

WORKFORCE INNOVATION AND OPPORTUNITY ACT
(WIOA)

ANNUAL REPORT NARRATIVE

PY 2017



WIOA Annual Statewide Performance Report Narrative Requested items

Waiver that the state has had in place for at least one program year; information regarding the state's progress toward achieving the goals and performance outcomes in ETA's letter of approval for the waiver (sec 189(i)(3)(C)(ii))

performance outcomes: *This section is non-applicable.*

Two approaches the state has chosen for the Effectiveness in Serving Employers performance indicator pilot:

In accord with WIOA sec. 116(b)(2)(A)(i)(VI), the State of New Jersey has selected the Repeat Business Customers and Employer Penetration Rate approaches to gauge our effectiveness in serving employers. The Repeat Business Customers rate is the total number of establishments, that received a service or, if it is an ongoing activity, are continuing to receive a service or other assistance during the reporting period, AND who utilized a service anytime within the previous three years divided by the number of unique business customers who have received a service previously in the last three years. The Employer Penetration Rate is the total number of establishments that received a service or, if it is an ongoing activity, are continuing to receive a service or other assistance during the reporting period divided by the total number of establishments located within the State during the final month or quarter of the reporting period.

The Department of Labor and Workforce Development wants to measure how well we are 1) providing employers with skilled workers; 2) engaging employers and delivering quality services over extended periods of time; and 3) engaging employers and delivering quality services in local areas and statewide as needed.

Employer Services are broadly defined in the following categories:

- Employer Information and Support Services
- Workforce Recruitment Assistance
- Engaged in Strategic Planning/ Economic Development
- Accessing Untapped Labor Pools
- Training Services
- Incumbent Worker Training Services
- Rapid Response/ Business Downsizing Assistance
- Planning Layoff Response

In Program Year 2017 our Repeat Business Customers Rate was 30% and our Employer Penetration Rate was 1.1%.

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Brief descriptions of: (a) **current or planned evaluation and related research projects, including methodologies used;** (b) **efforts to coordinate the development of such projects with WIOA core programs, other state agencies and local boards;** (c) **a list of completed evaluation and related reports and links to where they were made accessible to the public electronically;** (d) **State efforts to provide data, survey responses, and timely site visits for Federal evaluations;** and (e) **any continuous improvement strategies utilizing results from studies and evidence-based practices evaluated.**

Current or Planned Evaluation and related research:

In 2016, the John J. Heldrich Center for Workforce Development, contracted through the SETC, provided an Evaluation of One-Stop Career Centers in New Jersey. A report of the evaluation findings was presented to the SETC on June 21, 2016. The findings and the LWD response to the evaluation were discussed at subsequent SETC meetings held in September and November 2016. The report and LWD response are available on the SETC website at njsetc.net/njsetc/performance.

Beginning in 2017, New Jersey has evaluated its Title I and Title II programs to identify barriers and best practices to serving customers across these two core programs. The State Employment and Training Commission (SETC) passed policy resolution #2017-02 to support the improved coordination of these programs, based upon the recommendations of the State Council for Adult Literacy Education Services (SCALES) council. Subsequently, a Title I / Title II Coordination Workgroup was formed; it was comprised of local WDB representatives, local adult education providers, and LWD adult education and workforce staff. The workgroup met regularly throughout the year; it created a ranked list of focus areas and conducted exploration into these areas to identify challenges and opportunities for improvement. The workgroup efforts continued through the Fall of 2018; a report to the full SETC Commission is anticipated in early 2019.

Also, beginning in 2017, the State Employment and Training Commission (SETC) implemented a dashboard to display high-level performance data in order to support evidence-based policy decisions. The dashboard will enable Commission members to better understand the scope of state programs and their related populations. The dashboard will help the Commission explore data trends, highlight potential program issues, and coordinate with other state agencies to advance the workforce needs of New Jersey. The dashboard is publicly available on the SETC website at njsetc.net/njsetc/performance

In 2017 the John J. Heldrich Center for Workforce Development at Rutgers, The State University produced a workforce feedback report entitled, "A First Look at Postsecondary Degrees Earned by New Jersey Workers".

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To examine the characteristics of New Jersey's workforce, New Jersey developed this initial report which focuses on the educational attainment of New Jersey's workforce over a period of 20+ years. It was developed using data from the state's P-20W longitudinal database — the New Jersey Education to Earnings Data System (NJEEDS) — a partnership between the New Jersey Department of Education, the New Jersey Office of the Secretary of Higher Education, and the New Jersey Department of Labor and Workforce Development. NJEEDS is housed at the John J. Heldrich Center for Workforce Development at Rutgers, The State University of New Jersey, which produced this report.

This report presents workforce data in two areas of importance to the state: an inventory of degrees earned in New Jersey by the state's workforce since 1994, and the highest level of educational attainment of those individuals who have earned higher education degrees in the state since 1994. This report describes the credit-bearing degrees earned in participating NJ Education to Earnings Data System postsecondary institutions by New Jersey workers in jobs for which the employer is required to pay state Unemployment Insurance (UI) tax on their employees' wages (sometimes called "Unemployment Insurance covered jobs"). The report is not yet publically available.

Efforts to coordinate projects with WIOA core programs, other state agencies, local boards:

New Jersey will conduct regular evaluations of core WIOA programs as guided by the State Employment and Training Commission's Performance Committee and in concert with LWD's Workforce Research and Analytics unit with the Office of Research and Information. These evaluations may be conducted by outside third-party evaluators selected on a competitive basis. The evaluations will use a variety of methodologies, including quantitative and qualitative techniques, including customer satisfaction, and will be designed to provide actionable results to inform program and policy decisions. The evaluations will incorporate data from the state's P-20W longitudinal database, NJEEDS, and will utilize a variety of data sources. Representatives of local boards serve on the SETC's Performance Committee. The Performance Committee will be charged with developing a research and evaluation agenda, with input from local boards, state agency partners and other stakeholders.

