

A Service of the Union County  
Board of Chosen Freeholders

**UNION  
COUNTY**  
Workforce  
Investment  
Board



**MEANS  
BUSINESS**

# 2014 – 2015 ANNUAL REPORT

**UNION COUNTY**

*We're Connected to You!*

# INDEX

- I. MESSAGE FROM THE CHAIRMAN
- II. THE LEADERSHIP TEAM AT UCWIB
- III. OUR VISION, OUR MISSION
- I. PROGRAM STANDARDS STATEMENT
- I. ONE STOP CAREER CENTER PROGRAM SERVICES
- II. WORKFORCE INNOVATION & OPPORTUNITY ACT OF 2014
- I. PROGRAM YEAR 2014 – 2015 BUDGET
- II. FUNDED PROGRAMS – WIA & WFNJ
- I. WORKFORCE INNOVATION BUSINESS CENTER
- I. WIA YOUTH CONSORTIUM
- II. WIA COMMON MEASURES
- III. WFNJ PARTICIPATION RATE
- IV. PERFORMANCE EVALUATION



# MESSAGE FROM CHAIRMAN GLENN NACION



FIRST AND FOREMOST, I WOULD LIKE TO EXTEND MY APPRECIATION TO THE UNION COUNTY BOARD OF CHOSEN FREEHOLDERS AND MEMBERS OF THE WORKFORCE INVESTMENT BOARD FOR THEIR SUPPORT. I WOULD ALSO LIKE TO THANK CARLOS VALDES AND ERICH PETER, RESPECTIVELY VICE CHAIR AND SECRETARY FOR THEIR DEDICATION AND LEADERSHIP.

THE 2014-2015 PROGRAM YEAR HAS BEEN FILLED WITH CHALLENGES AND OPPORTUNITIES. AS WE TRANSITION TO THE NEW LAW, THE WORKFORCE INNOVATION AND OPPORTUNITY ACT, WE HAVE BEGUN A COMPREHENSIVE REVIEW OF THE ONE STOP CAREER CENTERS WITH THE INTENT TO PROVIDE AN EFFICIENT AND EFFECTIVE SERVICE DELIVERY SYSTEM FOR JOB SEEKERS AND EMPLOYERS.

TO THAT END, THE WORKFORCE INVESTMENT BOARD, IN PARTNERSHIP WITH THE BOARD OF CHOSEN FREEHOLDERS, ESTABLISHED A WORKFORCE INNOVATION BUSINESS CENTER (WIB CENTER) LOCATED AT JERSEY GARDENS MALL THAT OFFERS SERVICES TO BOTH JOB SEEKERS AND EMPLOYERS. SERVICES INCLUDE HIGH JOB-GROWTH SECTOR-BASED CLASS-SIZE OCCUPATIONAL TRAINING, SOFT SKILLS TRAINING, JOB PLACEMENT AND RETENTION, AND ON-THE-JOB TRAINING OPPORTUNITIES FOR UNION COUNTY BUSINESSES AND RESIDENTS. THE WIB CENTER PROVIDES A FORTY (40) HOURS SOFT SKILLS TRAINING TO BETTER PREPARE INDIVIDUALS FOR EMPLOYMENT OPPORTUNITIES.

I AM PROUD TO BE THE CHAIRMAN OF A WORKFORCE INVESTMENT BOARD THAT CONTINUES TO ADVOCATE FOR POLICIES THAT SUPPORT ECONOMIC DEVELOPMENT, THAT WILL HELP BUSINESSES REMAIN COMPETITIVE AND GROW IN THIS CHALLENGING BUSINESS CLIMATE. I BELIEVE THAT EMPLOYEES ARE A COMPANY'S GREATEST ASSET. AS SUCH, WE WILL CONTINUE TO COLLABORATE WITH THE UNION COUNTY BOARD OF CHOSEN FREEHOLDERS TO ENSURE THE TRAINING INVESTMENTS THAT WILL PRODUCE A HIGHLY QUALIFIED WORKFORCE THAT CAN FULFILL THE EMPLOYMENT NEEDS OF AREA BUSINESSES.

GLENN NACION, CHAIRMAN, UNION COUNTY WORKFORCE INVESTMENT BOARD  
VICE PRESIDENT & CHIEF HUMAN RESOURCES OFFICER  
TRINITAS REGIONAL MEDICAL CENTER

# THE LEADERSHIP TEAM AT UCWIB

MOHAMED JALLOH, CHAIRMAN, UNION COUNTY BOARD OF CHOSEN FREEHOLDERS  
JALLOH & JALLOH, LLC

SERGIO GRANADOS, UNION COUNTY FREEHOLDER LIAISON  
CITY OF ELIZABETH

GLENN NACION, CHAIRMAN OF THE WIB  
TRINITAS REGIONAL MEDICAL CENTER

ERICH PETER, SECRETARY, WIB  
UNION COUNTY ECONOMIC DEVELOPMENT CORPORATION



ALFRED FAELLA, COUNTY MANAGER  
WILLIAM REYES, JR., DEPUTY COUNTY MANAGER  
DIRECTOR, DEPARTMENT OF ECONOMIC DEVELOPMENT  
FRANK GUZZO, DIRECTOR, DEPARTMENT OF HUMAN SERVICES  
JEAN KOSZULINSKI, DIRECTOR, ONE STOP OPERATIONS  
ANTONIO RIVERA, MSW, DIRECTOR, WORKFORCE INVESTMENT BOARD



# THE LEADERSHIP TEAM AT UCWIB



## PRIVATE SECTOR

GLENN NACION, WIB CHAIRMAN, TRINITAS REGIONAL MEDICAL CENTER

ELIZABETH BENNETT, EVERGREEN PARTNERS, LLC

JAMES BRADY, THE SAVOR GROUP, LLC

MARK BOCCHIERI, VERIZON NEW JERSEY

RICHARD CAPAC, LEAF GROUP, LLC

MONICA CHENAULT-KILGORE, THE CHENAULT GROUP, INC.

