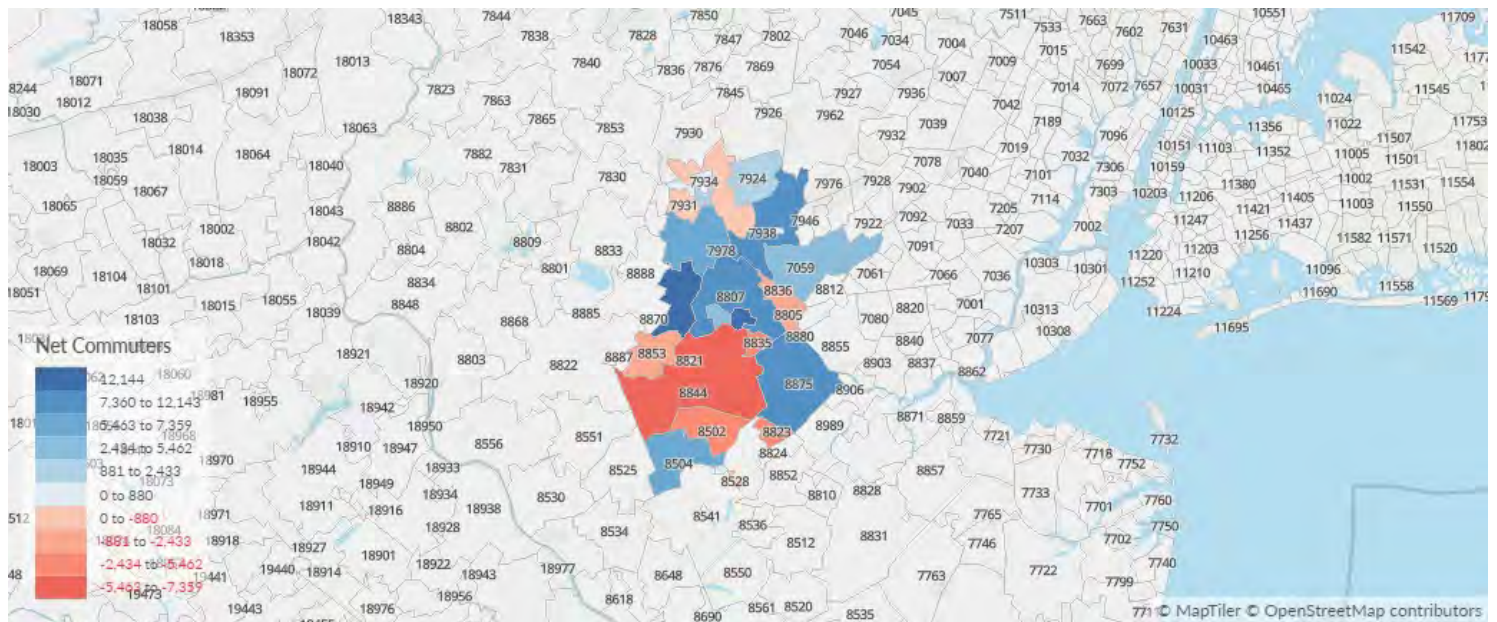


Property Crime

Somerset County, NJ has 7.72 property crimes per 1,000 people. The national rate is 17.91 per 1,000 people.

Place of Work vs Place of Residence

Understanding where talent in Somerset County, NJ currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works

ZIP	Name	2021 Employment
8873	Somerset, NJ, NJ (in So...	33,007
8807	Bridgewater, NJ, NJ (in ...	28,202
8876	Somerville, NJ, NJ (in So...	25,484
7920	Basking Ridge, NJ, NJ (i...	20,501
8844	Hillsborough, NJ, NJ (in ...	17,439

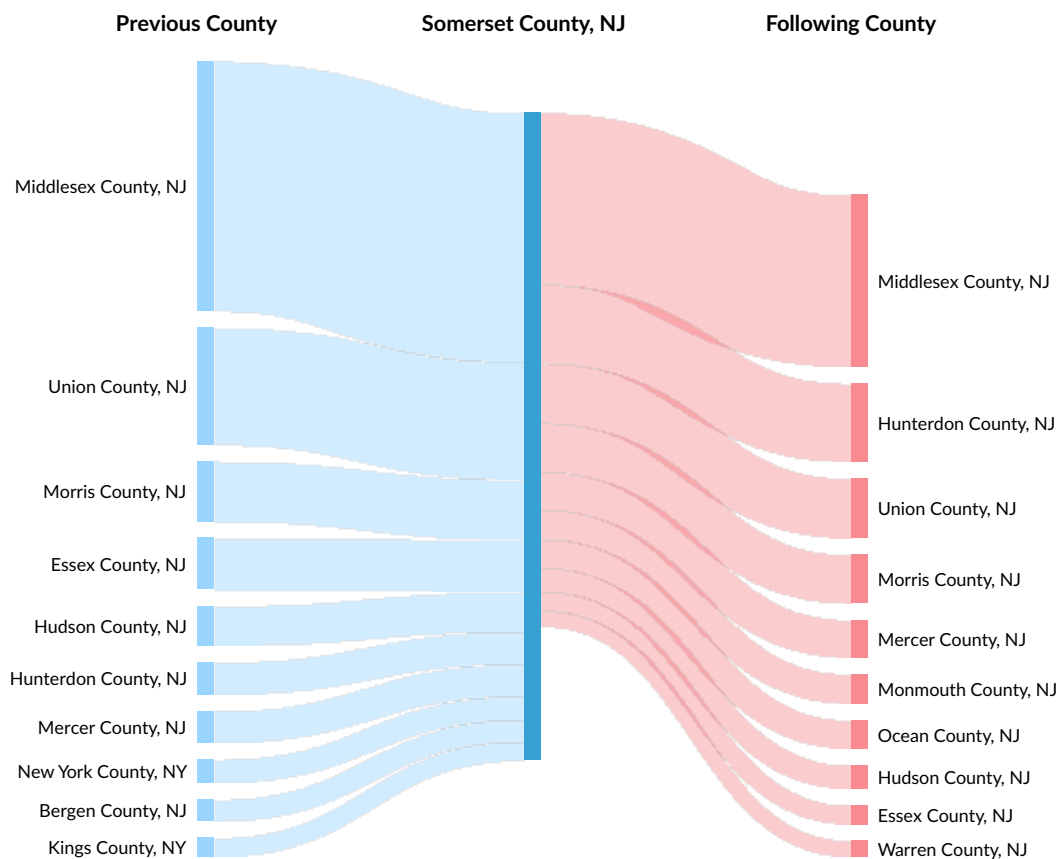
Where Talent Lives

ZIP	Name	2021 Workers
8873	Somerset, NJ, NJ (in So...	25,424
8844	Hillsborough, NJ, NJ (in ...	23,434
8807	Bridgewater, NJ, NJ (in ...	20,842
8876	Somerville, NJ, NJ (in So...	13,340
7920	Basking Ridge, NJ, NJ (i...	12,655

Inbound and Outbound Migration

The table below analyzes past and current residents of Somerset County, NJ. The left column shows residents of other counties migrating to Somerset County, NJ. The right column shows residents migrating from Somerset County, NJ to other counties.

As of 2020, 4,806 people have migrated from Middlesex County, NJ to Somerset County, NJ. In the same year, 3,310 people left Somerset County, NJ migrating to Middlesex County, NJ. The total Net Migration for Somerset County, NJ in 2020 was -46.

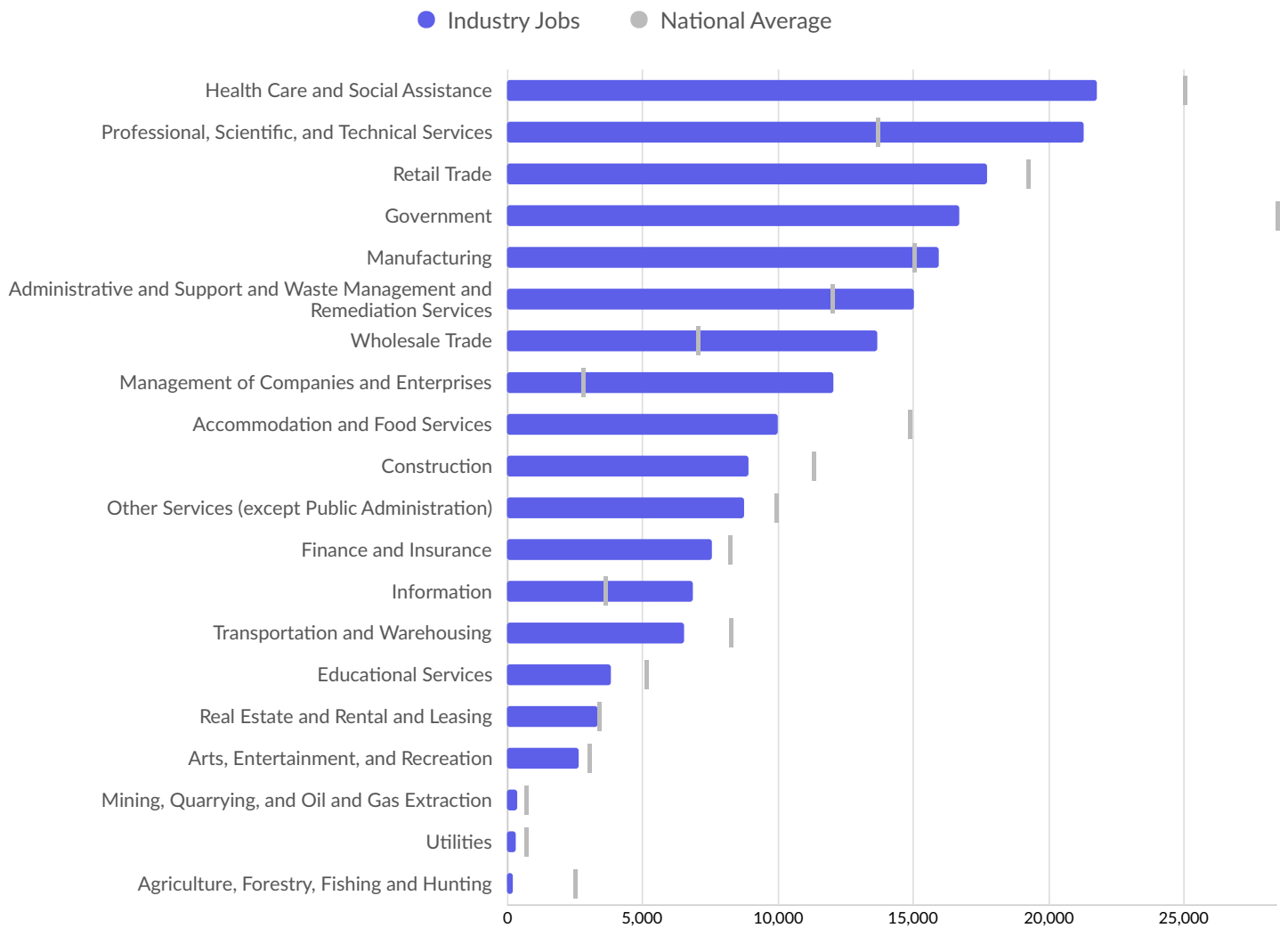


Top Previous Counties	Migrations
Middlesex County, NJ	4,806
Union County, NJ	2,256
Morris County, NJ	1,155
Essex County, NJ	995
Hudson County, NJ	768
Hunterdon County, NJ	623

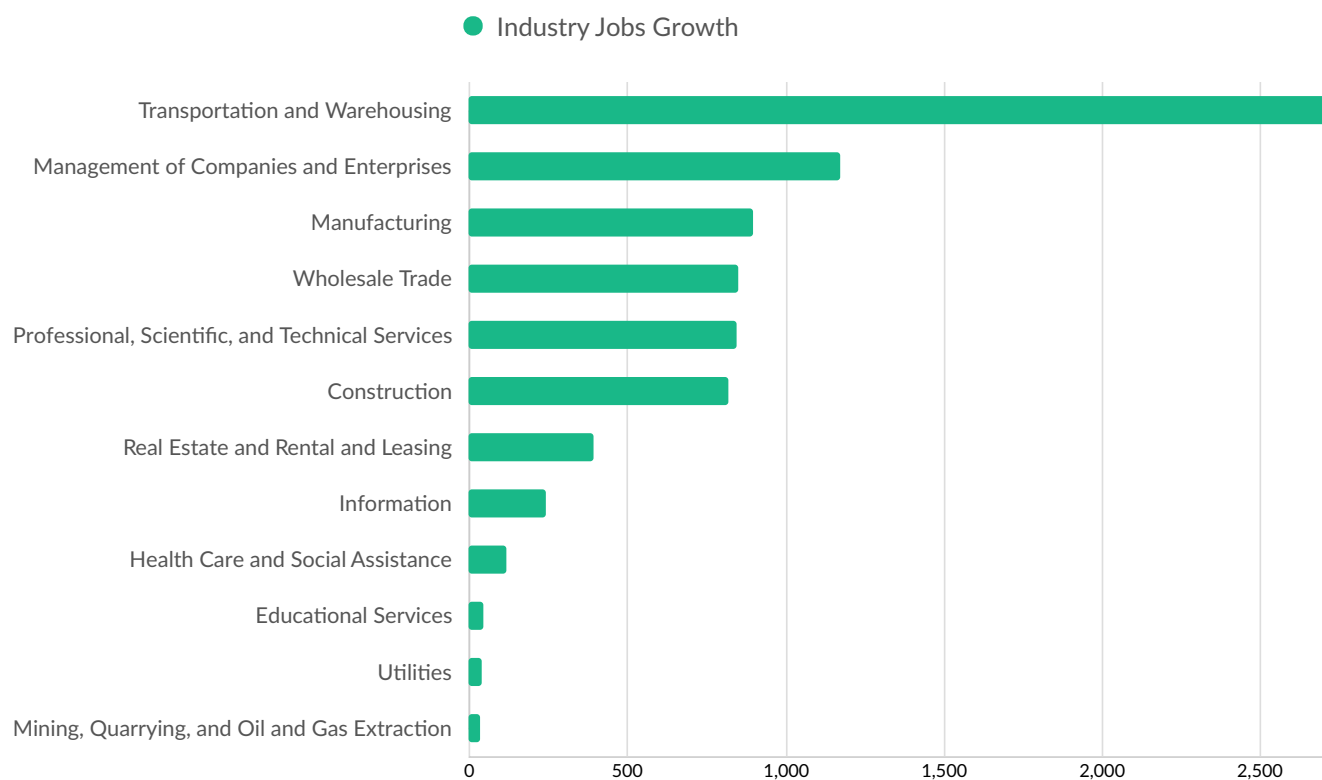
Top Previous Counties	Migrations
Mercer County, NJ	615
New York County, NY	454
Bergen County, NJ	418
Kings County, NY	369
Monmouth County, NJ	334
Queens County, NY	189
Ocean County, NJ	185
Passaic County, NJ	153
Richmond County, NY	151
Top Following Counties	Migrations
Middlesex County, NJ	3,310
Hunterdon County, NJ	1,509
Union County, NJ	1,152
Morris County, NJ	936
Mercer County, NJ	729
Monmouth County, NJ	567
Ocean County, NJ	550
Hudson County, NJ	454
Essex County, NJ	366
Warren County, NJ	311
New York County, NY	261
Bucks County, PA	247
Bergen County, NJ	222
Burlington County, NJ	197
Northampton County, PA	171