New Jersey benefited greatly from participation in three USDOL supported cohort efforts in PY2017: Future of the AJCs, Operationalizing WIOA Co-enrollment, and the WIOA, TANF, and SNAP Partnership. Participation in each of the cohorts facilitated evaluation of current service delivery strategies, research into evidence-based practices, the opportunity to create cross-program study teams, and tangible benefits from learning what other states are doing to continuously improve customer outcomes using proven process improvement strategies.

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List of completed evaluation and related reports and links to where made accessible to public electronically:

- Evaluation of One-Stop Career Centers in New Jersey (2016-2017 evaluation activity) is available online at njsetc.net/njsetc/performance
- Future evaluations reports will be published on the SETC website, as they are completed.

State efforts to provide data, survey responses and timely site visits for Federal evaluations:

The Office of Internal Audit coordinates the collection of data, survey responses, and site visits for federal evaluations, assessments, and compliance reviews. Whenever a Federal Agency wants to review activity, or need data from LWD, the Office of Internal Audit (OIA) coordinates the request. OIA is the main contact for the Federal team. OIA will reach out to the appropriate divisions to obtain the information requested by the Federal Government, make sure all requests for information are responded to in a timely fashion. OIA will also coordinate the Departments response to appropriate Federal Agency. OIA coordinates any and all requests for information from the Federal Government, whether it be a request for data, a survey or a review.

Any continuous improvement strategies utilizing results from studies and evidence-based practices evaluated:

All workforce programs for both adults and youth will be subject to continuous improvement efforts. Based on recent monitoring and programmatic reviews from both federal and state staff, there are multiple areas that will benefit from improvement efforts. For example, youth programs are experiencing challenges in meeting credential attainment goals. In addition, WIOA Adult programs are having challenges with meeting wage gains standards for WIOA Adult customers.

Additional continuous improvement strategies include providing technical assistance to all local area to develop more effective customer flow mapping to ensure that One-Stop Customers get the greatest value from their visits. We are also improving one-stop partner referral processes to allow better tracking of referral-based outcomes. We have partnered with a renowned WIOA and TANF provider to mystery shop One-Stop Career Centers in our system to better assess customer service and career seeker /case manager experience. Two local areas have been mystery shopped with additional visits to occur in the third quarter.

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State's approach to customer satisfaction:

For PY 2017, the Department of Labor & Workforce Development launched an online web-based customer survey for Title 1 Exiters who received services at the 30 One-Stop Career Centers, including satellite and County Offices throughout New Jersey. The purpose of the survey was to gather information about their experiences and customer satisfaction. Programming was written to extract email addresses from a database which were used to send the survey request and links to launch the survey (both in English and Spanish). Using the tool, Survey Monkey, we emailed the surveys to 8,524 users of the system and we received 553 (7.1 percent) survey responses. Responses were tracked monthly and monthly response rates varied from 3.4 percent to 9.3 percent.

Recipients were first asked what One-Stop Career Center they visited for workforce services. Bergen (Hackensack One-Stop) had the highest rate of visits, at 11.9 percent while Union (Elizabeth and Plainfield One-Stop) had the lowest of 1.6 percent. Various demographic data were then collected and the results graphed showing 91.5 percent of those surveyed were currently not employed. Male respondents slightly exceeded females at 56 percent. Nearly one-third (31.8 percent) of the respondents were in the 45 to 54 age bracket. Education levels varied with a Bachelor's degree reported by the largest percentage of responses (29.2 percent), followed by Some College (22.2 percent) and High School/GED (19.7 percent). Over half of the respondents (51.8 percent) indicated their race as White or Caucasian with the next highest (22.8 percent) as Black or African American. A majority (82 percent) indicated their ethnicity was Hispanic.

When asked about their overall satisfaction with the services provided by the One-Stop Career Center, three-quarters (75.8 percent) with either "very satisfied" or "satisfied" with the services they received. Open-ended responses were sorted by the One-Stop Career Center and provided to management staff for review and use in continuous improvement. Asked if there were any services/help that were not available, over three-quarters (77.7 percent) indicated "No" and provided many positive open-ended responses again shared with management staff. A majority (81.5 percent) of respondents were "very satisfied" or "satisfied" with the front desk/intake area of the One-Stop.

A majority of respondents (averaging over 79 percent) indicated a positive experience with specific items such as: information received, services met their expectations, intent to return to the One-Stop, short wait time, useful resources, intent to recommend the One-Stop to others, return for any other help, politeness and knowledge of staff members, participation in Job Search activities at the One-Stops, Career Assistance received and participation in and/or training received.

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The timing of when the survey was emailed to individuals was changed in the last four months of PY 2017 to improve the survey response rate. In the start of PY 2017, the survey was emailed out three months after someone exited the Title 1 program, known as a “soft exit.” This meant the individuals were receiving a survey one quarter following their exit. To survey individuals in a more-timely fashion, the surveys for the last four months of PY 2017 were sent in the month following an individual’s planned exit date. This date now allows for an individual to receive a survey immediately following the designated planned exit date for services. The department expects an improvement in the response rate by incorporating this methodology. For PY 2017 the response rate improved slightly from 6.7 percent for the first eight months to 7.8 percent in the remaining four months.