DONNA DEDINSKY, WAKEFERN FOOD CORPORATION

JUAN CARLOS DOMINGUEZ, JJJ DISTRIBUTORS

GLORIA DURHAM, GENESIS HEALTHCARE SOLUTIONS

ALBERTO GONCALVES, GS DEVELOPERS, LLC

EUGENIA HAMLETT, HAMLETT MANAGEMENT, LLC

ANADIR LIRANZO, OMEGA MAINTENANCE CORP.

JERRY MASIN, COMPASSCALE

KIM MCCONNELL, THE MCCONNELL LEADERSHIP GROUP, LLC

SANDY MCLACHLAN, PHILLIPS66 BAYWAY REFINERY

CHRISTOPHER MORREALE, FEDEX

LENIN PAREDES, GLOBAL INSURANCE AGENCY, LLC

STAN ROBINSON, JR., SHR MARKETING, LLC

KAMRAN TASHAROFI, M.D., UNION COUNTY HEALTH CARE ASSOCIATES



# THE LEADERSHIP TEAM AT UCWIB



## ECONOMIC DEVELOPMENT

ERICH PETER, WIB SECRETARY, UNION COUNTY ECONOMIC DEVELOPMENT CORPORATION

## COMMUNITY BASED ORGANIZATIONS

PAMELA CAPACI, PREVENTION LINKS

JAMES HORNE, UNITED WAY OF UNION COUNTY

JOHN PERRY, COUNCIL FOR AIRPORT OPPORTUNITIES

## ORGANIZED LABOR

NOEL CHRISTMAS, UTILITIES WORKERS UNION OF AMERICA, LOCAL 601

RICHARD MALCOLM, IRONWORKERS, LOCAL # 11

GARY PFARR, INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS, LOCAL 102

## EDUCATION

PETER CAPODICE, UNION COUNTY VOCATIONAL TECHNICAL SCHOOLS

YOSHI MANALE, KEAN UNIVERSITY

DR. MARGARET MCMENAMIN, UNION COUNTY COLLEGE

## AMERICAN JOB CENTERS OF UNION COUNTY

JEAN KOSZULINSKI, AMERICAN JOB CENTERS OF UNION COUNTY

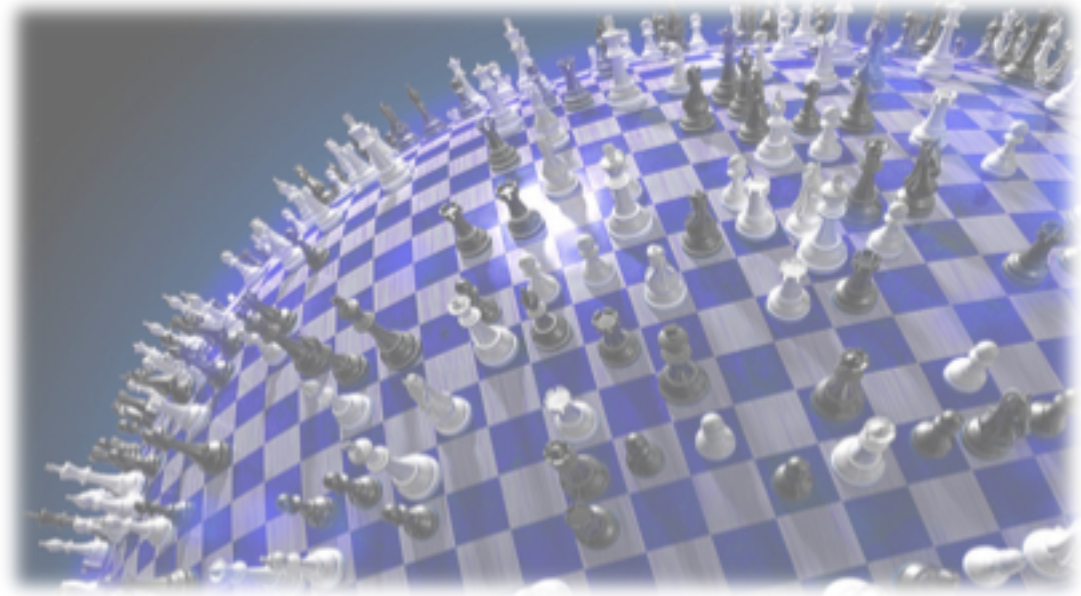
HUGH CAUFIELD, EMPLOYMENT SERVICE, NEW JERSEY DEPARTMENT OF LABOR

PAT WILLIAMS, NJ DIVISION OF VOCATIONAL REHABILITATION SERVICES

# OUR VISION



TO HAVE THE BEST TRAINED WORKFORCE IN NORTHERN  
NEW JERSEY



# OUR MISSION

TO CONNECT JOBSEEKERS AND EMPLOYERS THROUGH  
QUALITY TRAINING AND HIRING INCENTIVES

# PROGRAM STANDARDS STATEMENT

## IV

☞ THE UNION COUNTY WORKFORCE DEVELOPMENT BOARD WILL USE ANY AND ALL CRITERIA ESTABLISHED BY THE STATE EMPLOYMENT AND TRAINING COMMISSION REGARDING SKILL LEVEL AND COMPETENCY GUIDELINES TO BE USED AS A BASIS FOR THE SELECTION OF SKILL TRAINING PROGRAMS AND COMPETENCY CURRICULUM IN THE LOCAL AREAS.

☞ THE UNION COUNTY WORKFORCE DEVELOPMENT BOARD SHALL ALIGN ITS WORKFORCE DEVELOPMENT STRATEGY TO MIRROR THE CORE VALUES OUTLINED WITHIN NEW JERSEY'S UNIFIED WORKFORCE INVESTMENT PLAN.

☞ THE CORE VALUES INCLUDE: (I) DRIVING INVESTMENTS BASED ON INDUSTRY NEEDS; (II) MEETING JOB SEEKERS WHERE THEY ARE; (III) EQUIPPING THE WORKFORCE FOR EMPLOYMENT; AND (IV) INCREASING SYSTEM ACCOUNTABILITY.

☞ THE INTENT OF THE UNION COUNTY WORKFORCE DEVELOPMENT BOARD IN MIRRORING NEW JERSEY'S UNIFIED WORKFORCE INVESTMENT PLAN IS TO SYNCHRONIZE INVESTMENT EFFORTS IN THE DEVELOPMENT OF A STRONG, TALENTED AND GLOBALLY COMPETITIVE LABOR FORCE. THE DESIRED OUTCOME OF THESE STRATEGIC INVESTMENTS IS TO HELP UNION COUNTY RESIDENTS FIND EMPLOYMENT WITHIN THE SEVEN KEY GROWTH SECTORS IN NEW JERSEY.

☞ THE SEVEN KEY GROWTH SECTORS WITHIN THE STATE OF NEW JERSEY INCLUDE (I) HEALTH CARE, (II) LIFE SCIENCES, (III) FINANCIAL SERVICES, (IV) ADVANCED MANUFACTURING, (V) TRANSPORTATION, LOGISTICS & DISTRIBUTION, (VI) TECHNOLOGY & ENTREPRENEURSHIP, (VII) AND RETAIL, HOSPITALITY & TOURISM.

☞ THE CONSTRUCTION INDUSTRY IS A KEY EMPLOYMENT GROWTH AVENUE FOR UNION COUNTY.