Industry Characteristics

Largest Industries

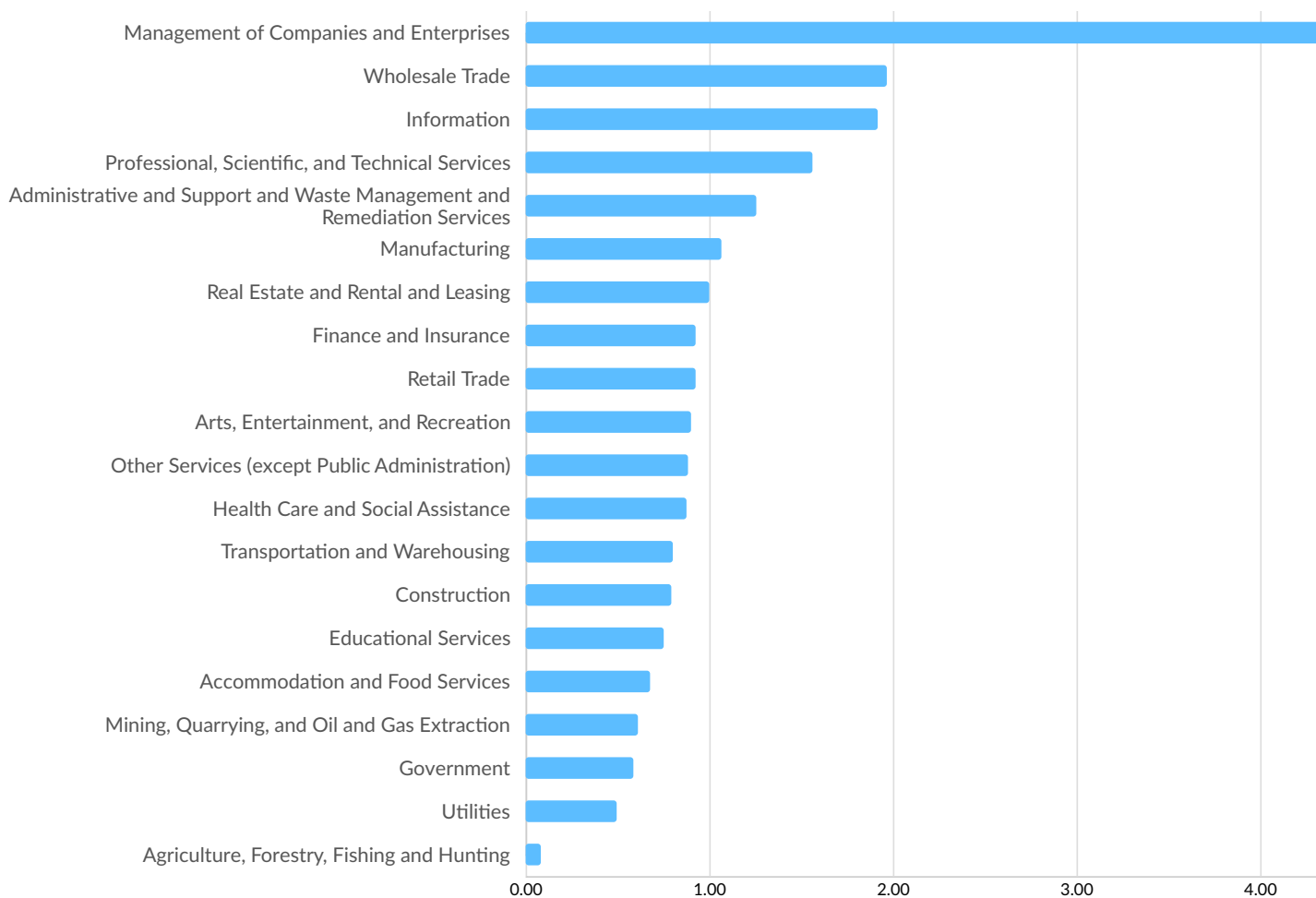


Top Growing Industries



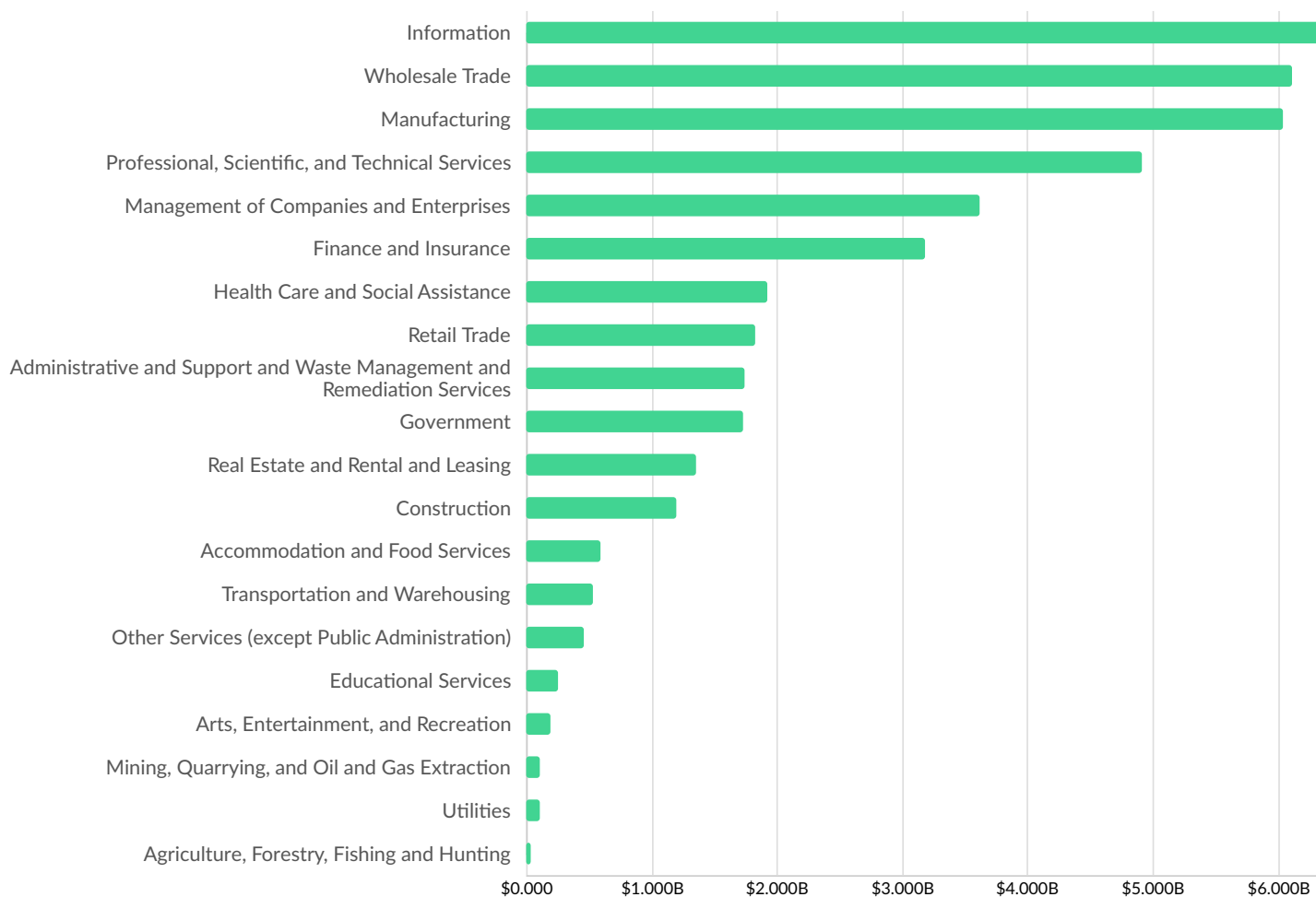
Top Industry Location Quotient

● Industry Location
Quotient

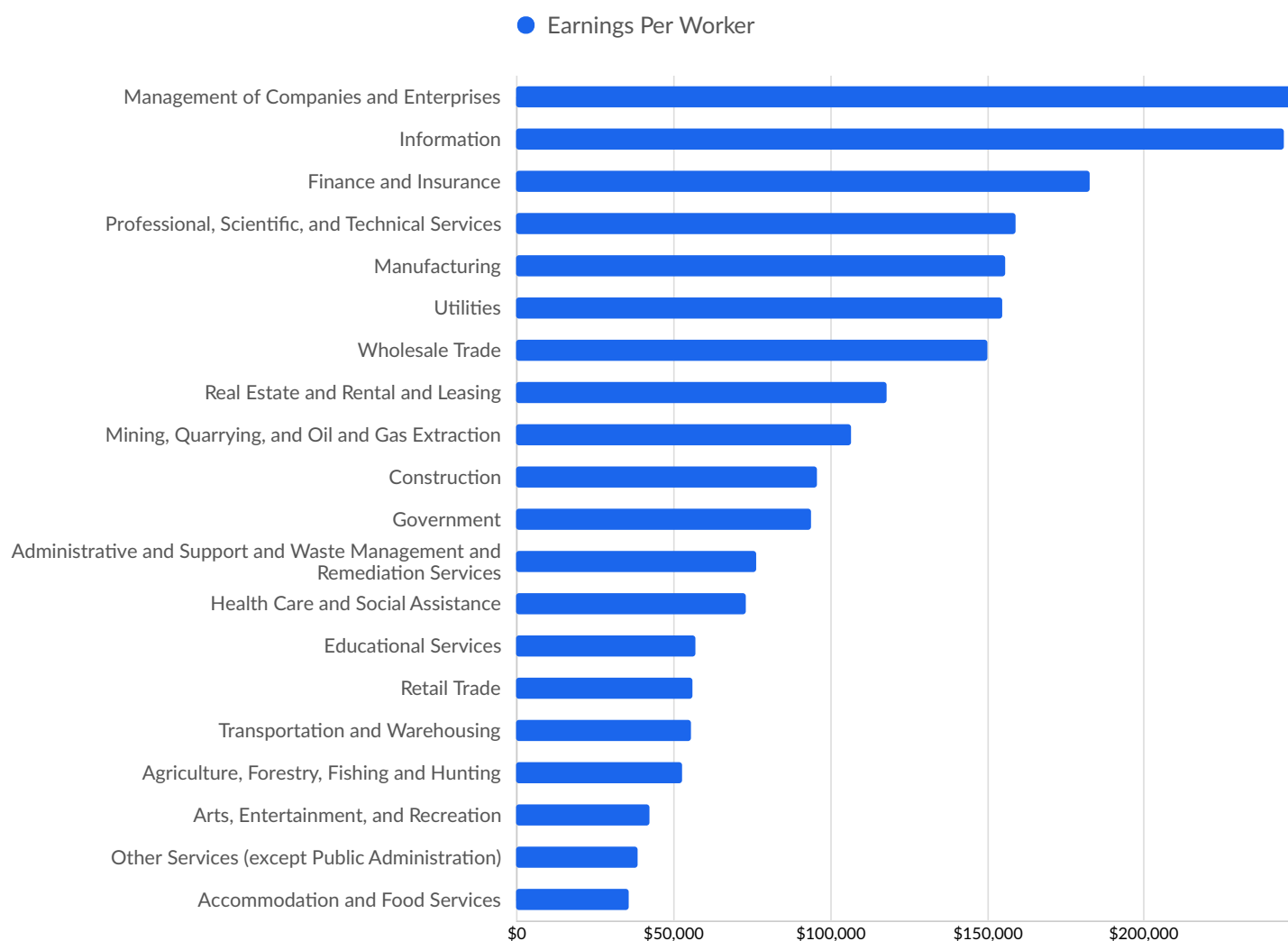


Top Industry GRP

● Gross Regional Product






















Top Industry Earnings



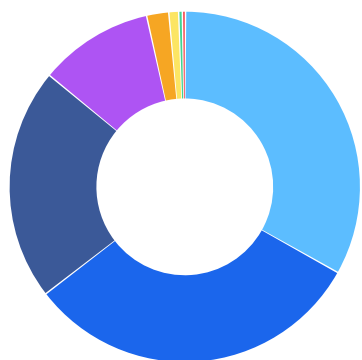
Business Characteristics

20,596 Companies Employ Your Workers

Online profiles for your workers mention 20,596 companies as employers, with the top 10 appearing below. In the last 12 months, 5,111 companies in Somerset County, NJ posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
Verizon Communications	1,889 	Johnson & Johnson	3,338 
Johnson & Johnson	1,546 	Verizon Communications	2,948 
Sanofi	1,076 	Sanofi	1,056 
AT&T	912 	Randstad	955 
Merck	450 	Daiichi Sankyo	871 
Collabera	415 	Cognizant Technology Solutions	834 
MetLife	345 	Robert Half	708 
Chubb	328 	Rwjbarnabas Health	634 
The Janssen Pharmaceutical Co...	313 	Robert Wood Johnson Universit...	540 
Rutgers University	298 	Regeneron Pharmaceuticals	523 