Progress made in achieving the state's strategic vision and goals:

The New Jersey Combined State Plan for the Workforce Innovation and Opportunity Act 2018 Modification describes the state’s Talent Development Strategy and focuses on five critical themes. One of those themes is ensuring system integrity through metrics and greater transparency. New Jersey will make performance data on workforce development programs accessible to workforce decision-makers and the public. We must assess the effectiveness of State and local areas in achieving positive outcomes for individuals served by the Workforce Development system.

Through this process we are able to:

1. Provide accountability – reports are made available to public
2. Improve performance and establish best practices
3. Make informed decision about resources/investments
4. Assess problem areas and take corrective action
5. Compare programs to one another (common measures)
6. Gauge the effects of certain economic conditions

LWD provides reports externally and internally to interested and required stakeholders through integrated reports, dashboards, and other mechanisms. Examples of reports, include but are not limited to, program expenditure, services to veterans, reemployment services, characteristics of NJ insured unemployed participants, and the Consumer Report Card for eligible training providers.

In addition, the state has created the New Jersey Education to Earnings Data System (NJEEDS). NJEEDS is a collaboration between the New Jersey Office of the Secretary of Higher Education, the New Jersey Department of Labor and Workforce Development, the New Jersey Department of Education, the New Jersey Higher Education Student

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Assistance Authority, and the John J. Heldrich Center for Workforce Development at Rutgers University. It is the state's centralized longitudinal data system, developed in 2012 through a grant from the U.S. Department of Education. It brings together data from New Jersey's P-12 system into a more comprehensive statewide system that maintains information for K-12 students from their exit from high school through entry into higher education and the workforce in New Jersey. NJEEDS will provide valuable information and data to state and local policymakers, the public, as well as practitioners in K-12 schools, higher education institutions, workforce programs, and career and technical training schools to help calculate the outcomes of New Jersey students as they progress from pre-K through postsecondary education and training and as they enter the workforce.

Progress made in implementing sector strategies and career pathways:

Building on the Talent Network model, LWD is adopting a more focused sector-based strategy for engaging industry leaders. Beginning in the third quarter, LWD will introduce the Industry Partnership model. Industry Partnerships are collaboratives of businesses, from the same industry and in a shared labor market region, who work with economic development, education, workforce development, and community organizations to address the overall competitiveness needs of the targeted industry. In New Jersey those competitive needs are primarily defined as workforce needs.

New Jersey has identified nine (9) industry areas:

- Advanced Manufacturing
- Health care
- Construction, Utilities & Energy
- Retail
- Leisure & Hospitality
- Transportation Distribution and Logistics
- Finance and Insurance
- Technology
- Biopharma & Life Sciences

Industry Partnerships will be formed for each industry area regionally based across the state. Each partnership will support the workforce needs of industry leaders across New Jersey.

Moreover, addressing the development and use of WIOA Youth Program Individual Service Strategy (ISS) as a way for implementing career pathways are effective in matching youth and young adults with promising work experience opportunities.

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If the state has received a small state minimum allotment exception to decrease the minimum out-of-school youth expenditure requirement, describe how the exception has impacted services provided to both in-school youth and out-of-school youth, including specific strategies for serving each population, as well as how the state and/or local area is ensuring serving out-of-school youth remains a priority.

Specific state performance measures or goals and progress towards meeting them:

To reflect the strategic priorities of the state, New Jersey adopted an additional set of performance measures and applied these measures, and those required by the Workforce Innovation and Opportunity Act (WIOA) to a broader number of programs. The State adopted these additional measures to address gaps in the existing data and to provide more timely information to stakeholders on the characteristics of the workforce development system's participants. The additional performance measures are as follows:

Measures for WIOA Title I, WIOA Title II and WorkFirst New Jersey

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

In regards to measures 1 through 4 for Titles I and II, the state continues to collect baseline data in an effort to examine yearly changes and make comparisons across program years. The data collection mechanisms needed to collect accurate information on WorkFirst New Jersey are still in development. This effort requires additional coordination with New Jersey's Department of Human Services.

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Measures for WIOA Title I ONLY

5. Workforce Development Board (WDB) Certification: The State will evaluate the WDBs local area achievement based on its ability to meet all WDB certification requirements.

New Jersey's seventeen (17) local Workforce Development Boards (WDBs) were certified in 2016, for a two-year period ending in 2018, using the process created by the New Jersey Rule on WDB Certification, N.J.A.C. 12:42-4 and SETC Policy #2016-01, New Jersey Local WDB Certification Process for 2016. Any issues identified through the certification process are addressed through technical assistance and other means, and provided to the local areas by the SETC and the NJ Department of Labor and Workforce Development, as appropriate.

6. Number of High Quality Partnerships established:

High Quality Partnerships are those workforce and education efforts which are employer driven and have developed a clearly defined mission and vision statement, with defined roles, responsibilities and impact measures for all partners. All programs will integrate the use of career pathways, and provide both interim process measures as well as outcome measures, which will be particularly focused on industry valued credentials, employability skills, and experiential learning.

7. Regional Coordination: Three workforce planning regions are designated in New Jersey: North, Central, and South. The State will evaluate if each region has effectively administered their activities under WIOA which requires that each region engage in a planning process that results in specific outcomes.

New Jersey's seventeen (17) local WDBs worked collaboratively in their respective regions to create regional workforce plans for North, Central, and South regions, beginning in 2016-2017. These plans set priorities and goals for each region and will be updated to reflect progress towards those goals, as part of the 2019 local WDB plan updates.

Performance deficiencies on the primary indicators of performance, which may include descriptions of any factors impacting performance.

The state's common exit policy, including which ETA-funded partner programs are included in the state's common exit policy:

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Programs that utilize the America's One-Stop Operating System (AOSOS) share a common exit policy. In addition to all state-funded programs, this includes the following federal programs: Title I Adult, Dislocated Worker and youth, Wagner-Peyser Employment Service, and Jobs for Veterans State Grant.