# ONE STOP CAREER CENTER PROGRAM SERVICES



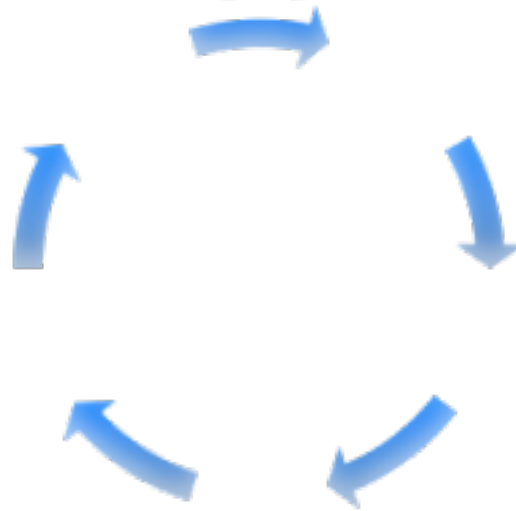
WIOA TITLE I  
OCCUPATIONAL  
TRAINING  
YOUTH, ADULT &  
DISLOCATED  
WORKERS



WIOA TITLE II  
ADULT EDUCATION  
&  
FAMILY LITERACY

WIOA TITLE III  
WAGNER PEYSER  
EMPLOYMENT  
SERVICES

WIOA TITLE IV  
VOCATIONAL  
REHABILITATION  
TRAINING



**OVER 50,000 CUSTOMER SERVICE VISITS ANNUALLY**

# ONE STOP CAREER CENTER PROGRAM SERVICES



## WORKFORCE INNOVATION & OPPORTUNITY ACT (TITLE I) PROGRAMS

YOUTH PROGRAMS  
OCCUPATIONAL TRAINING  
ON-THE-JOB TRAINING  
SOFT SKILLS TRAINING  
JOB SEARCH & JOB READINESS



## WORKFIRST NEW JERSEY PROGRAMS

COMMUNITY WORK EXPERIENCE  
COMMUNITY WORK EXPERIENCE & EDUCATION  
JOB SEARCH & JOB READINESS

## WORKFORCE INNOVATION & OPPORTUNITY ACT (TITLE II) - ADULT LITERACY

ADULT BASIC EDUCATION  
ENGLISH AS A SECOND LANGUAGE (ESL)  
CIVICS EDUCATION



WIOA TITLE I  
OCCUPATIONAL  
TRAINING  
YOUTH, ADULT &  
DISLOCATED  
WORKERS

WIOA TITLE II  
ADULT EDUCATION  
&  
FAMILY LITERACY

american**job**center®

WIOA TITLE III  
WAGNER PEYSER  
EMPLOYMENT  
SERVICES

WIOA TITLE IV  
VOCATIONAL  
REHABILITATION  
TRAINING

USDOL



USDOE

# WORKFORCE INNOVATION & OPPORTUNITY ACT OF 2014



## **WIOA CREATES:**

*A STREAMLINED WORKFORCE DEVELOPMENT SYSTEM BY:*

- 👉 ELIMINATING 15 EXISTING PROGRAMS;
- 👉 APPLYING A SINGLE SET OF OUTCOME METRICS TO EVERY FEDERAL WORKFORCE PROGRAM UNDER THE ACT;
- 👉 CREATING SMALLER, NIMBLER, AND MORE STRATEGIC STATE AND LOCAL WORKFORCE DEVELOPMENT BOARDS;
- 👉 INTEGRATING INTAKE, CASE MANAGEMENT AND REPORTING SYSTEMS WHILE STRENGTHENING EVALUATIONS;

## **GREATER VALUE BY:**

- 👉 MAINTAINING THE 15 PERCENT FUNDING RESERVATION AT THE STATE LEVEL TO ALLOW STATES THE FLEXIBILITY TO ADDRESS SPECIFIC NEEDS;
- 👉 SUPPORTING ACCESS TO REAL-WORLD EDUCATION AND WORKFORCE DEVELOPMENT OPPORTUNITIES THROUGH:
  - 👉 ON-THE-JOB, INCUMBENT WORKER, AND CUSTOMIZED TRAINING
  - 👉 PAY-FOR-PERFORMANCE CONTRACTS; AND
  - 👉 SECTOR AND PATHWAY STRATEGIES

## **BETTER COORDINATION BY:**

- ALIGNING WORKFORCE DEVELOPMENT PROGRAMS WITH ECONOMIC DEVELOPMENT AND EDUCATION INITIATIVES;
- ENABLING BUSINESSES TO IDENTIFY IN-DEMAND SKILLS AND CONNECT WORKERS WITH THE OPPORTUNITIES TO BUILD THOSE SKILLS;