Business Size

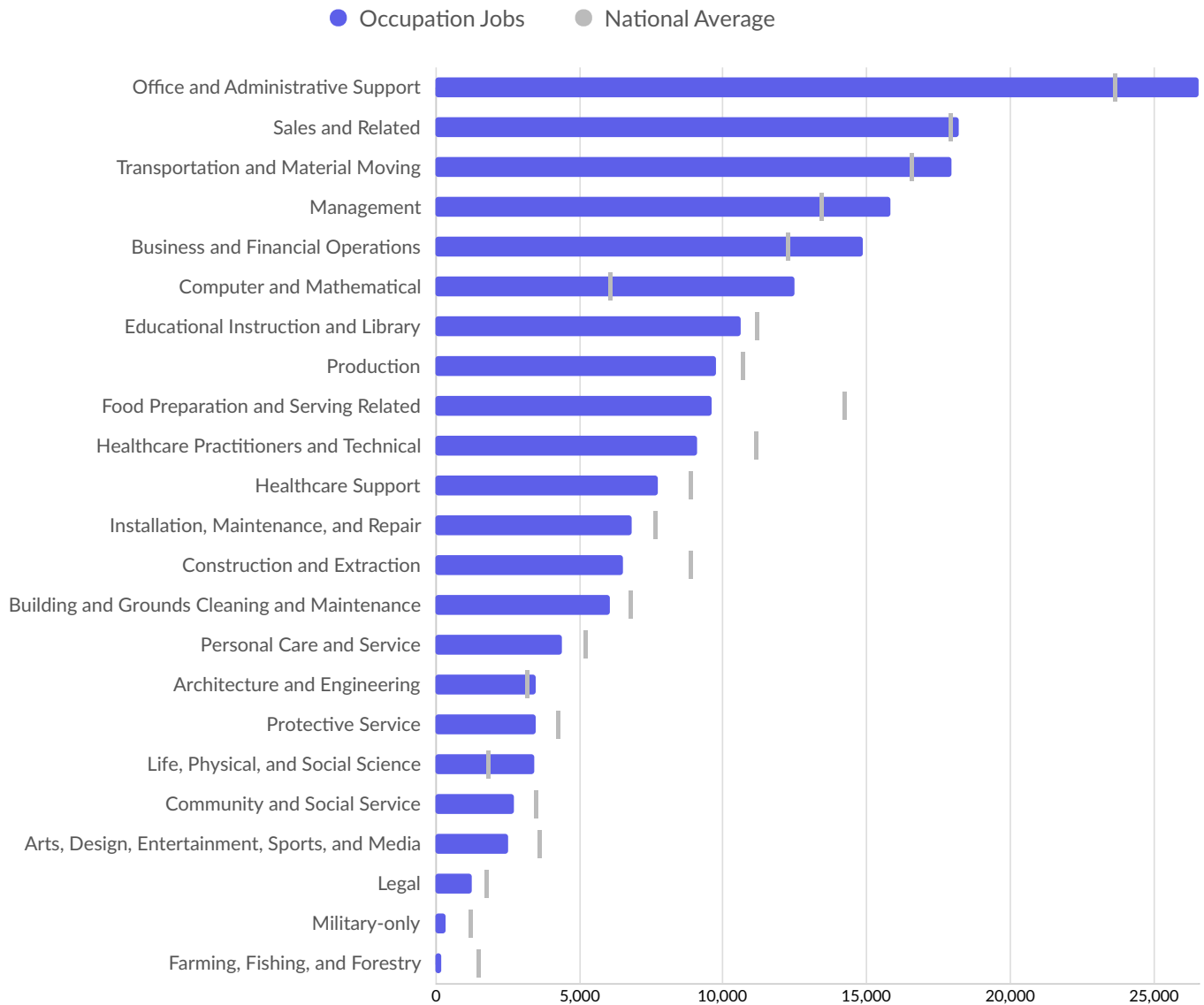


	Percentage	Business Count
1 to 4 employees	33.1%	5,012
5 to 9 employees	31.4%	4,766
10 to 19 employees	21.4%	3,245
20 to 49 employees	10.5%	1,598
50 to 99 employees	2.0%	309
100 to 249 employees	0.9%	137
250 to 499 employees	0.3%	51
500+ employees	0.3%	44

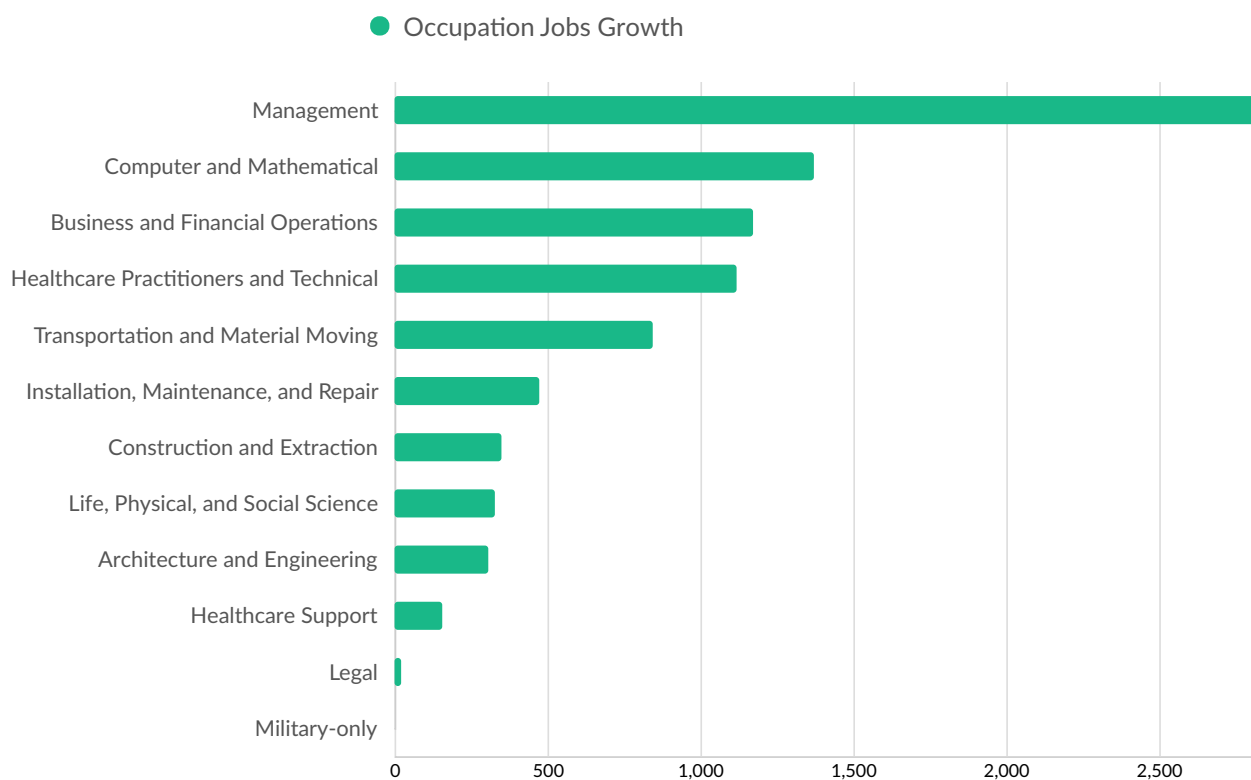
**Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