Negotiated performance levels for local areas for titles I and III core programs for program years 2016-2017:

New Jersey, as all states, formally began the transition to the Workforce Innovation and Opportunity Act (WIOA) on July 1, 2016. In preparation for the transition, the Department of Labor and Workforce Development sought to determine performance measures and sustainability issues relevant to local areas, LWD, USDOL, USDOE and other stakeholders. This process presented several challenges for the state's performance accountability system, but also provided several opportunities for our workforce development system overall. The challenges include the necessity to incorporate new and revised performance measures and to update systems of record to comply with WIOA. In addition, testing new systems requires time and effort and necessitates changes in how we work and related business requirements. The opportunities included the ability to set baseline targets for programs, enhance the functionality of data systems, clean up old data, and create better service models.

In Program Year 2016 (PY 2016), Statewide performance in the attainment of the set performance targets for the Adult and Dislocated Worker measures was strong. The State exceeded its targets in six of the eight Adult and Dislocated Worker measures, and met the targets in the other two measures. None of the PY 2016 Youth performance targets were met, however.

In alignment with the Statewide performance, individual local areas' performance was generally high in the attainment of the Adult and Dislocated Worker measures, but was lower in attainment of the Youth measures. Of the eighteen local areas, eleven exceeded or met the performance targets for all the Adult measures. The measure Adult Employment Rate (Q4 post-exit) had the strongest outcomes, with fifteen of the local areas exceeding their targets, while the other three local areas met their targets. In regards to the Dislocated Worker measures, ten local areas exceeded or met their performance targets for all the measures. Median Earnings had the strongest outcomes of all Dislocated Worker measures, with fifteen of the local areas exceeding the targets, while the other three met the targets. The Youth measures did not show as high performance in PY 2016. No local areas exceeded or met the targets in all three of the Youth measures. The Employment Rate (Q4 post-exit) had the strongest

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outcomes for Youth measures, with seven of the local areas exceeding the targets and one meeting the target.

In Program Year 2017 (PY 2017), three new Wagner-Peyser measures began to be reported on: Employment Rate (Q2 post-exit), Employment Rate (Q4 post-exit), and Median Earnings. Performance also dropped slightly between PY 2016 and PY 2017. Statewide, in PY 2016, all the eight measures between Adult and Dislocated Worker exceeded or met the targets. In PY 2017, four of these targets were met, while four were not met. The State improved upon its Youth performance, however. In PY 2016, all three Youth targets were not met. By PY 2017, Youth Employment Rate (Q2 post-exit) and Youth Employment Rate (Q4 post-exit) both increased, having met and exceeded the targets respectively. The Statewide performance of the new Wagner-Peyser measures was high, with all three targets being exceeded.

The Adult Median Earnings measure had the strongest outcomes of all Adult measures, with six of the local areas exceeding the targets and seven meeting the targets. In regards to the Dislocated Workers measures, none of the local areas exceeded or met the performance targets for all of the measures. Median Earnings had the strongest outcomes of all Dislocated Worker measures, with nine of the local areas exceeding the targets and three meeting the targets. The measure Employment Rate (Q4 post-exit) had the strongest outcomes for Youth measures, with twelve of the local areas exceeding the targets and two meeting the target. The WDBs did well overall in attaining the targets set for Wager-Peyser. Fourteen of the local areas exceeded or met the performance targets for all of the Wagner-Peyser measures. The measure Median Earnings had the strongest outcomes, with fourteen of the local areas exceeding the targets and three meeting the targets.

We are still in the midst of the WIOA transition period, which directly affects the accuracy and completeness of PY 2016 and PY 2017 outcome data. We are working diligently to bring America's One Stop Operating System (AOSOS) into full technical compliance with WIOA and United States Department of Labor (USDOL) reporting mechanisms. Software errors are reported to our case management vendor and USDOL as needed for corrective action. These activities will continue into the foreseeable future. New Jersey will continue to analyze and revise performance outcomes as needed in order to provide the most accurate performance information to our employment and training partners.

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The state's approach to data validation and ensuring data integrity, including a description of the methodology of any validation activities that occurred:

The New Jersey Department of Labor and Workforce Development (LWD) as a grantee receiving funding under United States Department of Labor's Employment and Training Administration is required to validate report and participant record data. LWD has an established Data Validation Unit (DVU) assigned to the Division of Workforce Research & Analytics. This unit is responsible for monitoring the performance of the state's WIOA, Wagner-Peyser, Trade Act, Senior Community Service Employment Program, and Unemployment Insurance programs in accordance with Federal and state law and regulations.

The DVU completes a variety of data validation (DV) activities within specific time-frames that require multiple site visits to NJ local area offices and in-house activities. This DV effort is designed and serves to strengthen the workforce system by ensuring that accurate and reliable information on program activities and outcomes is produced.

The DVU approach to methodology/data integrity includes annually researching Federal and state legislation/regulations to ensure that reviews address all relevant compliance issues. All policies and procedures for DV operations, developed jointly with the WIOA Technical Assistance Unit, are stored in a shared-drive folder accessible to the DVU staff for guidance/reference purposes. Additionally, the DVU utilizes Standard Operating Procedures for all DV programs, including those specifically for the WIOA program. A set of Data Validator Best Practices was also developed for the DVU staff.

DV status reports and logs are maintained and issued on a weekly basis during the DV process to monitor DV operations and to measure timeliness. DV Result Summary Reports are issued to the NJ Local Area Offices at the completion of each DV program in order to maintain quality/effectiveness in accordance with Federal and state law and regulations. Additionally, when Federal programs are waived for any given program year, the DVU conducts non-mandatory DV Quality Assurance Reviews at all of the NJ local area offices to ensure compliance with data validation expectations.