- SUPPORTING STRATEGIC PLANNING AND STREAMLINING CURRENT GOVERNANCE AND ADMINISTRATION BY REQUIRING CORE WORKFORCE PROGRAMS TO DEVELOP A SINGLE, COMPREHENSIVE STATE PLAN TO BREAK DOWN SILOS, REDUCE ADMINISTRATIVE COSTS, AND STREAMLINE REPORTING REQUIREMENTS;

## **IMPROVED OUTREACH TO DISCONNECTED YOUTH BY:**

- FOCUSING YOUTH PROGRAM SERVICES ON OUT-OF-SCHOOL YOUTH, HIGH SCHOOL DROPOUT RECOVERY EFFORTS, AND ATTAINMENT OF RECOGNIZED POSTSECONDARY CREDENTIALS
- PROVIDING YOUTH WITH DISABILITIES THE SERVICES AND SUPPORT THEY NEED TO BE SUCCESSFUL IN COMPETITIVE, INTEGRATED EMPLOYMENT

# PROGRAM YEAR 2014-2015 BUDGET

VII

## WORKFORCE INVESTMENT ACT 2014

2014	<b>WIA Notice of Obligation</b>	
	Adult	\$1,291,825.00
	Dislocated Worker	\$1,648,125.00
	Youth	\$1,274,617.00
		<b>\$4,214,567.00</b>
Admin	<b>WIA Administration (10%)</b>	
	Adult	\$129,182.50
	Dislocated Worker	\$164,812.50
	Youth	\$127,461.70
		<b>\$421,456.70</b>
Program	<b>WIA Program (90%)</b>	
	Adult	\$1,162,642.50
	Dislocated Worker	\$1,483,312.50
	Youth	\$1,147,155.30
		<b>\$3,793,110.30</b>
Program Breakdown	<b>WIA Operating Expenses (40%)</b>	
	Adult	\$465,057.00
	Dislocated Worker	\$593,325.00
	Youth	\$458,862.12
		<b>\$1,517,244.12</b>
Program Breakdown	<b>WIA Training (60%)</b>	
	Adult	\$697,585.50
	Dislocated Worker	\$889,987.50
	Youth	\$688,293.18
		<b>\$2,275,866.18</b>

## WORKFIRST NEW JERSEY 2014

2014	<b>WFNJ Notice of Obligation</b>	
	<b>WFNJ TANF</b>	
	Case Management	\$257,737.00
	Work Activities	\$1,431,872.00
		<b>\$47,167.00</b>
2014	<b>WFNJ GA/SNAP</b>	
	Case Management	\$46,700.00
	Work Verification	\$136,840.00
	Work Activities	\$760,222.00
		<b>\$2,680,538.00</b>
Administration	<b>WFNJ Administration (12%)</b>	
	<b>WFNJ TANF</b>	
	Case Management	\$30,928.44
	Work Activities	\$171,824.64
		<b>\$47,167.00</b>
Administration	<b>WFNJ GA/SNAP</b>	
	Case Management	\$16,420.80
	Work Verification	\$91,226.64
	Work Activities	\$310,400.52
		<b>\$310,400.52</b>
PROGRAM	<b>WFNJ Program (88%)</b>	
	<b>WFNJ TANF</b>	
	Case Management	\$226,808.56
	Work Activities	\$1,260,047.36
		<b>\$47,167.00</b>
PROGRAM	<b>WFNJ GA/SNAP</b>	
	Case Management	\$120,419.20
	Work Verification	\$668,995.36
	Work Activities	\$668,995.36
		<b>\$2,276,270.48</b>