Workforce Characteristics

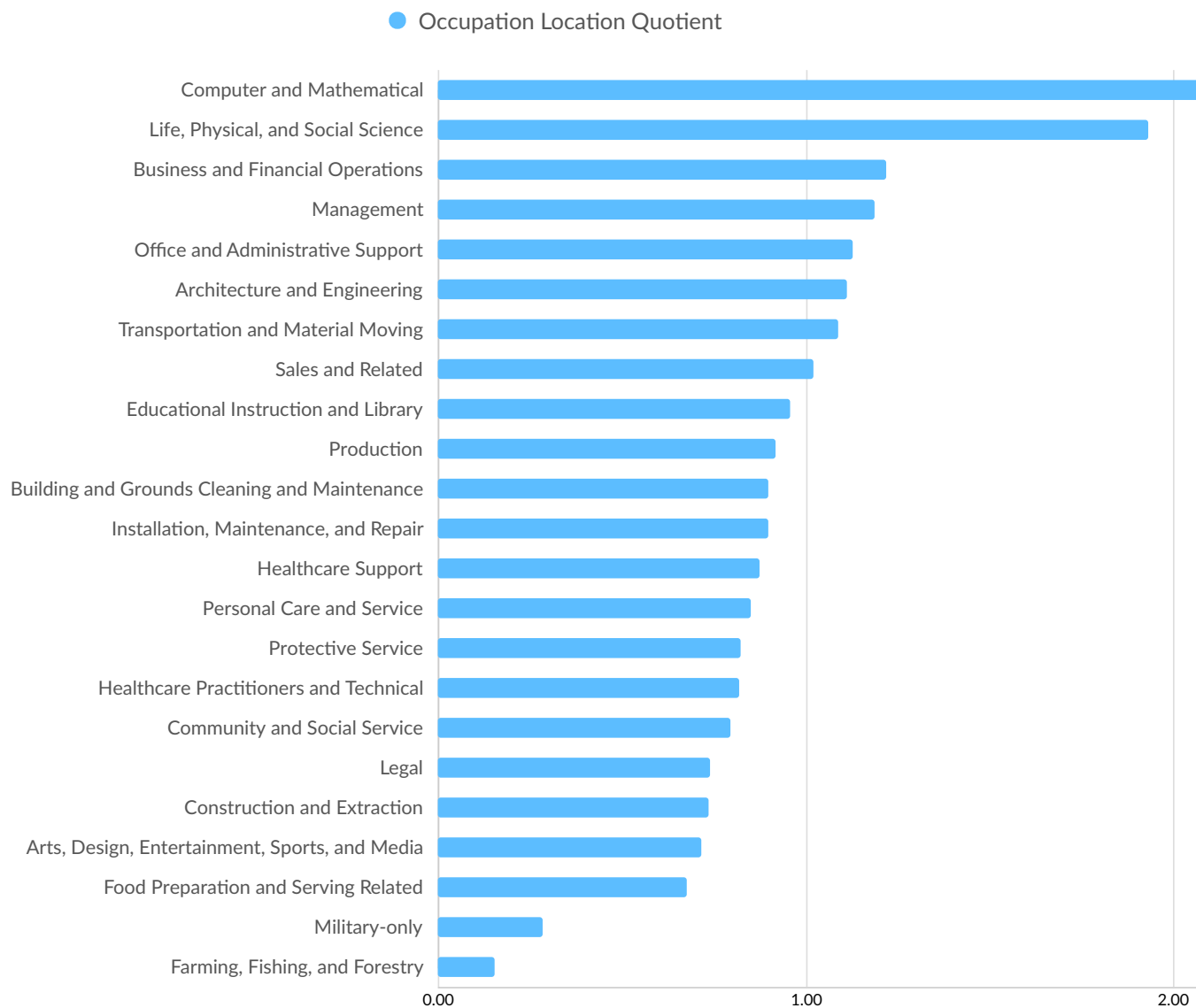
Largest Occupations



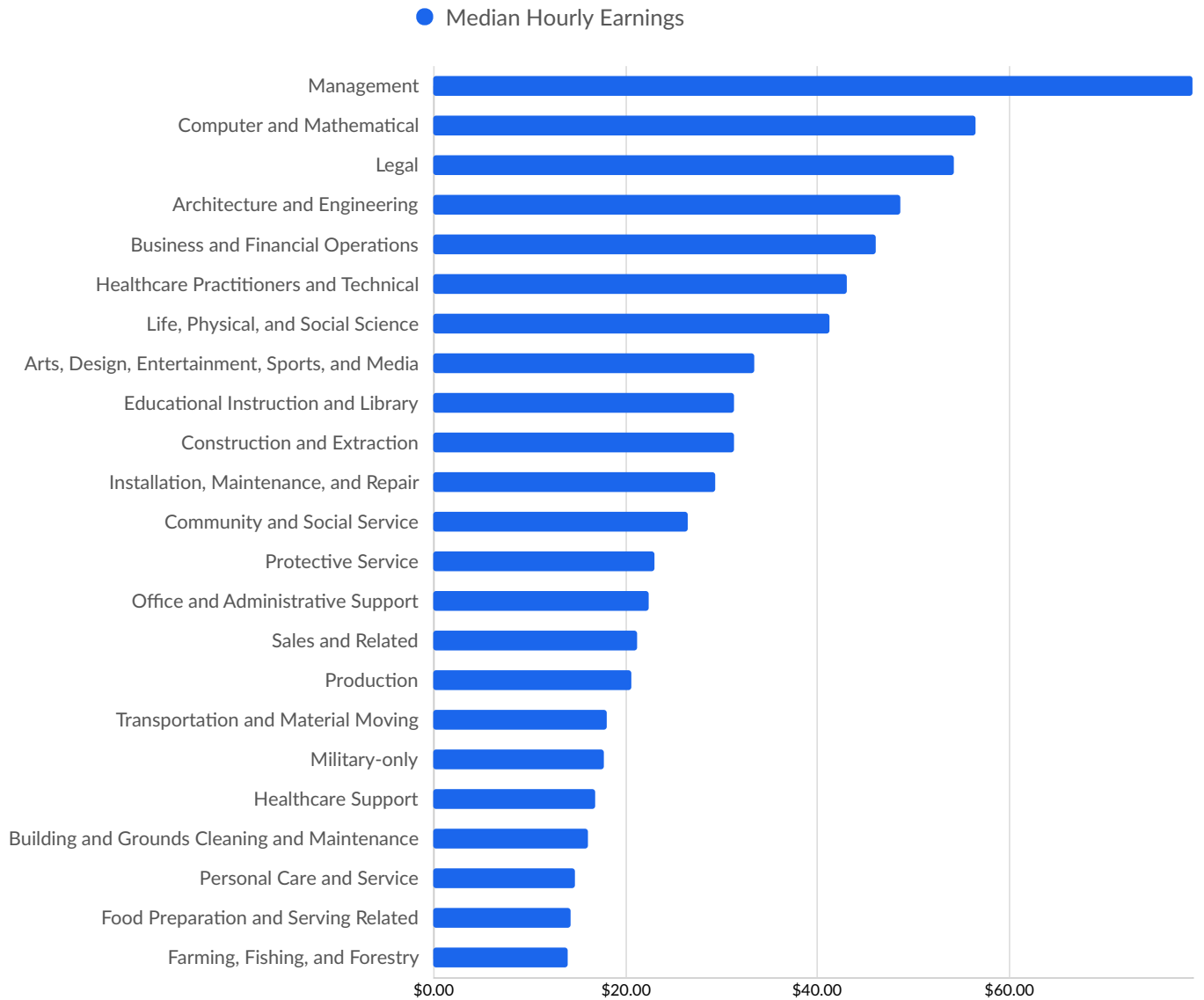
Top Growing Occupations



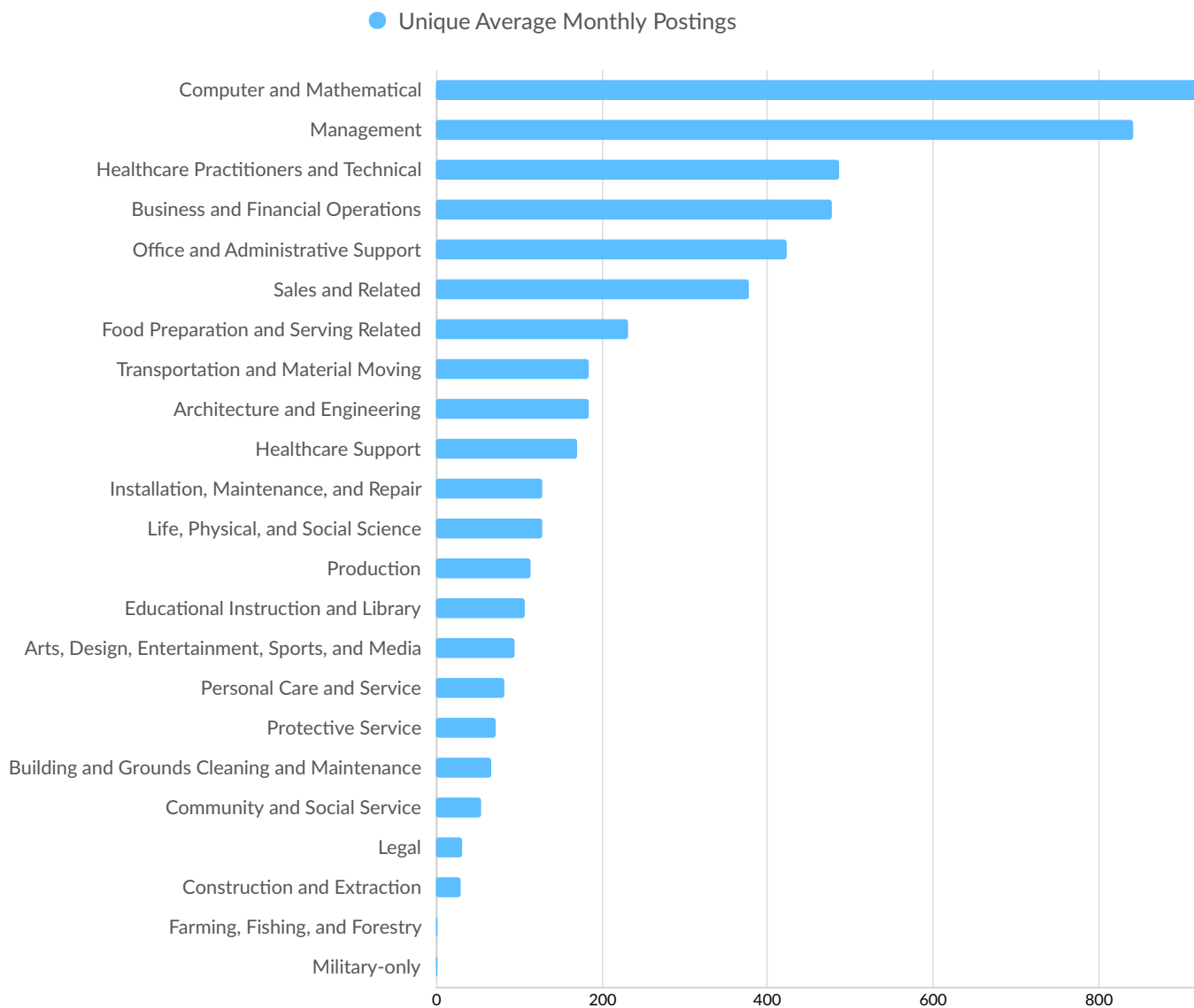
Top Occupation Location Quotient



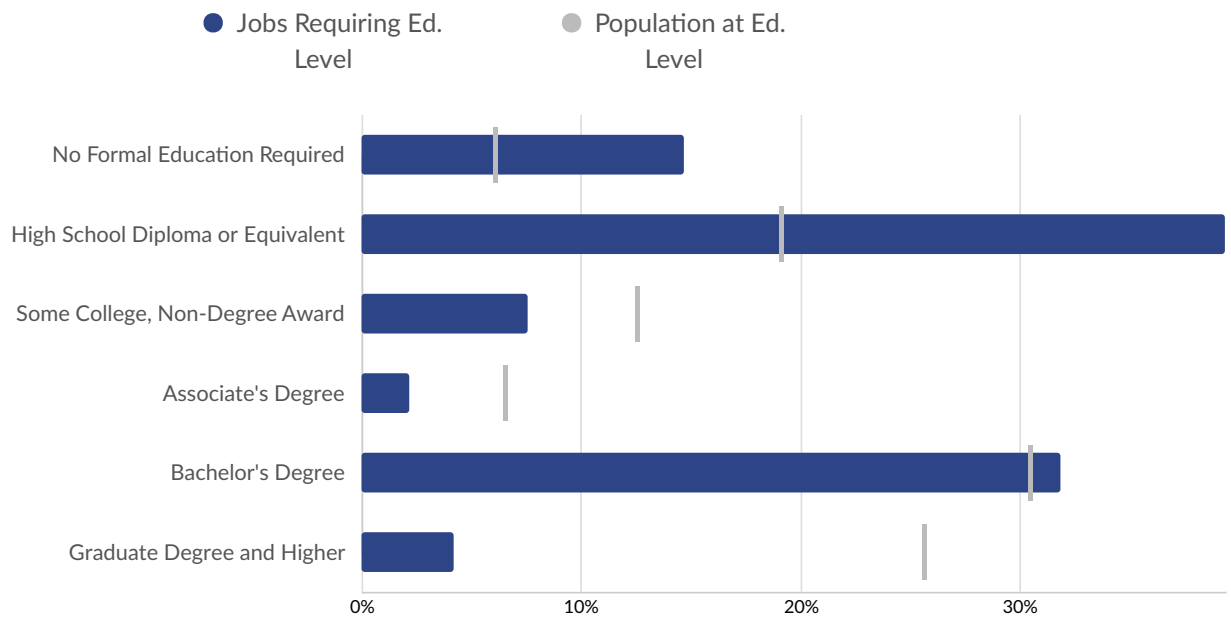
Top Occupation Earnings



Top Posted Occupations

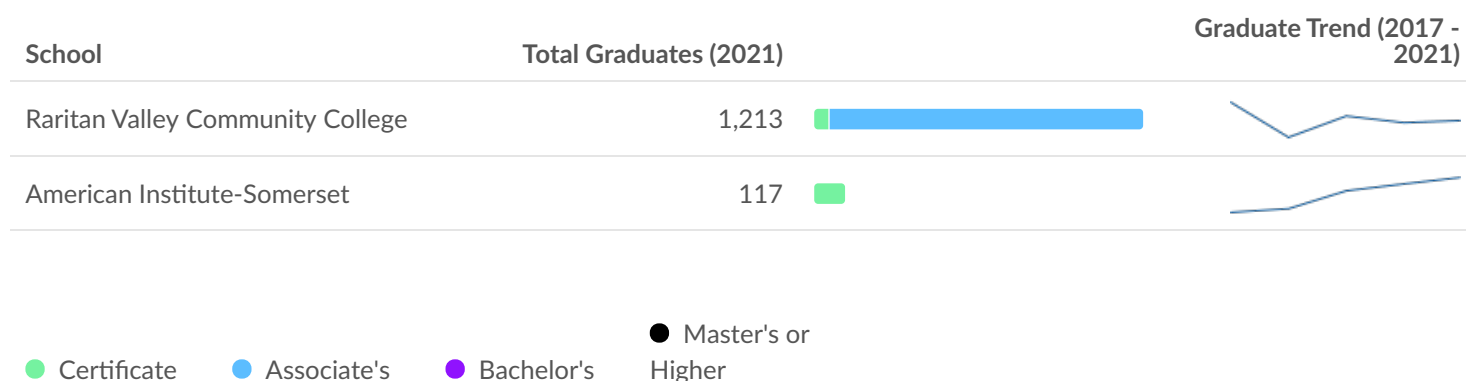


Underemployment

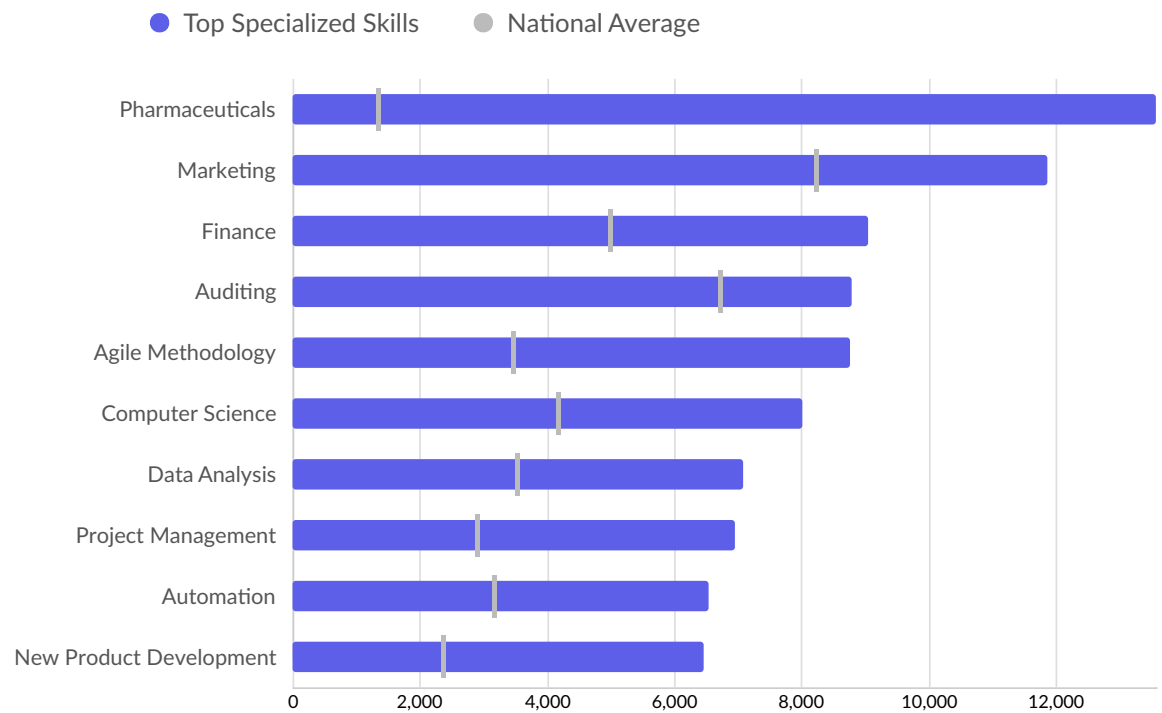


Educational Pipeline

In 2021, there were 1,330 graduates in Somerset County, NJ. This pipeline has grown by 3% over the last 5 years. The highest share of these graduates come from Liberal Arts and Sciences/Liberal Studies, "Business/Commerce, General", and "Multi-/Interdisciplinary Studies, Other".