Activities provided by state funds. Activities undertaken in whole or in part with their Governor's Reserve and how those activities have directly or indirectly impacted performance:

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Rapid response activities and layoff aversion, which may include:

- Data on number of companies served and number of individuals served.
- Discussion of strategies for linking Rapid Response recipients to American Job Centers and processes for intake or co-enrollment in the Trade Adjustment Assistance and the Dislocated Worker programs.
- Discussion of layoff aversion strategies, including any metrics/outcomes developed and/or tracked by the state with respect to layoff aversion, such as return on investment or measures showing the economic benefits of Rapid Response and layoff aversion.
- Discussion of how Rapid Response and layoff aversion activities are aligned with business engagement, sector strategy, and career pathway efforts, which may include a discussion of any systems, tools, networks or approaches designed to identify companies in distress and strategies to deliver necessary solutions as early as possible, as well as outcomes of the use of such systems or tools.
- Discussion of specific types of services or workshops provided to both companies and affected workers.
 - Activities provided under the Wagner-Peyser Act Employment Service section 7(b) (e.g., services to groups with special needs or extra costs of exemplary models for delivering services).

Rapid Response Employers Served from FY 2017-Present

FY	Total Employers Served
2017	90
2018	60
2019	YTD - 19

Rapid Response Individuals Served from FY 2017-Present

FY	Total Individuals Served
2017	3403
2018	1955
2019	YTD - 510

Strategies for linking Rapid Response recipients to AJC's include the following;

Upon receipt of notice of closure (WARN Act notice filing) the Business Services Outreach unit located in Central Office works with the impacted company to identify lead time for when a shut-down /closure will take place. Our immediate focus is to set up onsite visits with the company to meet with the impacted employees and discuss in a presentation format the UI process and system benefits. We also market the services of the AJC and identify where the nearest centers are located. This presentation is intended for all impacted employees. During this presentation assigned staff also begin the process of capturing personal data of the employees on paper which will later be data entered into AOSOS. Thus allowing for the client profile to be captured before the client engages with the AJC and UI system. If it is known or speculated that the shut-down / closure is in anyway Trade related the Trade Act unit joins with the Rapid Response team to deliver a joint presentation and begin the process of targeting Trade Act services. This information is then virtually handed off to our partners at the local AJC's as they would have profile information available prior to services being taken up.

Layoff Aversion Strategies – including any metric / outcomes

New Jersey signed into law in January 2014 the “Shared Work Program”. For employers with 10 or more employees who wish to hold onto trained employees during a disruption of work period may apply to the UI Division of Employer Accounts in order to offer such a program. While this program is marketed on the Departments website as well as through the Department’s Business Services Representative staff the process for application and approval rests with UI-Employer Accounts. Our collective experience as marketers suggests that the program is still rather new and most employers are unaware of the program or when making closure decisions are not thinking about a “prevent strategy” for employees they are more focused on the business product, customers, etc. Employer Accounts can speak to the number of applicants and who was successful and the length of time from app to approval.

Rapid Response and Layoff Aversion activities alignment with; Business Engagement, Sector Strategies, Career Pathways, etc.

NJLWD’s Rapid Response efforts are currently focused on marketing of system services and effective customer routing. In essence we see our job as managing client expectations which often includes debunking any negative perceptions that an impacted party may be fretting about and ensuring productive routing by connecting customers to locations whereby they can receive needed services to get back to work

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as soon as possible. During every Rapid Response Presentation Business Services staff are equally focused on both the UI process as well as how the AJC system can assist in reconnecting an impacted person to the future workforce. This includes brief explanations of basic services, training services, and other departmental efforts on engaging the workforce through sector strategies and career pathway opportunities. To be clear this is done in very brief sessions as the focus is on customer understanding of the process and where to go for more information. We are able to make this a very real discussion because the same Business Services staff who are out talking to businesses everyday about hiring needs and discussing how the Department can help the business grow are the same staff sent to deliver the Rapid Response presentations. The Business Services Staff also reside in the very AJC most impacted customers will be routed to and can speak to the local hiring needs of companies by sector in real time. Additionally, where possible, the Business Services staff will coordinate job fairs for the impacted employees or make direct referrals to hiring companies to interview impacted workers.

Discussion of specific types of services or workshops provided to both companies and affected workers.

See answers to questions above for detail however to reiterate the Department's Business Services & Outreach team is embedded within every local AJC and can speak to the current condition of hiring need. We market the services of the system to every employer and understand the growth sectors within local vicinages. By extension the BSR team can equally share this information in reverse to companies and workers impacted by layoffs once a final decision has been made. Services are more focused on marketing and answering questions but direct connection to Layoff Aversion opportunities for businesses or AJC's where services can be provided to impacted workers is a standard.

Any National Dislocated Worker Grants (DWGs) awarded to or within the state and how those funds are coordinated with state rapid response activities and dislocated worker programs, as well as how the DWGs fit in with state co-enrollment policies and disaster/emergency management activities, as applicable.

NJ did not have an active National Dislocated Worker Grant (DWG) during PY2017.

Any technical assistance needs of the state workforce system:

- Utilizing partnerships, identifying potential partners, and effectively integrating partners into youth program design.

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- Effective training design tools and strategies including program success measurement alternatives.
- Youth-centered policies and practices including youth inclusion models for program development and improvement.
- Technical assistance to improve the tools used in program monitoring.
- Assistance with the creation of local MOUs and IFAs will help the state move beyond pro forma compliance to meaningful documents designed to increase partner ownership for our shared customers and provide accountability that One-Stop costs are borne by the benefiting programs.