Program Breakdown	<b>Operating Expenses</b>	
	<b>WFNJ TANF</b>	
	Case Management	\$226,808.56
	Work Activities	\$630,023.68
		<b>\$47,167.00</b>
Program Breakdown	<b>WFNJ GA/SNAP</b>	
	Case Management	\$120,419.20
	Work Verification	\$668,995.36
	Work Activities	\$668,995.36
		<b>\$1,311,749.12</b>
Program Breakdown	<b>Employment Directed Activities</b>	
	<b>WFNJ TANF</b>	
	Work Activities	\$630,023.68
	Work Activities	\$334,497.68
		<b>\$964,521.36</b>
Program Breakdown	<b>CAVP</b>	
	Work Verification	\$47,167.00
	Work Verification	\$46,700.00
	Work Verification	\$93,867.00
		<b>\$93,867.00</b>
Summary	<b>WIA &amp; WFNJ 2014</b>	
	Administration	\$731,857.22
	Program Operating Expenses	\$2,828,993.24
	Occupational Training	\$3,240,387.54
		<b>\$93,867.00</b>
		<b>\$6,895,105.00</b>

A P P R O V E D  
W O R K F O R C E  
I N V E S T M E N T B O A R D  
B U D G E T

# FUNDED PROGRAMS – WIA & WFNJ

## WORKFORCE INVESTMENT ACT PY 2014 - 2015

### YOUTH TRAINING AWARDS

CLARK BOARD OF EDUCATION	\$30,000.00
PLAINFIELD BOARD OF EDUCATION	\$30,000.00
BOROUGH OF ROSELLE	\$135,000.00
CITY OF ELIZABETH	\$60,000.00
UNITED WAY OF GREATER UNION COUNTY YOUTH CONSORTIUM	<u>\$640,000.00</u>
	<b>\$895,000.00</b>

### INDIVIDUAL TRAINING ACCOUNT AWARDS

**\$700,000.00**

### WORKFORCE INNOVATION BUSINESS CENTER AWARD

(CARRY-OVER FUNDING, NO NEW MONEY)

**\$542,000.00**

**TOTAL \$2,137,000.00**



## WORKFIRST NEW JERSEY PY 2014 - 2015

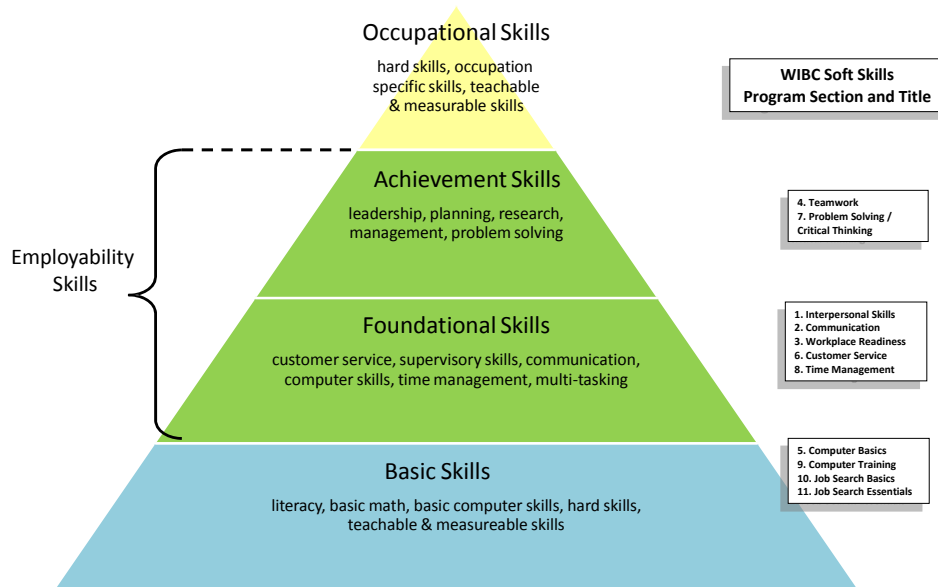
B&M CONSULTANTS INC.	\$224,000.00
UNION COUNTY COLLEGE	\$400,000.00
URBAN LEAGUE OF UNION COUNTY	\$100,000.00
WORKFORCE ADVANTAGE	<u>\$400,000.00</u>
	<b>\$1,124,000.00</b>

FUNDING	\$1,000,000	LEVEL OF SERVICE
ADULT	\$200,000	50
DISLOCATED WORKERS	\$550,000	130
YOUTH	\$250,000	120
<b>Skills Pyramid TOTAL</b>		<b>300</b>