In-Demand Skills



Attachment 3

Greater Raritan WDB						
Seq	Year	Month	Labor Force	Employment	Unemployment	Rate
1	2018	01	240,600	231,400	9,300	3.8
2	2018	02	243,300	233,700	9,600	3.9
3	2018	03	242,200	233,500	8,700	3.6
4	2018	04	241,200	233,800	7,500	3.1
5	2018	05	242,200	234,600	7,500	3.1
6	2018	06	244,400	235,900	8,600	3.5
7	2018	07	245,100	236,100	9,000	3.7
8	2018	08	241,000	233,200	7,800	3.2
9	2018	09	239,600	232,500	7,100	3.0
10	2018	10	242,400	235,800	6,600	2.7
11	2018	11	242,200	236,100	6,100	2.5
12	2018	12	242,900	236,400	6,500	2.7
13	2019	01	242,800	234,600	8,200	3.4
14	2019	02	244,500	236,400	8,000	3.3
15	2019	03	243,900	236,800	7,100	2.9
16	2019	04	242,800	237,200	5,600	2.3
17	2019	05	243,900	237,800	6,100	2.5
18	2019	06	246,200	239,600	6,600	2.7
19	2019	07	248,600	240,900	7,700	3.1
20	2019	08	246,400	239,400	7,000	2.8
21	2019	09	245,300	238,800	6,500	2.7
22	2019	10	248,000	241,500	6,400	2.6
23	2019	11	247,600	241,200	6,400	2.6
24	2019	12	248,100	241,600	6,500	2.6
25	2020	01	248,600	240,600	8,100	3.2
26	2020	02	249,700	241,800	8,000	3.2
27	2020	03	247,200	238,900	8,300	3.4
28	2020	04	230,300	203,700	26,600	11.5
29	2020	05	231,300	203,000	28,400	12.3
30	2020	06	237,400	210,600	26,800	11.3
31	2020	07	240,500	212,700	27,800	11.6
32	2020	08	242,700	219,200	23,500	9.7
33	2020	09	233,600	219,100	14,400	6.2
34	2020	10	238,800	225,700	13,100	5.5
35	2020	11	239,000	225,500	13,600	5.7
36	2020	12	238,700	225,600	13,100	5.5
37	2021	01	239,800	225,300	14,500	6.1
38	2021	02	241,700	226,800	14,900	6.2
39	2021	03	241,800	227,900	13,900	5.7
40	2021	04	240,800	228,400	12,400	5.2
41	2021	05	240,900	228,800	12,100	5.0
42	2021	06	243,700	230,100	13,600	5.6
43	2021	07	244,100	230,900	13,200	5.4
44	2021	08	241,700	229,700	12,100	5.0

45	2021	09	239,800	229,300	10,500	4.4
46	2021	10	241,700	232,400	9,300	3.8
47	2021	11	241,600	233,000	8,600	3.6
48	2021	12	241,900	234,200	7,700	3.2
49	2022	01	239,400	230,600	8,800	3.7
50	2022	02	240,800	232,600	8,200	3.4
51	2022	03	242,700	234,900	7,800	3.2
52	2022	04	241,700	235,100	6,600	2.7
53	2022	05	242,300	235,900	6,400	2.6
54	2022	06	243,500	236,500	7,000	2.9
55	2022	07	243,900	236,800	7,100	2.9
56	2022	08	245,900	238,900	7,000	2.8
57	2022	09	244,000	238,800	5,200	2.1
58	2022	10	247,800	242,200	5,600	2.2
59	2022	11	245,500	239,800	5,700	2.3

al Area Unemployment Statistcs

Greater Raritan WDB		Employment	Average Salary	25th Percentile Salary	50th Percentile Salary	75th Percentile Salary
41-2031	Retail Salespersons	25,410	\$35,450	\$28,520	\$29,720	\$36,060
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	22,230	\$38,380	\$28,990	\$35,230	\$42,580
29-1141	Registered Nurses	21,430	\$92,270	\$78,360	\$95,360	\$99,730
41-2011	Cashiers	21,170	\$29,630	\$24,960	\$28,650	\$29,830
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	19,060	\$36,320	\$29,260	\$34,300	\$38,470
53-7065	Stockers and Order Fillers	18,250	\$34,550	\$28,560	\$30,300	\$37,800
43-4051	Customer Service Representatives	17,740	\$44,550	\$33,750	\$42,530	\$49,780
31-1120	Home Health and Personal Care Aides	17,090	\$32,250	\$28,580	\$29,790	\$36,400
43-9061	Office Clerks, General	16,850	\$42,820	\$29,950	\$38,580	\$48,640
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	15,580	\$46,560	\$37,080	\$46,720	\$58,640
35-3023	Fast Food and Counter Workers	14,640	\$29,250	\$26,980	\$28,830	\$29,420
43-4171	Receptionists and Information Clerks	14,090	\$36,730	\$29,090	\$36,450	\$44,780
13-2011	Accountants and Auditors	13,900	\$100,660	\$77,530	\$97,700	\$123,800
11-1021	General and Operations Managers	13,580	\$173,280	\$102,420	\$160,950	N/A
15-1252	Software Developers	13,390	\$125,200	\$99,880	\$127,370	\$151,960
25-9045	Teaching Assistants, Except Postsecondary	13,300	\$33,720	\$28,600	\$29,460	\$37,230

13-1199 Business Operations Specialists, All Other	12,500	\$88,620	\$63,460	\$80,920	\$103,310
25-2021 Elementary School Teachers, Except Special Education	12,410	\$73,950	\$61,560	\$76,090	\$79,480
43-3031 Bookkeeping, Accounting, and Auditing Clerks	11,770	\$50,640	\$38,180	\$47,980	\$60,520
43-1011 First-Line Supervisors of Office and Administrative Support Workers	11,660	\$69,360	\$49,350	\$62,690	\$78,930

Source: NJLWD, Occupational Employment Statistics Survey, May 2021

Prepared by: New Jersey Department of Labor and Workforce Development,

Bureau of Labor Market Information, December 2022

Note: OES salary data is not available at the county level

MSA data provided

Greater Raritan WDB						
NAICS + Industry Sector	Units	Average Annual Employment	Average Annual Wages	Total Wages	Percent of Private Employment	Percent of Private Total Wages
62 Health care and social assistance	1,973	26,876	\$59,747	\$1,605,767,310	13.2%	8.2%
54 Professional and technical services	2,236	24,724	\$137,177	\$3,391,569,720	12.2%	17.4%
44 Retail trade	1,386	23,139	\$46,083	\$1,066,317,129	11.4%	5.5%
31 Manufacturing	474	18,599	\$114,075	\$2,121,679,082	9.2%	10.9%
56 Administrative and waste services	1,038	16,627	\$61,833	\$1,028,091,104	8.2%	5.3%
42 Wholesale trade	708	15,108	\$124,208	\$1,876,529,702	7.4%	9.6%
72 Accommodation and food services	1,041	12,768	\$28,199	\$360,044,766	6.3%	1.8%
55 Management of companies and enterprises	95	12,026	\$218,310	\$2,625,390,784	5.9%	13.5%
23 Construction	1,288	10,253	\$87,505	\$897,191,019	5.0%	4.6%
52 Finance and insurance	506	6,724	\$162,324	\$1,091,469,854	3.3%	5.6%
81 Other services, except public administration	1,283	6,604	\$41,364	\$273,170,497	3.2%	1.4%
48 Transportation and warehousing	268	6,164	\$47,921	\$295,385,234	3.0%	1.5%
61 Educational services	243	3,574	\$46,883	\$167,559,949	1.8%	0.9%
71 Arts, entertainment, and recreation	234	3,499	\$31,236	\$109,296,044	1.7%	0.6%
11 Agriculture, forestry, fishing and hunting	113	723	\$42,217	\$30,522,546	0.4%	0.2%
22 Utilities	13	327	\$106,625	\$34,866,224	0.2%	0.2%
53 Real estate and rental and leasing	95	316	\$59,858	\$18,915,013	0.2%	0.1%
21 Mining	N/D	N/D	N/D	N/D	N/D	N/D
51 Information	N/D	N/D	N/D	N/D	N/D	N/D
99 Unclassified	414	483	\$51,645	\$24,944,619	0.2%	0.1%
Total Private Sector	14,118	203,207	\$95,858	\$19,479,000,724	100.0%	100.0%

Source: Quarterly Census of
Employment and Wages
Prepared by: New Jersey
Department of Labor and
Workforce Development,
December, 2022

Greater Raritan Area				
Occupation	2020 Actual	2030 Projected	Increase	Percentage Change
15-1256 Software Developers and Software Quality Assurance Analysts and Testers	5,550	7,200	1,650	29.7%
53-7062 Laborers and Freight, Stock, and Material Movers, Hand	6,350	7,400	1,050	16.5%
35-3023 Fast Food and Counter Workers	3,150	4,050	900	28.6%
31-1120 Home Health and Personal Care Aides	2,950	3,850	900	30.5%
35-3031 Waiters and Waitresses	2,250	3,050	800	35.6%
39-5012 Hairdressers, Hairstylists, and Cosmetologists	1,850	2,450	600	32.4%
11-1021 General and Operations Managers	3,300	3,900	600	18.2%
41-2031 Retail Salespersons	5,950	6,500	550	9.2%
53-7065 Stockers and Order Fillers	3,600	4,100	500	13.9%
33-9032 Security Guards	2,300	2,800	500	21.7%
35-2014 Cooks, Restaurant	700	1,200	500	71.4%
43-4171 Receptionists and Information Clerks	3,000	3,450	450	15.0%
13-1161 Market Research Analysts and Marketing Specialists	1,900	2,350	450	23.7%
13-2011 Accountants and Auditors	3,400	3,850	450	13.2%
13-1198 Project Management Specialists and Business Operations Specialists, All Other	4,350	4,800	450	10.3%
37-2011 Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,750	4,150	400	10.7%
23-1011 Lawyers	2,050	2,450	400	19.5%
29-1141 Registered Nurses	3,650	4,050	400	11.0%
39-9031 Fitness Trainers and Aerobics	550	900	350	63.6%
37-3011 Landscaping and Groundskeeping	2,150	2,500	350	16.3%
35-2021 Food Preparation Workers	1,850	2,200	350	18.9%
41-4012 Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,200	3,500	300	9.4%
41-3091 Sales Representatives of Services, Except Advertising, Insurance, Financial Services,	2,600	2,900	300	11.5%
15-1211 Computer Systems Analysts	1,650	1,950	300	18.2%
11-3031 Financial Managers	1,950	2,250	300	15.4%

Source: Industry and Occupational Employment Projections

Greater Raritan Area				
Industry		2020 Actual	2030 Projected	Percentage Increase Change
000000	Total All Industries	247,800	277,000	29,200 11.8%
540000	Professional, Scientific, and Technical Services	27,000	33,850	6,850 25.4%
620000	Health Care and Social Assistance	27,200	31,650	4,450 16.4%
720000	Accommodation and Food Services	11,950	16,200	4,250 35.6%
560000	Administrative and Support and Waste Management and Remediation Services	18,350	21,750	3,400 18.5%
810000	Other Services (except Government)	7,950	10,000	2,050 25.8%
710000	Arts, Entertainment, and Recreation	2,950	4,750	1,800 61.0%
420000	Wholesale Trade	16,900	18,650	1,750 10.4%
440000	Retail Trade	22,950	24,200	1,250 5.4%
610000	Educational Services	18,050	19,200	1,150 6.4%
310000	Manufacturing	18,800	19,800	1,000 5.3%
230000	Construction	9,950	10,750	800 8.0%
550000	Management of Companies and Enterprises	13,400	14,150	750 5.6%
530000	Real Estate and Rental and Leasing	3,250	3,600	350 10.8%
480000	Transportation and Warehousing	3,950	4,250	300 7.6%
510000	Information	8,400	8,500	100 1.2%
220000	Utilities	300	300	0 0.0%
900000	Government	10,050	9,750	-300 -3.0%
520000	Finance and Insurance	11,500	10,300	-1,200 -10.4%

Source: Industry and Occupational Employment Projections

2022 Top Employers with Job Postings		Top Detailed Occupations (by 6-digit Standard Occupational Classification Code*)		City	Number
Johnson & Johnson	3,300	Computer Occupations, All Other	3,695	Bridgewater	14,305
Verizon Communications Incorporated	2,671	Managers, All Other	3,240	Franklin	10,677
Sanofi Aventis	1,146	Software Developers, Applications	2,945	Bernards	8,786
Daiichi Sankyo, Inc	881	Registered Nurses	2,230	Raritan	4,844
Rwjbarabas Health	672	Retail Salespersons	1,751	Flemington	4,099
Hunterdon Healthcare System	639	Customer Service Representatives	1,526	Somerville	3,990
Chubb	639	Medical and Health Services Managers	1,256	Warren	3,981
Regeneron	570	Marketing Managers	1,203	Bound Brook	3,913
Hackensack Meridian Health	552	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,137	Montgomery	2,970
Hunterdon Health Care System	551	First-Line Supervisors of Retail Sales Workers	1,080	Bedminster	2,106
Robert Wood Johnson University Hospital	533	Combined Food Preparation and Serving Workers, Including Fast Food	907	Hillsborough	1,812
Laboratory Corporation of America	474	Computer Systems Analysts	889	Readington	1,799
Walgreens Boots Alliance Inc	416	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	830	Clinton	1,412
Allied Universal	406	General and Operations Managers	821	Milford	1,409
Everest Re Group, Ltd	383	Home Health Aides	778	Watchung	1,362
Childrens Specialized Hospital	334	Computer User Support Specialists	752	Lebanon	779
Pfizer	305	Human Resources Specialists	745	Green Brook	703
Ortho Clinical Diagnostics Incorporated	295	Management Analysts	735	Manville	649
Shi International Corp	283	Sales Managers	715	North Plainfield	635
Saint Barnabas Health Care System	278	Natural Sciences Managers	708	Bernardsville	596
UnitedHealth Group	258	Laborers and Freight, Stock, and Material Movers, Hand	697	Peapack	548