Promising practices, lessons learned, and success stories that focus on serving employers, communities, and individuals with barriers to employment:

Promising practices with demonstrated program improvement success include technical assistance efforts that address WIOA legislation, youth program design, and performance measures. Targeted webinars and on-site training development sessions are both well-received and also provide opportunities for data gathering. A statewide WIOA Youth email communication system transmits recommended and evidence-based strategies that address youth program challenges such as recruitment, retention and program design. Serving Out-of-School Youth also involved technical assistance efforts focusing on youth program partnerships, both WIOA required and community based youth- serving organizations.

Strategies/policies relating to Pay-for-Performance contracting:

Neither the state or any local Workforce Development Board area is using pay-for-performance strategies. The State is considering conducting a feasibility study to determine if pay-for-performance contracting would be an effective strategy for serving individuals with barriers to employment.

Atlantic County Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	75.10%	75.10%
Employment Rate 4 th Quarter After Exit	71.20%	71.20%
Credential Attainment 4 th Quarter After Exit	66.30%	67.30%
Median Earnings 2 nd Quarter After Exit	\$5,047	\$5,047
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	78.10%	78.10%
Employment Rate 4 th Quarter After Exit	69.50%	69.50%
Credential Attainment 4 th Quarter After Exit	65.90%	66.40%
Median Earnings 2 nd Quarter After Exit	\$6,010	\$6,010
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	52.80%	53.20%
Credential Attainment 4 th Quarter After Exit	35.00%	35.00%
Employment Rate 4 th Quarter After Exit	57.00%	57.70%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	52.60%	52.60%
Employment Rate 4 th Quarter After Exit	52.80%	52.80%
Median Earnings 2 nd Quarter After Exit	\$4,116	\$4,116

Bergen County Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	63.30%	63.30%
Employment Rate 4 th Quarter After Exit	58.00%	58.00%
Credential Attainment 4 th Quarter After Exit	66.30%	67.30%
Median Earnings 2 nd Quarter After Exit	\$4,463	\$4,463
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	68.50%	68.50%
Employment Rate 4 th Quarter After Exit	70.90%	70.90%
Credential Attainment 4 th Quarter After Exit	65.90%	66.40%
Median Earnings 2 nd Quarter After Exit	\$7,905	\$7,905
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	58.60%	59.00%
Credential Attainment 4 th Quarter After Exit	64.10%	64.10%
Employment Rate 4 th Quarter After Exit	45.00%	45.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	49.80%	49.80%
Employment Rate 4 th Quarter After Exit	51.30%	51.30%
Median Earnings 2 nd Quarter After Exit	\$5,559	\$5,614

Burlington County Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	78.30%	78.30%
Employment Rate 4 th Quarter After Exit	76.30%	76.30%
Credential Attainment 4 th Quarter After Exit	66.30%	67.30%
Median Earnings 2 nd Quarter After Exit	\$5,236	\$5,236
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	80.60%	80.60%
Employment Rate 4 th Quarter After Exit	78.90%	78.90%
Credential Attainment 4 th Quarter After Exit	65.90%	66.40%
Median Earnings 2 nd Quarter After Exit	\$6,630	\$6,630
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	58.60%	59.00%
Credential Attainment 4 th Quarter After Exit	62.80%	63.50%
Employment Rate 4 th Quarter After Exit	40.00%	40.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	52.90%	52.90%
Employment Rate 4 th Quarter After Exit	54.20%	54.20%
Median Earnings 2 nd Quarter After Exit	\$5,536	\$5,536

Camden County Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	74.10%	74.10%
Employment Rate 4 th Quarter After Exit	67.40%	67.40%
Credential Attainment 4 th Quarter After Exit	66.30%	67.30%
Median Earnings 2 nd Quarter After Exit	\$5,430	\$5,430
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	74.10%	74.10%
Employment Rate 4 th Quarter After Exit	72.70%	72.70%
Credential Attainment 4 th Quarter After Exit	65.90%	66.40%
Median Earnings 2 nd Quarter After Exit	\$6,156	\$6,156
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	65.10%	65.10%
Credential Attainment 4 th Quarter After Exit	62.80%	63.50%
Employment Rate 4 th Quarter After Exit	45.00%	45.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	52.10%	52.10%
Employment Rate 4 th Quarter After Exit	53.70%	53.70%
Median Earnings 2 nd Quarter After Exit	\$4,155	\$4,155

Cumberland-Salem-Cape May Counties Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	73.20%	73.20%
Employment Rate 4 th Quarter After Exit	56.30%	56.30%
Credential Attainment 4 th Quarter After Exit	66.30%	67.30%
Median Earnings 2 nd Quarter After Exit	\$4,906	\$4,906
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	86.20%	86.20%
Employment Rate 4 th Quarter After Exit	78.60%	78.60%
Credential Attainment 4 th Quarter After Exit	65.90%	66.40%
Median Earnings 2 nd Quarter After Exit	\$5,845	\$5,845
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	73.60%	73.60%
Credential Attainment 4 th Quarter After Exit	76.50%	76.50%
Employment Rate 4 th Quarter After Exit	40.00%	40.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	54.20%	54.20%
Employment Rate 4 th Quarter After Exit	52.80%	52.80%
Median Earnings 2 nd Quarter After Exit	\$4,109	\$4,150