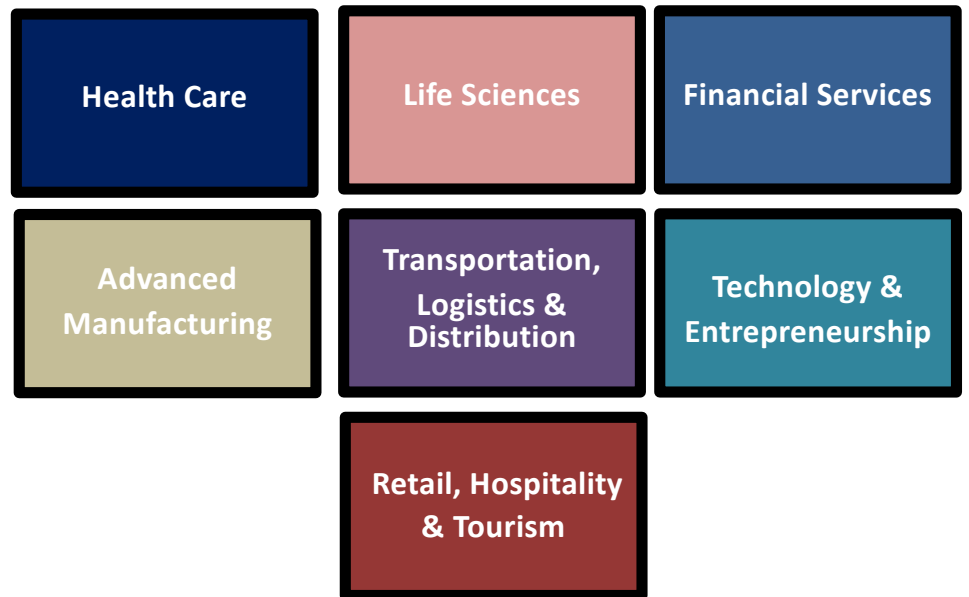
## TARGETED TRAINING

- ➔ ON THE JOB TRAINING PROGRAM
- ➔ SECTOR-BASED OCCUPATIONAL TRAINING
- ➔ READY-TO-WORK BUSINESS SOFT SKILLS
- ➔ YOUTH EMPLOYMENT & TRAINING
- ➔ INCUMBENT WORKER TRAINING
- ➔ ENTREPRENEURSHIP TRAINING



## 40 HOUR SOFT SKILLS COURSE

## TARGETED GROWTH SECTORS







United Way of  
Greater Union County

## THE UNITED WAY OF GREATER UNION COUNTY– THE LEAD

- ✓CASE MANAGEMENT & INDIVIDUAL SERVICE STRATEGY
- ✓OCCUPATIONAL TRAINING
- ✓ACADEMIC TUTORING
- ✓SOFT SKILLS & JOB READINESS TRAINING
- ✓LEADERSHIP DEVELOPMENT
- ✓MENTORSHIP
- ✓SUPPORTIVE SERVICES
- ✓FINANCIAL LITERACY
- ✓REMOTE INTERNSHIP EXPERIENCE
- ✓JOB PLACEMENT & VOLUNTEER WORK EXPERIENCE
- ✓HEALTH MAINTENANCE
- ✓COUNSELING



# WIA COMMON MEASURES

## PY 2014 - STATEWIDE ACTUAL

	Adult Entered Employment	Adult Retention	Adult Avg Earnings	DW Entered Employment	DW Retention	DW Avg Earnings	Youth Degree	Youth Placement	Literacy Numeracy
All Location	83.6%	84.3%	\$14,281	84.3%	87.4%	\$18,983	68.0%	66.3%	62.3%
Atlantic-Cape May WIB	78.8%	81.5%	\$10,798	83.9%	88.4%	\$14,549	48.8%	50.0%	45.8%
Bergen County WIB	69.0%	78.1%	\$12,012	78.9%	83.8%	\$20,341	63.7%	58.0%	50.0%
Burlington County WIB	77.6%	92.1%	\$13,689	82.6%	84.6%	\$15,861	70.0%	66.7%	38.9%
Camden County WIB	84.3%	81.5%	\$11,940	91.6%	83.0%	\$14,272	47.5%	67.9%	63.4%
Cumberland-Salem County WIB	83.6%	85.0%	\$17,517	86.4%	93.8%	\$13,969	78.4%	74.2%	47.5%
Essex County WIB	57.0%	78.3%	\$13,663	59.0%	78.3%	\$18,254	68.6%	63.6%	82.8%
Gloucester County WIB	89.0%	96.0%	\$14,520	83.7%	98.2%	\$16,243	84.0%	63.5%	70.0%
Greater Raritan WIB	90.1%	85.3%	\$22,055	84.8%	90.5%	\$30,202	96.6%	70.0%	42.9%
Hudson County WIB	73.5%	77.8%	\$12,391	68.9%	80.3%	\$19,353	55.2%	60.7%	71.4%
Jersey City	87.5%	83.6%	\$15,003	91.2%	86.8%	\$21,653	92.0%	68.1%	100.0%
Mercer County WIB	88.6%	70.6%	\$11,750	91.5%	82.2%	\$15,098	87.3%	86.6%	100.0%
Middlesex County WIB	81.3%	84.0%	\$12,512	82.7%	84.6%	\$19,347	75.4%	66.3%	60.0%
Monmouth County WIB	79.4%	83.1%	\$19,878	82.0%	90.1%	\$20,685	93.7%	64.9%	82.1%
Morris-Sussex-Warren WIB	87.4%	94.0%	\$17,992	82.6%	91.4%	\$25,401	72.0%	71.2%	85.7%
NewarkWORKS Newark WIB	96.4%	83.8%	\$10,735	99.5%	91.9%	\$11,424	73.6%	79.6%	33.8%
Ocean County WIB	91.7%	82.5%	\$13,223	93.9%	87.6%	\$15,229	83.0%	82.5%	80.0%
Passaic County WIB	82.8%	84.5%	\$13,013	80.9%	92.6%	\$15,719	39.7%	65.7%	61.2%
Union County WIB	94.7%	96.4%	\$12,066	91.4%	92.4%	\$15,942	71.4%	83.6%	65.2%
Department of Labor									
Rapid Response				66.7%	87.5%	\$28,467			
Statewide									
NJDOL Trenton Central Office		100.0%	\$16,851	100.0%	33.3%	\$48,285			
WIB - Other									