Compass Group North	252	Financial Analysts	693	Hampton	448
Marriott International					
Incorporated	235	Security Guards	672	Bloomsbury	447
Raritan Valley					
Community College	226	Financial Managers	657	West Amwell	429
Quickchek	224	Medical and Clinical Laboratory			
		Technicians	603	Franklin Towns	399
		Licensed Practical and Licensed			
Bausch & Lomb	205	Vocational Nurses	589	Branchburg	297
Macy's	202	Accountants and Auditors	585	Far Hills	203
		Heavy and Tractor-Trailer Truck			
Walmart / Sam's	200	Drivers	578	Gladstone	201
Barnes & Noble	198	Engineers, All Other	552	Pittstown	186
The Home Depot		Maintenance and Repair			
Incorporated	192	Workers, General	551	South Bound B	149
Bayada Home Health	191	Stock Clerks and Order Fillers	532	High Bridge	146
Sysco Corporation	190	Operations Research Analysts	511	East Amwell	142
		Bookkeeping, Accounting, and			
Pilot Flying J	189	Auditing Clerks	503	Frenchtown	140
		Janitors and Cleaners, Except			
Bausch Health		Maids and Housekeeping			
Companies Inc	188	Cleaners	488	Tewksbury	132
Actalent	186	Database Administrators	487	Califon	132
Air Liquide	184	Waiters and Waitresses	474	Rocky Hill	110
Bausch Health	181	Food Service Managers	472	Glen Gardner	94
		Market Research Analysts and			
Lowe's Companies, Inc	178	Marketing Specialists	437	Stockton	65
BJ's Wholesale Club, Inc.	177	Nursing Assistants	425	Rosemont	57
		Health Technologists and			
Oticon	171	Technicians, All Other	404	Three Bridges	44
Iqvia	170	Computer Network Architects	398	Kingwood	27
Merck & Company	162	Medical Secretaries	395	Delaware Town	17
Catholic Charities	153	Information Security Analysts	392	Alexandria	15
		Merchandise Displayers and			
Pvh Corp	151	Window Trimmers	390	Pottersville	7
Gsk	149	Medical Assistants	390		
		Automotive Service Technicians			
TJX Companies, Inc.	146	and Mechanics	390		
		First-Line Supervisors of Food			
Rutgers, the State		Preparation and Serving			
University of New Jersey	146	Workers	354		
Nestle USA Incorporated	145	Cashiers	354		
Metropolitan Life		Medical Scientists, Except			
Insurance Company	145	Epidemiologists	349		
Promedica Senior Care	142	Chemists	349		

CVS Health	136	Receptionists and Information Clerks	348
The PNC Financial Services Group, Inc.	134	Inspectors, Testers, Sorters, Samplers, and Weighers	341
TD Bank	133	Engineering Technicians, Except Drafters, All Other	337
Penske	131	First-Line Supervisors of Office and Administrative Support Workers	334
Eli Lilly	130	Securities, Commodities, and Financial Services Sales Agents	329
Pim Brands, Inc	129	Administrative Services Managers	327
Amazon	129	Preschool Teachers, Except Special Education	322
Atlantic Health	127	Office Clerks, General	321
United Parcel Service Incorporated	126	Industrial Production Managers	319
Wegmans	124	Web Developers	315
Shi International	124	Logisticians	309
Insmmed Incorporated	124	Cooks, Restaurant	308
Henkel	124	Physical Therapists	307
Lupin Pharmaceuticals	122	Statisticians	306
Eteam Incorporated	122	Maids and Housekeeping Cleaners	298
YMCA	120	Purchasing Agents, Except Wholesale, Retail, and Farm Products	287
Alternatives	120	Human Resources Managers	278
Bristol-Myers Squibb	119	Compliance Officers	275
Quickchek Corp	114	Hotel, Motel, and Resort Desk Clerks	270
Hoffmann-La Roche	114	Network and Computer Systems Administrators	252
Target	111	Computer and Information Research Scientists	249
Infosys	111	Teacher Assistants	246
Peapack Gladstone Bank	109	Medical Records and Health Information Technicians	245
Cynet Systems	109	Middle School Teachers, Except Special and Career/Technical Education	238
Loreal Usa Incorporated	107	Production Workers, All Other	237
Fellowship Senior Living	107	Architectural and Engineering Managers	233
Terumo Medical	106	Lawyers	230

Signify North America Corporation	103	Personal Care Aides	229
Insmmed Corporate	103	Mechanical Engineers	226
		Life, Physical, and Social Science	
Carvana Llc	103	Technicians, All Other	226
Organon	102	Nurse Practitioners	222
Haleon	102	Pharmacy Technicians	221
Thermo Fisher Scientific Inc	101	Public Relations and Fundraising Managers	217
Quva Pharma	101	Dishwashers	217
Cognizant Technology	101	Chemical Engineers	213
		First-Line Supervisors of Mechanics, Installers, and	
Panera Bread	99	Repairers	211
CBRE Group	99	Speech-Language Pathologists	210
Starbucks Coffee	98	Civil Engineers	210
		Medical and Clinical Laboratory	
Pharmscript	98	Technologists	208
Brother Usa	97	Childcare Workers	208
		Production, Planning, and	
Rwj Somerset	95	Expediting Clerks	206
Glaxosmithkline	95	Phlebotomists	200
Amneal Pharmaceuticals Corporation	94	Real Estate Sales Agents	195
Optum	93	Purchasing Managers	195
		Light Truck or Delivery Services	
Santander	92	Drivers	191
		Executive Secretaries and	
		Executive Administrative	
Hunterdon Health	92	Assistants	191
Weidel Real Estate	91	Recreation Workers	189
Syneos Health	91	Psychiatric Technicians	189
		Hosts and Hostesses,	
		Restaurant, Lounge, and Coffee	
Newark Beth Israel	89	Shop	186
Department of Veterans Affairs	89	Driver/Sales Workers	184
Whole Foods Market,	88	Construction Managers	182
Roche Holdings	87	Coaches and Scouts	179
Construction Specialties Incorporated	87	Computer Programmers	176
United States Golf	86	Food Preparation Workers	175
		Fitness Trainers and Aerobics	
Securitas	86	Instructors	169
Micro	86	Industrial Engineers	166
Public Service Enterprise Group Incorporated	85	Physicians and Surgeons, All	
		Other	165

Ingredion	85	Mental Health Counselors	163
Bristol Assisted Living	85	Bartenders	161
Sunrise Senior Living, Inc.	84	Personal Financial Advisors	160
		Counter Attendants, Cafeteria, Food Concession, and Coffee	
Best Buy	84	Shop	157
Bank of America	84	Pharmacists	156
		Sales Representatives, Wholesale and Manufacturing, Technical and Scientific	
Everest Global Services, Inc	83	Products	154
Franklin Township Public Schools	82	Electrical Engineers	153
		First-Line Supervisors of Production and Operating	
Sodexo	79	Workers	152
		Heating, Air Conditioning, and Refrigeration Mechanics and	
Integrated Resources Incorporated	79	Installers	151
		Transportation, Storage, and	
Catalent	77	Distribution Managers	149
		Bus and Truck Mechanics and	
Aramark	77	Diesel Engine Specialists	148
		Packaging and Filling Machine	
Life Time	76	Operators and Tenders	145
Ptc Therapeutics Incorporated	74	Sales Representatives, Services, All Other	144
		Hairdressers, Hairstylists, and	
New York Life	71	Cosmetologists	142
		Dining Room and Cafeteria Attendants and Bartender	
Michaels Arts and Crafts	71	Helpers	142
		Computer and Information	
The Mentor Network	70	Systems Managers	140
		Occupational Health and Safety	
Summit Health Group	70	Specialists	139
Lcs	70	Tellers	137
Jones Lang Lasalle Incorporated	70	Technical Writers	137
Am Best Company Incorporated	70	Business Operations Specialists, All Other	137
California Pizza Kitchen, Central Jersey College Prep Charter School	69	Public Relations Specialists	133
		Dental Assistants	133
Catalent Pharma Solutions	68	Demonstrators and Product Promoters	133
Akorn	67	Dietitians and Nutritionists	130

Roche Laboratories	66	Educational, Guidance, School, and Vocational Counselors	126
Iconectiv	66	Shipping, Receiving, and Traffic Clerks	125
Great Clips	66	Financial Specialists, All Other	123
Petco	65	Data Entry Keyers	123
Community Options Incorporated	65	Training and Development Specialists	121
F&E Trading	64	Automotive and Watercraft Service Attendants	121
Buffalo Wild Wings	64	Automotive Body and Related Repairers	119
Adesa	64	Claims Adjusters, Examiners, and Investigators	116
Wells Fargo	63	Industrial Machinery Mechanics	115
The Fresh Market	63	Paralegals and Legal Assistants	114
Memorial Sloan Kettering Cancer Center	63	First-Line Supervisors of Non- Retail Sales Workers	114
TravelCenters of America	62	Chefs and Head Cooks	112
Staples	61	Property, Real Estate, and Community Association Managers	107
Devereux Advanced Behavioral Health	61	Industrial Engineering Technicians	106
Careone	61	Insurance Underwriters	103
AbbVie	61	Surgical Technologists	100
Uncle Julio's	60	Radiologic Technologists	100
Matheny Medical And Educational Center	60	Education Administrators, Postsecondary	100
Ips Integrated Project Services	60	Industrial Truck and Tractor Operators	99
Somerset County Reproductive Medicine	59	Insurance Sales Agents	98
Associates Of New Jersey Rehab At River& X27 S Edge	59	Bakers	98
Pinnacle Group	59	Landscaping and Groundskeeping Workers	97
Bloomingtondale's	59	Social Workers, All Other	94
Amneal Pharmaceuticals Llc JOP	59	Residential Advisors	94
Rmanj Management Llc	58	Biologists	94
Messer Americas	58	Payroll and Timekeeping Clerks	92
Magna Power Electronics	58	Billing and Posting Clerks	91
Hand And Stone Spa	58	Occupational Therapists	89
		Helpers--Production Workers	88

		Commercial and Industrial	
Sogeti USA	57	Designers	87
Peraton	57	Counselors, All Other	86
Netsource Incorporated	57	Construction Laborers	86
Ips Integrated Project Services, Llc	57	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	85
Garden State Growers	57	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	85
Domino's Pizza	57	Graphic Designers	85
Ingredion Inc	56	Social and Community Service Managers	83
Republic Services	55	Physical Therapist Assistants	82
Brightstar Care	55	Insurance Claims and Policy Processing Clerks	82
Benchmark Hospitality International	55	Compensation, Benefits, and Job Analysis Specialists	81
Roche Holding	54	Actuaries	81
Gap Inc.	54	Cooks, Short Order	77
Dell	54	Clinical, Counseling, and School Psychologists	77
Brightview Senior Living	54	Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	76
Ulta Beauty Inc.	53	Emergency Medical Technicians and Paramedics	76
Public School	53	Physical Therapist Aides	75
Massage Envy	53	Teachers And Instructors, All Other, Except Substitute Teachers	73
Greenman Pedersen Incorporated	53	Secondary School Teachers, Except Special and Career/Technical Education	73
Sherwin Williams	52	Elementary School Teachers, Except Special Education	73
Johanna Foods	52	Massage Therapists	72
Crossmark	52	Computer Network Support Specialists	72
Conduent	52	Architects, Except Landscape and Naval	72
Akorn Incorporated	52	Sales and Related Workers, All Other	70
Veeco Instruments Incorporated	51	Installation, Maintenance, and Repair Workers, All Other	70
Demant	51	Electricians	70
Clean Harbors	51	Microbiologists	68

Zufall Health	50	Meeting, Convention, and Event Planners	68
Uncle Julio& X27 S	50	Electro-Mechanical Technicians Welders, Cutters, Solderers, and	68
FedEx	50	Brazers	67
Carbon Health	50	Concierges	66
Advance Auto Parts Incorporated	50	Parking Lot Attendants	65
Koch Industries,	49	Healthcare Social Workers	65
		Education Administrators, Elementary and Secondary	
Ivoclar Vivadent	49	School	65
Diverse Lynx	49	Psychiatrists	64
		Extruding and Drawing Machine Setters, Operators, and	
Cognizant North America	49	Tenders, Metal and Plastic	63
Chipotle Mexican Grill	49	Electrical And Electronics Engineering Technicians	62
		Training and Development	
Bowlero Limited	49	Managers	60
TATA Consultancy Services	48	Special Education Teachers, Middle School	60
Fidelity Brokerage Services	48	Compensation and Benefits Managers	60
Complete Care At Green Knoll	48	Diagnostic Medical Sonographers	59
Northeast Powerdry	47	Veterinary Technologists and Technicians	58
		Human Resources Assistants, Except Payroll and Timekeeping	
Sunrun	46	First-Line Supervisors of Personal Service Workers	58
Owens Corning	46		58
Syneos Health			
Commercial Solutions	45	Cost Estimators	56
		First-Line Supervisors of Helpers, Laborers, and Material	
Sport Clips	45	Movers, Hand	55
ShopRite / Wakefern	45	Procurement Clerks	54
Mallinckrodt Pharmaceuticals	45	Health Diagnosing and Treating Practitioners, All Other	54
T Mobile Usa Incorporated	44	Electronics Engineers, Except Computer	53