Essex County Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	63.30%	63.30%
Employment Rate 4 th Quarter After Exit	57.80%	57.80%
Credential Attainment 4 th Quarter After Exit	66.30%	67.30%
Median Earnings 2 nd Quarter After Exit	\$4,527	\$4,527
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	67.00%	67.00%
Employment Rate 4 th Quarter After Exit	64.00%	64.00%
Credential Attainment 4 th Quarter After Exit	65.90%	66.40%
Median Earnings 2 nd Quarter After Exit	\$5,845	\$5,845
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	62.00%	62.00%
Credential Attainment 4 th Quarter After Exit	73.30%	73.30%
Employment Rate 4 th Quarter After Exit	35.00%	35.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	43.30%	43.30%
Employment Rate 4 th Quarter After Exit	46.40%	46.40%
Median Earnings 2 nd Quarter After Exit	\$4,109	\$4,150

Gloucester County Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	83.30%	83.30%
Employment Rate 4 th Quarter After Exit	76.30%	76.30%
Credential Attainment 4 th Quarter After Exit	66.30%	67.30%
Median Earnings 2 nd Quarter After Exit	\$6,037	\$6,037
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	84.80%	84.80%
Employment Rate 4 th Quarter After Exit	84.00%	84.00%
Credential Attainment 4 th Quarter After Exit	65.90%	66.40%
Median Earnings 2 nd Quarter After Exit	\$7,257	\$7,257
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	63.00%	63.00%
Credential Attainment 4 th Quarter After Exit	82.70%	82.70%
Employment Rate 4 th Quarter After Exit	45.00%	45.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	57.80%	58.30%
Employment Rate 4 th Quarter After Exit	58.20%	59.00%
Median Earnings 2 nd Quarter After Exit	\$5,230	\$5,230

Greater Raritan Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	83.30%	83.30%
Employment Rate 4 th Quarter After Exit	71.10%	71.10%
Credential Attainment 4 th Quarter After Exit	66.30%	67.30%
Median Earnings 2 nd Quarter After Exit	\$6,037	\$6,037
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	85.40%	85.40%
Employment Rate 4 th Quarter After Exit	77.00%	77.00%
Credential Attainment 4 th Quarter After Exit	65.90%	66.40%
Median Earnings 2 nd Quarter After Exit	\$7,907	\$7,907
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	76.70%	76.70%
Credential Attainment 4 th Quarter After Exit	82.80%	83.50%
Employment Rate 4 th Quarter After Exit	45.00%	45.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	53.00%	53.00%
Employment Rate 4 th Quarter After Exit	53.40%	53.40%
Median Earnings 2 nd Quarter After Exit	\$5,559	\$5,614

Hudson County Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	64.60%	64.60%
Employment Rate 4 th Quarter After Exit	66.70%	66.70%
Credential Attainment 4 th Quarter After Exit	46.30%	47.30%
Median Earnings 2 nd Quarter After Exit	\$4,482	\$4,482
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	67.00%	67.00%
Employment Rate 4 th Quarter After Exit	67.10%	67.10%
Credential Attainment 4 th Quarter After Exit	45.90%	46.40%
Median Earnings 2 nd Quarter After Exit	\$6,976	\$6,976
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	60.80%	60.80%
Credential Attainment 4 th Quarter After Exit	62.80%	63.50%
Employment Rate 4 th Quarter After Exit	45.00%	45.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	51.10%	51.10%
Employment Rate 4 th Quarter After Exit	53.40%	53.40%
Median Earnings 2 nd Quarter After Exit	\$4,109	\$4,150

Jersey City Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	76.00%	76.00%
Employment Rate 4 th Quarter After Exit	69.40%	69.40%
Credential Attainment 4 th Quarter After Exit	66.30%	67.30%
Median Earnings 2 nd Quarter After Exit	\$5,375	\$5,375
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	80.40%	80.40%
Employment Rate 4 th Quarter After Exit	76.60%	76.60%
Credential Attainment 4 th Quarter After Exit	65.90%	66.40%
Median Earnings 2 nd Quarter After Exit	\$7,907	\$7,907
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	68.10%	68.10%
Credential Attainment 4 th Quarter After Exit	82.80%	83.50%
Employment Rate 4 th Quarter After Exit	40.00%	40.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	47.20%	47.20%
Employment Rate 4 th Quarter After Exit	46.90%	46.90%
Median Earnings 2 nd Quarter After Exit	\$4,109	\$4,150

Mercer County Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	63.30%	63.30%
Employment Rate 4 th Quarter After Exit	61.40%	61.40%
Credential Attainment 4 th Quarter After Exit	62.20%	62.20%
Median Earnings 2 nd Quarter After Exit	\$4,476	\$4,476
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	74.30%	74.30%
Employment Rate 4 th Quarter After Exit	70.90%	70.90%
Credential Attainment 4 th Quarter After Exit	65.90%	66.40%
Median Earnings 2 nd Quarter After Exit	\$5,954	\$5,954
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	78.60%	79.00%
Credential Attainment 4 th Quarter After Exit	82.80%	83.50%
Employment Rate 4 th Quarter After Exit	40.00%	40.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	49.70%	49.70%
Employment Rate 4 th Quarter After Exit	51.60%	51.60%
Median Earnings 2 nd Quarter After Exit	\$4,298	\$4,298

Middlesex County Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	75.90%	75.90%
Employment Rate 4 th Quarter After Exit	71.40%	71.40%
Credential Attainment 4 th Quarter After Exit	66.30%	67.30%
Median Earnings 2 nd Quarter After Exit	\$5,917	\$5,917
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	76.30%	76.30%
Employment Rate 4 th Quarter After Exit	75.70%	75.70%
Credential Attainment 4 th Quarter After Exit	65.90%	66.40%
Median Earnings 2 nd Quarter After Exit	\$7,907	\$7,907
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	67.30%	67.30%
Credential Attainment 4 th Quarter After Exit	77.20%	77.20%
Employment Rate 4 th Quarter After Exit	45.00%	45.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	54.10%	54.10%
Employment Rate 4 th Quarter After Exit	54.50%	54.50%
Median Earnings 2 nd Quarter After Exit	\$5,288	\$5,288