**THE UNION COUNTY ONE STOP  
CAREER SYSTEM MEETS OR EXCEEDS  
ITS PERFORMANCE BENCHMARKS**

# WIA COMMON MEASURES

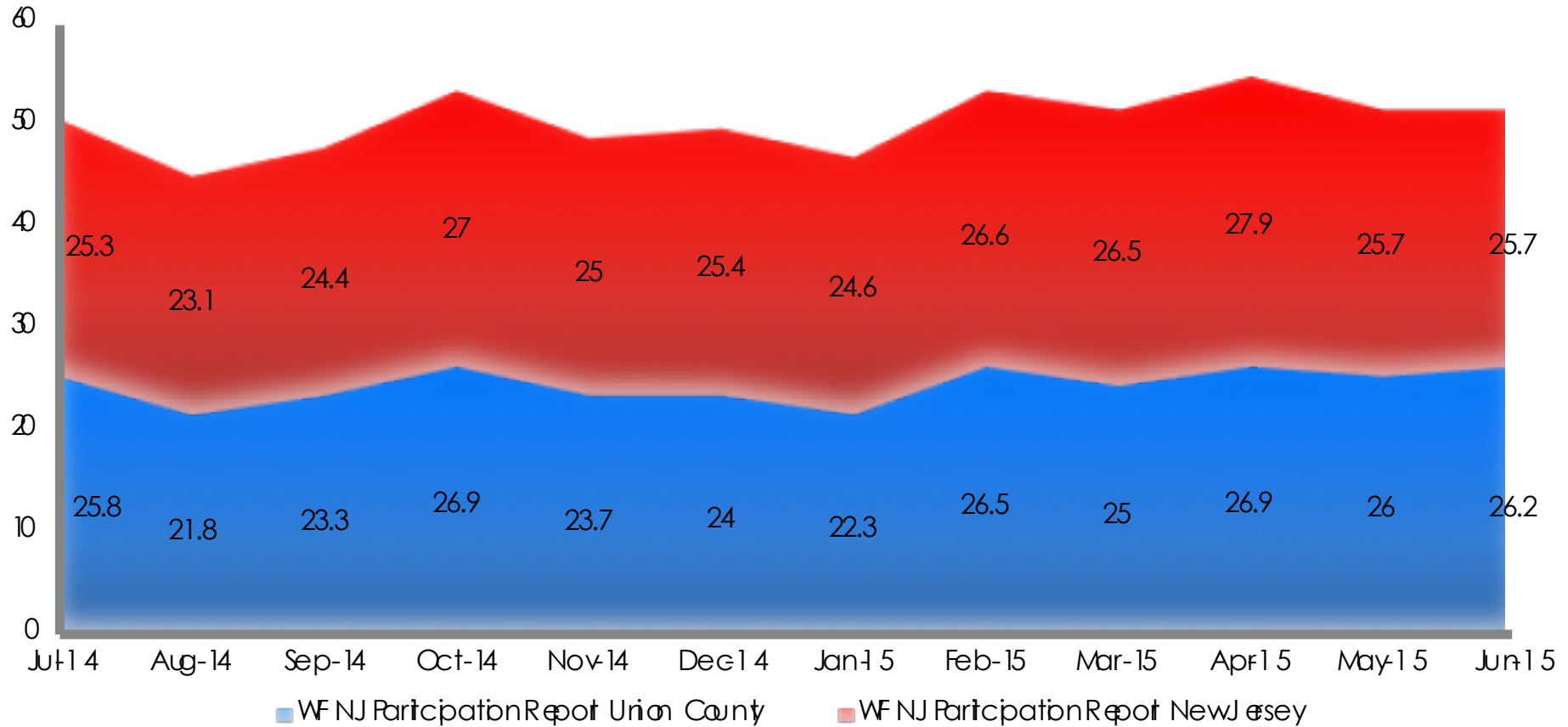
## PY 2014 - COUNTY OF UNION ONE-STOP CAREER CENTERS