		First-Line Supervisors of	
		Housekeeping and Janitorial	
Summit Medical Group	44	Workers	52
Pharmscript, Llc	44	Physician Assistants	51
Ipsen		Mail Clerks and Mail Machine	
Biopharmaceuticals, Inc	44	Operators, Except Postal Service	51
Iconectiv, Llc	44	Dentists, General	51
		Self-Enrichment Education	
Humetis Technologies Inc	44	Teachers	50
		Cardiovascular Technologists	
Guidepost Montessori	44	and Technicians	50
Galaxe Solutions	44	Nonfarm Animal Caretakers	49
Fox Rehabilitation	44	Loan Officers	49
Capital One	44	Counter and Rental Clerks	49
Atx Learning	44	Chemical Technicians	49
		Mixing and Blending Machine	
AT&T	44	Setters, Operators, and Tenders	48
		Magnetic Resonance Imaging	
Kindercare	43	Technologists	48
Millipore Corporation	42	Internists, General	48
		First-Line Supervisors of	
		Transportation and Material-	
		Moving Machine and Vehicle	
Joule	42	Operators	48
		First-Line Supervisors of	
Ips Integrated Project		Construction Trades and	
Services, Inc	42	Extraction Workers	48
Hunterdon Care Center	42	Carpenters	48
Custom Alloy		Social and Human Service	
Corporation	42	Assistants	47
Zelis Healthcare	41	Chief Executives	47
		Amusement and Recreation	
Talent Group	41	Attendants	47
Royal Community	41	Couriers and Messengers	46
Rangam	41	Team Assemblers	45
		Protective Service Workers, All	
Parexel	41	Other	45
		Occupational Therapy Assistants	
McDonald's	41	Office and Administrative	45
Kohl's	41	Support Workers, All Other	44
Franklin Township Police			
Department	41	Writers and Authors	43
		Vocational Education Teachers,	
Eurest	41	Postsecondary	43

		Substance Abuse and	
Cfg Health Network	41	Behavioral Disorder Counselors	43
Center For Family	41	Health Educators	43
Avantor	41	Butchers and Meat Cutters	42
Two Farms Incorporated	40	Biological Technicians	42
		Telecommunications Equipment	
The Devereux		Installers and Repairers, Except	
Foundation	40	Line Installers	41
Pim Brands	40	Parts Salespersons	41
		Dispatchers, Except Police, Fire,	
Lupin Pharmaceuticals	40	and Ambulance	41
Exxon Mobil Corporation	40	Medical Equipment Preparers	40
Delta Hotels and Resorts	40	Bill and Account Collectors	40
Cracker Barrel	40	Instructional Coordinators	39
Capgemini	40	Environmental Engineers	39
Briad Group	40	Dental Hygienists	39
Bausch Health		Locker Room, Coatroom, and	
Companies	40	Dressing Room Attendants	38
		Detectives and Criminal	
Zelis	39	Investigators	38
		Marriage and Family Therapists	37
Wipro	39	Lodging Managers	37
TGI Friday's	39	Family and General	
		Practitioners	37
Service Experts Llc	39	Biochemists and Biophysicists	37
Cyberthink Incorporated	39	Painters, Construction and	
		Maintenance	36
Costco	39	Environmental Scientists and	
		Specialists, Including Health	36
Bed Bath & Beyond	39	Order Clerks	35
Affinity Federal Credit	39	Healthcare Support Workers, All	
		Other	35
Nityo Infotech	38	Postsecondary Teachers, All	
		Other	34
New Jersey Courts	38	Packers and Packagers, Hand	34
Jersey Mike's	38	Orderlies	34
Dollar Tree	38	Respiratory Therapists	33
Dollar General	38	Environmental Science and	
		Protection Technicians,	
Davita Incorporated	38	Including Health	33
		Aircraft Structure, Surfaces,	
		Rigging, and Systems	
Surgical Care Affiliates	37	Assemblers	33
Quest Diagnostics	37	Loan Interviewers and Clerks	32

Learning Experience	37	Laundry and Dry-Cleaning Workers	32
Chick-fil-A	37	Education Administrators, Preschool and Childcare Center/Program	32
Carstar Auto Body Repair Experts	37	Education Administrators, All Other	32
Maggianos Little Italy	36	Construction and Building Inspectors	32
Jag One Physical Therapy	36	Plumbers, Pipefitters, and Steamfitters	31
Carters Incorporated	36	Agricultural and Food Science Technicians	31
Bonnie Brae	36	Radiation Therapists	30
Vivint Solar	35	Legal Support Workers, All Other	30
St. Luke's University Health Network	35	Cargo and Freight Agents	30
Springpoint Senior Living	35	Veterinarians	29
Rmanj Management	35	Tree Trimmers and Pruners	29
Pyramid Healthcare Incorporated	35	Ophthalmic Medical Technicians	29
Ps	35	Software Developers, Systems Software	28
Piorion Solutions, Inc	35	Interior Designers	28
Lexicon Pharmaceuticals Incorporated	35	Credit Counselors	28
Learning Care	35	Credit Analysts	28
JP Morgan Chase	35	Photographers	27
Fountain Group	35	Electrical and Electronic Equipment Assemblers	27
Ciocca Dealerships	35	Cleaners of Vehicles and Equipment	27
Ortho Dermatologics	34	Advertising and Promotions Managers	27
Oaks Integrated Care	34	Taxi Drivers and Chauffeurs	26
Mallinckrodt Plc	34	Tax Examiners and Collectors, and Revenue Agents	26
Linde	34	Tailors, Dressmakers, and Custom Sewers	26
DHL Express	34	Surveyors	26
Aptask	34	Sales Engineers	26
Stop Shop	33	Stationary Engineers and Boiler Operators	25
Somerset Hills	33	Skincare Specialists	25
Motivated Security	33	Psychiatric Aides	25
Kyowa Kirin, Inc U S	33	Home Appliance Repairers	25

		Helpers--Installation, Maintenance, and Repair Workers	25
Danta Technologies	33	Surveying and Mapping Technicians	24
Clubcorp Incorporated	33	Optometrists	24
Chubb Ina Holdings Inc	33	Mental Health and Substance Abuse Social Workers	24
Unity Bank	32	Bus Drivers, School or Special Client	24
The Turner Corporation	32		
Indotronix International Corporation	32	Pest Control Workers	23
Hormel Foods	32	Occupational Health and Safety Technicians	23
Honda	32	Drafters, All Other	23
Fras Air/General	32	Designers, All Other	23
Five Guys Burgers	32	Camera Operators, Television, Video, and Motion Picture	23
Burlington Stores	32	Legal Secretaries	22
Whitman	31	Child, Family, and School Social Workers	22
Vortalsoft Incorporated	31	Switchboard Operators, Including Answering Service	21
VWR International	31	Opticians, Dispensing	21
State Farm Insurance Companies	31	Operating Engineers and Other Construction Equipment Operators	21
Arc Somerset County	31	Machinists	21
Us Veterans Health Administration	30	Advertising Sales Agents	21
Matheny School Hospital	30	Recreational Therapists	20
Fred Beans Automotive	30	Interpreters and Translators	20
Edward Jones	30	Health Specialties Teachers, Postsecondary	20
Denzel	30	Photographic Process Workers and Processing Machine Operators	19
Chico's	30	Mobile Heavy Equipment Mechanics, Except Engines	19
Chelsea Senior Living	30	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	19
Stepping Stones	29	Clergy	19
Spanish Peaks Mountain	29	Sheet Metal Workers	18
Repligen Corporation	29	Producers and Directors	18
Rehab At River's Edge	29	Private Detectives and Investigators	18

		Interviewers, Except Eligibility and Loan	18
Pride Health	29	Chiropractors	18
Lantheus Medical	29	Surgeons	17
Janssen Pharmaceuticals	29	Geological and Petroleum Technicians	17
J Knipper Company Incorporated	29	Food Scientists and Technologists	17
Harbor Freight Tools	29	Veterinary Assistants and Laboratory Animal Caretakers	16
Gardaworld	29	Special Education Teachers, All Other	16
Everest Reinsurance Company	29	Pump Operators, Except Wellhead Pumpers	16
Eurofins Scientific	29	Police and Sheriff's Patrol Officers	16
Community Hope Incorporated	29	Kindergarten Teachers, Except Special Education	16
C2Educate	29	Food Batchmakers	16
Aya Healthcare	29	Extruding and Forming Machine Setters, Operators, and Tenders, Synthetic and Glass Fibers	16
Verano	28	Computer-Controlled Machine Tool Operators, Metal and Plastic	16
Troon Company	28	Radio and Television Announcers	15
Taco Bell	28	Printing Press Operators	15
Somerset Savings Bank	28	First-Line Supervisors of Protective Service Workers, All Other	15
Nordstrom	28	Title Examiners, Abstractors, and Searchers	14
Montage Hotels & Resorts	28	Roustabouts, Oil and Gas	14
MilliporeSigma	28	Manicurists and Pedicurists	14
Invonto	28	Life Scientists, All Other	14
Falcon Group	28	Electrical and Electronics Drafters	14
Cg Consulting Services	28	Editors	14
Brandywine Living	28	Dietetic Technicians	14
Bluetriton Brands	28	Community and Social Service Specialists, All Other	14
Acosta Incorporated	28	Chemical Equipment Operators and Tenders	14
The Center For Great Expectations	27	Business Teachers, Postsecondary	14
Somerset	27		

Precision Medicine	27	Audiologists	14
Molex	27	Anesthesiologists	14
Lenscrafters Incorporated	27	Security and Fire Alarm Systems Installers	13
Caresoft Incorporated	27	Police, Fire, and Ambulance Dispatchers	13
inVentiv Health	26	Obstetricians and Gynecologists	13
SysMind	26	Nurse Anesthetists	13
Select Medical	26	Fundraisers	13
Residence Inn	26	Emergency Management Directors	13
Party City	26	Electronic Home Entertainment Equipment Installers and Repairers	13
Northeast Power Dry	26	Credit Authorizers, Checkers, and Clerks	13
Messer	26	Computer Hardware Engineers	13
Amedisys	26	Audio and Video Equipment Technicians	13
Signify	25	Umpires, Referees, and Other Sports Officials	12
Premium Retail Services	25	Solar Photovoltaic Installers	12
Planet Fitness	25	Fallers	12
PepsiCo Inc.	25	Conservation Scientists	12
Mediacom	25	Tire Repairers and Changers	11
Levy Premium Foodservice	25	Telemarketers	11
Laurel Circle	25	Mechanical Drafters	11
Foco Incorporated	25	Materials Scientists	11
Ferrellgas	25	Electrical Power-Line Installers and Repairers	11
Depcom Power	25	Directors, Religious Activities and Education	11
Corporate Biz Solutions	25	Dental Laboratory Technicians	11
Construction Specialties	25	Barbers	11
Church & Dwight	25	Architectural and Civil Drafters	11
Bridgewater	25	Animal Trainers	11
American Water Works Company, Inc.	25	Wholesale and Retail Buyers, Except Farm Products	10
Virtusa Corporation	24	Tax Preparers	10
Tommy& X27 S Tavern	24	Medical Equipment Repairers	10
Takeda Pharmaceuticals North America, Inc.	24	Materials Engineers	10
Pim Brands Llc	24	Food Servers, Nonrestaurant	10
Navin Jiwnani	24	File Clerks	10

		Farm and Home Management	
Hyatt	24	Advisors	10
Horizontal Talent	24	Epidemiologists	10
		Court, Municipal, and License	
Homewood Suites	24	Clerks	10
		Control and Valve Installers and	
		Repairers, Except Mechanical	
Hampton Inn	24	Door	10
Generations Home			
Healthcare Llc	24	Civil Engineering Technicians	10
Gardenview Home Care	24	Biomedical Engineers	10
Fresenius	24	Art Directors	10
Foxtrail Senior Living	24	Tool and Die Makers	9
Fiserv	24	Sound Engineering Technicians	9
		Separating, Filtering, Clarifying,	
		Precipitating, and Still Machine	
Brookdale Senior Living	24	Setters, Operators, and Tenders	9
Bohler Engineering Va,			
Llc	24	Pesticide Handlers, Sprayers,	9
		and Applicators, Vegetation	
Blaze Pizza	24	Nuclear Medicine Technologists	9
		Motor Vehicle Operators, All	
Benz Communications	24	Other	9
Syneos Health Clinical	23	Floral Designers	9
Right at Home			
Incorporated	23	Farmers, Ranchers, and Other	
Purple Drive			
Technologies Llc	23	Agricultural Managers	9
		Eligibility Interviewers,	
		Government Programs	9
		Computer, Automated Teller,	
Outback Steakhouse	23	and Office Machine Repairers	9
		Career/Technical Education	
Miller's Ale House	23	Teachers, Secondary School	9
		Art, Drama, and Music	
Kronos Incorporated	23	Teachers, Postsecondary	9
Hunterdon Brewing	23	Actors	9
		Water and Wastewater	
		Treatment Plant and System	
Harding Loevner	23	Operators	8
Green Power Energy	23	Power Plant Operators	8
Goddard School	23	Physicists	8
Fulton Financial	23	Pediatricians, General	8
		Meat, Poultry, and Fish Cutters	
Dunkin' Donuts	23	and Trimmers	8
David's Bridal	23	Librarians	8