Monmouth County Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	72.30%	72.30%
Employment Rate 4 th Quarter After Exit	76.30%	76.30%
Credential Attainment 4 th Quarter After Exit	66.30%	67.30%
Median Earnings 2 nd Quarter After Exit	\$6,037	\$6,037
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	71.80%	71.80%
Employment Rate 4 th Quarter After Exit	74.00%	74.00%
Credential Attainment 4 th Quarter After Exit	65.90%	66.40%
Median Earnings 2 nd Quarter After Exit	\$7,907	\$7,907
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	66.70%	66.70%
Credential Attainment 4 th Quarter After Exit	82.80%	83.50%
Employment Rate 4 th Quarter After Exit	45.00%	45.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	56.30%	56.30%
Employment Rate 4 th Quarter After Exit	56.90%	56.90%
Median Earnings 2 nd Quarter After Exit	\$4,795	\$4,795

Morris-Sussex-Warren Counties Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	83.30%	83.30%
Employment Rate 4 th Quarter After Exit	76.30%	76.30%
Credential Attainment 4 th Quarter After Exit	66.30%	67.30%
Median Earnings 2 nd Quarter After Exit	\$6,037	\$6,037
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	81.70%	81.70%
Employment Rate 4 th Quarter After Exit	76.30%	76.30%
Credential Attainment 4 th Quarter After Exit	65.90%	66.40%
Median Earnings 2 nd Quarter After Exit	\$7,907	\$7,907
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	75.50%	75.50%
Credential Attainment 4 th Quarter After Exit	82.80%	83.00%
Employment Rate 4 th Quarter After Exit	45.00%	45.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	52.90%	52.90%
Employment Rate 4 th Quarter After Exit	54.70%	54.70%
Median Earnings 2 nd Quarter After Exit	\$5,559	\$5,614

Newark Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	78.60%	78.60%
Employment Rate 4 th Quarter After Exit	62.20%	62.20%
Credential Attainment 4 th Quarter After Exit	46.30%	47.30%
Median Earnings 2 nd Quarter After Exit	\$4,463	\$4,463
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	85.80%	85.80%
Employment Rate 4 th Quarter After Exit	64.90%	64.90%
Credential Attainment 4 th Quarter After Exit	45.90%	46.40%
Median Earnings 2 nd Quarter After Exit	\$5,845	\$5,845
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	78.00%	78.00%
Credential Attainment 4 th Quarter After Exit	72.70%	72.70%
Employment Rate 4 th Quarter After Exit	35.00%	35.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	44.60%	44.60%
Employment Rate 4 th Quarter After Exit	44.90%	44.90%
Median Earnings 2 nd Quarter After Exit	\$4,109	\$4,150

Ocean County Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	76.40%	76.40%
Employment Rate 4 th Quarter After Exit	76.30%	76.30%
Credential Attainment 4 th Quarter After Exit	66.30%	67.30%
Median Earnings 2 nd Quarter After Exit	\$5,888	\$5,888
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	80.80%	80.80%
Employment Rate 4 th Quarter After Exit	80.30%	80.30%
Credential Attainment 4 th Quarter After Exit	65.90%	66.40%
Median Earnings 2 nd Quarter After Exit	\$5,934	\$5,934
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	78.60%	79.00%
Credential Attainment 4 th Quarter After Exit	82.80%	83.50%
Employment Rate 4 th Quarter After Exit	45.00%	45.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	53.50%	53.50%
Employment Rate 4 th Quarter After Exit	54.20%	54.20%
Median Earnings 2 nd Quarter After Exit	\$4,758	\$4,758

Passaic County Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	70.80%	70.80%
Employment Rate 4 th Quarter After Exit	63.00%	63.00%
Credential Attainment 4 th Quarter After Exit	46.30%	47.30%
Median Earnings 2 nd Quarter After Exit	\$5,335	\$5,335
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	75.30%	75.30%
Employment Rate 4 th Quarter After Exit	76.40%	76.40%
Credential Attainment 4 th Quarter After Exit	45.90%	46.40%
Median Earnings 2 nd Quarter After Exit	\$7,416	\$7,416
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	65.00%	65.00%
Credential Attainment 4 th Quarter After Exit	62.80%	63.50%
Employment Rate 4 th Quarter After Exit	45.00%	45.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	55.50%	55.50%
Employment Rate 4 th Quarter After Exit	55.40%	55.40%
Median Earnings 2 nd Quarter After Exit	\$4,319	\$4,319

Union County Workforce Area

Adults	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	80.60%	80.60%
Employment Rate 4 th Quarter After Exit	62.60%	62.60%
Credential Attainment 4 th Quarter After Exit	48.70%	48.70%
Median Earnings 2 nd Quarter After Exit	\$4,463	\$4,463
Dislocated Workers	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	81.70%	81.70%
Employment Rate 4 th Quarter After Exit	66.40%	66.40%
Credential Attainment 4 th Quarter After Exit	45.90%	46.40%
Median Earnings 2 nd Quarter After Exit	\$5,845	\$5,845
Youth	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	78.60%	79.00%
Credential Attainment 4 th Quarter After Exit	82.80%	83.50%
Employment Rate 4 th Quarter After Exit	40.00%	40.00%
Wagner-Peyser	PY 2016 Targets	PY 2017 Targets
Employment Rate 2 nd Quarter After Exit	54.50%	54.50%
Employment Rate 4 th Quarter After Exit	55.10%	55.10%
Median Earnings 2 nd Quarter After Exit	\$4,109	\$4,150