	Actual	LWA Plan
<b>Numerator Adult Entered Employment</b>	<b>108</b>	
<b>Denominator Adult Entered Employment</b>	<b>114</b>	
<b>Adult Entered Employment</b>	<b>94.7%</b>	<b>89.8%</b>
<b>Numerator Adult Retention</b>	<b>54</b>	
<b>Denominator Adult Retention</b>	<b>56</b>	
<b>Adult Retention</b>	<b>96.4%</b>	<b>89.2%</b>
<b>Numerator Adult Average Earnings</b>	<b>615,343</b>	
<b>Denominator Adult Average Earnings</b>	<b>51</b>	
<b>Adult Average Earnings</b>	<b>\$12,066</b>	<b>\$14,306</b>
<b>Numerator DW Entered Employment</b>	<b>117</b>	
<b>Denominator DW Entered Employment</b>	<b>128</b>	
<b>DW Entered Employment</b>	<b>91.4%</b>	<b>91.1%</b>
<b>Numerator DW Retention</b>	<b>73</b>	
<b>Denominator DW Retention</b>	<b>79</b>	
<b>DW Retention</b>	<b>92.4%</b>	<b>91.6%</b>
<b>Numerator DW Average Earnings</b>	<b>1,163,796</b>	
<b>Denominator DW Average Earnings</b>	<b>73</b>	
<b>DW Average Earnings</b>	<b>\$15,942</b>	<b>\$16,536</b>
<b>Numerator Youth Placement Employment / Education</b>	<b>46</b>	
<b>Denominator Youth Placement Employment / Education</b>	<b>55</b>	
<b>Youth Placement Employment / Education</b>	<b>83.6%</b>	<b>82.6%</b>
<b>Numerator Youth Degree / Certificate</b>	<b>25</b>	
<b>Denominator Youth Degree / Certificate</b>	<b>35</b>	
<b>Youth Attain Degree / Certificate</b>	<b>71.4%</b>	<b>78.8%</b>
<b>Numerator Literacy / Numeracy Gains</b>	<b>15</b>	
<b>Denominator Literacy / Numeracy Gains</b>	<b>23</b>	
<b>Literacy / Numeracy Gains</b>	<b>65.2%</b>	<b>83.2%</b>

OUR PRIMARY OBJECTIVE IS TO GET PEOPLE INTO TRAINING OPPORTUNITIES, LEARN NEW SKILLS, OBTAIN EMPLOYMENT AND SUSTAIN THEIR FAMILIES”

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 S T A N D A R D S

June 2015

John J. Heldrich Center for Workforce Development  
**evaluation report**

## Evaluation of the Union County One-Stop Career Centers, 2015

by Ronnie Kauder, Ian Myre and Maria Heidkamp

### Introduction

In late 2014, the Union County Workforce Investment Board (WIB) contracted with the John J. Heldrich Center for Workforce Development at Rutgers, The State University of New Jersey to conduct a qualitative process evaluation of the One-Stop Career Centers in Union County, New Jersey.

This evaluation is particularly well timed, as the recently enacted federal Workforce Innovation and Opportunity Act (WIOA), which replaces the Workforce Investment Act (WIA), is now being implemented in New Jersey and across the nation. WIOA offers opportunities for a fresh strategic direction, a new type of partnership between Union County and the state, and a different role for the One-Stop Career Center system in the community. The new law offers a chance to ensure that the One-Stop system is flexible and responsive to changes in the economy, the labor market, and the community.

The One-Stop Career Centers in Union County, like One-Stop Career Centers throughout New Jersey and the nation, are comprised of collaborations of different agencies that provide services to people seeking jobs, career advice, and support for education and training. These agencies also provide services to employers. There are different funding streams for the various agencies and programs, each with its own rules, regulations, and performance expectations and measures.

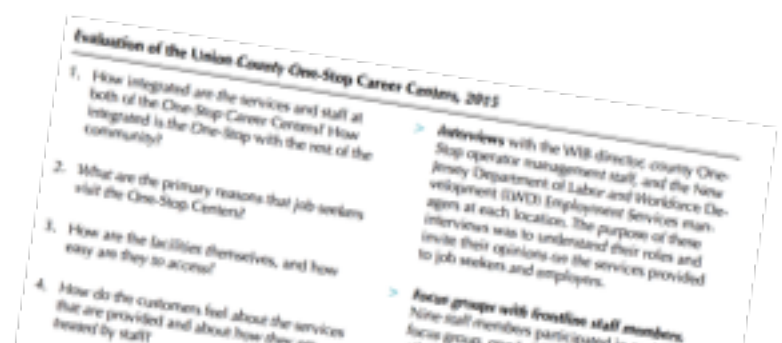
There are two One-Stop Career Centers in Union County — one in Elizabeth and the other in Plainfield. There is also a satellite center at The Mills at Jersey Gardens in Elizabeth; however, the satellite center was not part of this evaluation.

This report contains the Heldrich Center's final evaluation of the Union County One-Stop Career Centers. The primary goals of this evaluation were to:

- > Document the key services being provided at the One-Stop Career Centers in Elizabeth and Plainfield,
- > Provide feedback to the county/WIB on the effectiveness of these services, and
- > Highlight promising practices from one or both One-Stop Career Centers in terms of services to job seeker and employer customers.

### Research Questions

The Heldrich Center customized a number of questions for each party that would be interesting in order to define answers to the following broader research questions:



THE JOHN J. HELDRICH CENTER  
FOR WORKFORCE  
DEVELOPMENT CONDUCTED A  
QUALITATIVE EVALUATION OF  
THE ONE STOP CAREER SYSTEM  
TO HELP IMPROVE CUSTOMER  
SERVICES & SYSTEM  
PERFORMANCE