Chroma Color	23	Insurance Appraisers, Auto Damage	8
Bright Horizons	23	Hazardous Materials Removal Workers	8
Ascend Wellness Holdings	23	Fine Artists, Including Painters, Sculptors, and Illustrators	8
Apple Inc.	23	Computer Science Teachers, Postsecondary	8
Advent Global Solutions Incorporated	23	Community Health Workers	8
Twig International	22	Athletic Trainers	8
Towne Nursing / Towne Healthcare	22	Appraisers and Assessors of Real Estate	8
The Cheesecake Factory	22	Ushers, Lobby Attendants, and Ticket Takers	7
Sierra	22	Special Education Teachers, Preschool	7
Right At Home Of Central New Jersey	22	Sewing Machine Operators	7
Praxair	22	Roofers	7
Nissan North America Incorporated	22	Proofreaders and Copy Markers	7
Ivoclar Vivadent	22	Occupational Therapy Aides	7
Houlihan & X27 S		Mechanical Engineering Technicians	7
Bridgewater	22	Landscape Architects	7
Genpsych	22	History Teachers, Postsecondary	7
Fellowship Village	22	Helpers--Electricians	7
Eclaro	22	Financial Examiners	7
Dungarvin Incorporated	22	Farmworkers, Farm, Ranch, and Aquacultural Animals	7
Chili's	22	Exercise Physiologists	7
Childtime Learning	22		
Beumer Corporation	22	Electronic Equipment Installers and Repairers, Motor Vehicles Electrical and Electronics Repairers, Commercial and Industrial Equipment	7
Applebee's			
Neighborhood Grill & Bar	22	Crossing Guards	7
Abercrombie & Fitch	22	Crane and Tower Operators	7
Weichert, Realtors	21		
Valley National Bank	21	Correctional Officers and Jailers	7
Techdata	21	Chemistry Teachers, Postsecondary	7

Tanson Technology Group Incorporated	21	Urban and Regional Planners	6
Spring Hills Somerset	21	Travel Agents	6
Raymour & Flanigan Furniture	21	Textile, Apparel, and Furnishings Workers, All Other	6
Paris Baguette Bridgewater	21	Special Education Teachers, Secondary School	6
		Special Education Teachers, Kindergarten and Elementary School	6
Ortho Clinical Diagnostics	21	School	6
Nfp Group	21	Reporters and Correspondents	6
Nestl Health Science	21	Physical Scientists, All Other	6
Messer North America	21	Music Directors and Composers	6
		Military Officer Special and Tactical Operations Leaders, All Other	6
Hub Group	21	Material Moving Workers, All Other	6
Hallmark Cards	21	Machine Feeders and Offbearers	6
Enterprise Rent-A-Car	21	Library Assistants, Clerical	6
Covance Incorporated	21	Industrial-Organizational Psychologists	6
Composecure	21	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	6
Brock Company Incorporated	21	English Language and Literature Teachers, Postsecondary	6
Bj& X27 S Wholesale Club	21	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	6
Anderson Merchandisers	21	Bus Drivers, Transit and Intercity	6
Zeus Industrial Products Incorporated	20	Astronomers	6
Techno Comp, Inc	20	Assemblers and Fabricators, All Other	6
Rust Oleum	20	Ambulance Drivers and Attendants, Except Emergency	6
Rolling Hills Healthcare Center	20	Medical Technicians	6
Proud Moments	20	Statistical Assistants	5
On Board Family Of Companies	20	Social Science Research Assistants	5
Nustar Technologies Incorporated	20	Rehabilitation Counselors	5

Mobile Mini Incorporated	20	Print Binding and Finishing Workers	5
Home Instead Senior Hippo Insurance	20	Pharmacy Aides	5
	20	Petroleum Engineers	5
Emd Electronics	20	Personal Care and Service Workers, All Other	5
Copart Incorporated	20	Ophthalmic Laboratory Technicians	5
		Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	5
Convatec	20	Molders, Shapers, and Casters, Except Metal and Plastic	5
Control Point Associates	20	Meter Readers, Utilities	5
CNA Insurance	20	Mathematical Science Teachers, Postsecondary	5
Burger King	20	Manufactured Building and Mobile Home Installers	5
Bridgeway Senior Healthcare	20	Loading Machine Operators, Underground Mining	5
Bridgewater Raritan Regional School District	20	Geoscientists, Except Hydrologists and Geographers	5
Boston Market	20	Genetic Counselors	5
Aveanna Healthcare	20	Forest and Conservation Technicians	5
Albertsons	20	Food Cooking Machine Operators and Tenders	5
University Orthopaedic Associates	19	Fire Inspectors and Investigators	5
US Customs and Border Protection	19	Cutters and Trimmers, Hand	5
Pozent	19	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	5
Petvet Care Centers	19	Communications Teachers, Postsecondary	5
Mitsui Sumitomo	19	Chemical Plant and System Operators	5
Microsoft Corporation	19	Cabinetmakers and Bench Carpenters	5
Huntington Learning Center	19	Budget Analysts	5
Genesis Healthcare Corporation	19	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	4
Easterseals Nj	19	Transportation Inspectors	4
Citizens Financial Group	19		

Cherry Valley Country	19	Telephone Operators	4
		Telecommunications Line	
Banfield Pet Hospital	19	Installers and Repairers	4
		Tank Car, Truck, and Ship	
Avidxchange	19	Loaders	4
Wawa Incorporated	18	Survey Researchers	4
Turtle Hughes		Social Scientists and Related	
Incorporated	18	Workers, All Other	4
		Refuse and Recyclable Material	
Tacos El Tio	18	Collectors	4
		Plant and System Operators, All	
Sensiple Inc	18	Other	4
Procure	18	Oral and Maxillofacial Surgeons	4
PetSmart	18	Musicians and Singers	4
Performance			
Rehabilitation &	18	Models	4
Old Navy	18	Medical Appliance Technicians	4
Middlesex County Stem			
Charter School	18	Judicial Law Clerks	4
		Judges, Magistrate Judges, and	
Metasys Technologies	18	Magistrates	4
Lumen	18	Highway Maintenance Workers	4
		Grinding, Lapping, Polishing,	
		and Buffing Machine Tool	
		Setters, Operators, and	
H&R Block	18	Tenders, Metal and Plastic	4
Grace Healthcare	18	Glaziers	4
Gopuff	18	Flight Attendants	4
		First-Line Supervisors of	
		Farming, Fishing, and Forestry	
Fortira Inc	18	Workers	4
Driveline Retail	18	Fashion Designers	4
		Extruding, Forming, Pressing,	
		and Compacting Machine	
Colwen Hotels	18	Setters, Operators, and Tenders	4
		Cement Masons and Concrete	
Charles Schwab	18	Finishers	4
Carrabbas Italian Grill	18	Air Traffic Controllers	4
Aspire Pharmaceuticals	18	Bicycle Repairers	3
Able Medical		Artillery and Missile Crew	
Transportation	18	Members	3
Filters Applied:		Filters Applied:	Filters Applied:

Time Period: Jan. 1, 2022 - Dec. 31, 2022 Location: Greater Raritan (Hunterdon-Somerset) All New Jobs Must Include: Employer	Time Period: Jan. 1, 2022 - Dec. 31, 2022 Location: Greater Raritan (Hunterdon-Somerset) All New Jobs	Time Period: Jan. 1, 2022 - Dec. 31, 2022 Location: Greater Raritan (Hunterdon-Somerset) All New Jobs
the current filters applied: #####	Postings available with the current filters applied: #####	Postings available with the current filters applied: #####
Unspecified postings 0	Unspecified postings at 6-digit SOC level 3,373	Unspecified postings at 6-digit SOC level 0

ATTACHMENT 4

GRWDB Program Year 2017 to Program Year 2022 Participants and WIOA goals

Greater Raritan Participants & WIOA Performance Goals	PY17	PY18	PY19	PY20	PY21	PY22 (through Feb. 2023)
Total Reportable - WIOA	2,304	2,198	1,988	1,393	1,340	812
Total Participants - WIOA	439	403	389	164	358	167
Enrolled in Training	212	197	139	72	103	71
Dept. of Labor Local Performance Goals						
Dislocated Q2 Performance	85.40%	85.40%	85.90%	58.70%	59.70%	61.40%
Dislocated Q4 Performance	77%	77.10%	78%	57.80%	57.80%	65%
Dislocated Credential	66%	73.50%	74%	67.10%	68.10%	81%
Dislocated Skill Gain	n/a	n/a	n/a	40.00%	41.00%	63%
Adult Q2 Employment	83.30%	83.30%	84%	55.50%	56.50%	61%
Adult Q4 Employment	71.10%	76%	76.80%	62.60%	63.60%	60.80%
Adult Credential	66.30%	68.70%	69%	59.50%	60.50%	75%
Adult Skill Gain	n/a	n/a	n/a	40.00%	41.00%	61%
Youth Q2 Employment	76.70%	72.70%	73.70%	52.90%	53.90%	71.40%
Youth Q4 Employment	45%	45%	54%	54.10%	55%	68.20%
Youth Credential	82.80%	74%	74.50%	50%	51%	62.70%
Youth Skill Gain	n/a	n/a	n/a	42.70%	42.70%	57%

ATTACHMENT 5

State Negotiated WIOA Performance Measures for Program Year 2022 and Program Year 2023

Adults	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.0%	62.0%
Employment Rate 4th Quarter After Exit	60.8%	61.8%
Median Earnings 2nd Quarter After Exit	\$6,400	\$6,500
Credential Attainment 4th Quarter After Exit	75.0%	76.0%
Measurable Skills Gain	61.3%	62.3%
Dislocated Workers	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	61.4%	62.4%
Employment Rate 4th Quarter After Exit	65.0%	66.0%
Median Earnings 2nd Quarter After Exit	\$8,800	\$8,900
Credential Attainment 4th Quarter After Exit	81.0%	82.0%
Measurable Skills Gain	63.1%	64.1%
Youth	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	71.4%	72.4%
Employment Rate 4th Quarter After Exit	68.2%	69.2%
Median Earnings 2nd Quarter After Exit	\$3,300	\$3,400
Credential Attainment 4th Quarter After Exit	62.7%	63.7%
Measurable Skills Gain	57.0%	58.0%
Wagner-Peyser	PY 2022 Targets	PY 2023 Targets
Employment Rate 2nd Quarter After Exit	47.9%	48.9%
Employment Rate 4th Quarter After Exit	47.4%	48.4%
Median Earnings 2nd Quarter After Exit	\$5,650	\$5,750

**ATTACHMENT 6: New Jersey Local WIOA Planning:
Partner-Service Matrix**

Please use the matrix below to identify key areas in which individual partners will contribute to service integration. The regional and local plan must offer an overarching strategy for how different partners can and will contribute to operations and service delivery in your local One Stop Career Centers. The specifics of these agreements will be determined through the subsequent development of Memoranda of Understanding (MOU) and Infrastructure Funding Agreements (IFA). This matrix serves as tool in linking plan development and MOU/IFA processes as your LWDA engages required and additional partners in building a system of services and supports for job seekers, workers, and employers.

Please assess the anticipated involvement of each individual partner in contributing to each service and support area listed (1=Minimal Involvement, 2=Some Involvement, 3=Extensive Involvement). SETC and NJDOL encourage prioritizing specific service areas that match partner service strengths and assets.

One Stop Partners*	Participant Outreach/ Recruitment	Assessment/Plan Development/ Career Counseling	Job Preparation, Search, and Placement	Ongoing Case Management	Classroom Training	Work-Based Learning	Supportive Services	Employer Engagement	Staff Cross-Training	Other Services/ Supports (Please Specify)
Title I Adult	3	3	3	3	3	1	3	1	3	
Title I Dislocated Worker	3	3	3	3	3	1	3	1	3	
Title I Youth	3	3	3	3	3	2	3	1	3	
Title II Adult Education/Literacy	3	3	2	3	3	1	2	1	2	
Title III Wagner-Peyser	3	3	3	3	1	1	2	1	2	
Title IV Vocational Rehabilitation	3	3	3	3	1	1	2	2	2	
Title III Unemployment Compensation	1	1	1	1	1	1	1	1	1	
WorkFirst New Jersey	3	3	3	3	3	1	2	1	2	
Migrant and Seasonal Farmworkers Program	3	3	3	2	1	1	1	2	2	
Trade Adjustment Assistance (TAA) Program	1	1	1	1	1	1	1	1	1	
Senior Community Service Employment Program	2	1	2	2	1	1	1	1	1	
Jobs for Veterans State Grant	1	1	1	1	1	1	1	1	1	
Reentry Employment Opportunities	3	3	3	3	2	1	2	1	3	
Title I Job Corps	1	1	1	1	1	1	1	1	1	
Title I YouthBuild	1	1	1	1	1	1	1	1	1	
Career and Technical Education (CTE) Programs	3	2	1	1	1	2	1	1	1	
HUD Employment and Training	1	1	1	1	1	1	1	1	1	
HHS Employment and Training	1	1	1	1	1	1	1	1	1	
Business Service Representatives	3	1	3	1	1	1	1	3	3	
Greater Raritan WDB	3	1	3	1	2	2	3	3	3	
Greater Raritan WDB - Pathways	3	3	3	3	1	2	3	1	3	

*Please include additional local, state, and federal workforce partners, as relevant.