

TOGETHER
**NORTH
JERSEY.**

CONNECTING
PEOPLE, PLACES,
AND
POTENTIAL.

NORTH JERSEY PARTNERS

Regional Workforce Collaboration

WINTER 2015

A LOCAL DEMONSTRATION PROJECT



PROJECT PARTNERS



North Jersey Partners

STEERING COMMITTEE



Hudson TMA



Meadowlink



TransOptions

PROJECT TEAM



Regional Plan Association



4ward Planning



Social Policy Research Associates



NJ TRANSIT



North Jersey Transportation Planning Authority



Together North Jersey

North Jersey Partners is a volunteer collaboration between the Workforce Investment Boards (WIB) within the eight study area counties (Bergen, Essex, Hudson, Morris, Passaic, Sussex, Union and Warren) and includes: the Bergen WIB, Essex WIB, Hudson WIB, Morris-Sussex-Warren WIB, Passaic WIB, Union WIB, Jersey City WIB and Newark WIB.

Cover image credits: NJTPA and RPA
Uncredited photos within report produced by RPA

TABLE OF CONTENTS

TOGETHER NORTH JERSEY	2
LOCAL DEMONSTRATION PROJECT PROGRAM	3
EXECUTIVE SUMMARY	4
INTRODUCTION	10
PHASE 1: WHERE ARE WE NOW? WHERE ARE WE HEADED?	17
Building on Existing Efforts	18
Demographic Analysis	20
Regional Workforce Analysis	24
Regional Employment Analysis	28
Land Use	34
Infrastructure & Mobility	36
Project Engagement Results	41
PHASE 2: WHERE DO WE WANT TO GO?	45
Guiding Strategies	46
Mobility	48
Land Use & Economic Development	52
Workforce & Jobs	56
Regional Collaborations	60
PHASE 3: HOW DO WE GET THERE?	63
Implementation	64
Plan Implementation Agenda	65

ABOUT TOGETHER NORTH JERSEY

In November 2011, the U.S. Department of Housing and Urban Development (HUD) awarded TOGETHER NORTH JERSEY (aka, North Jersey Sustainable Communities Consortium) a \$5 million Sustainable Communities Regional Planning Grant. The grant is matched with an additional \$5 million in leveraged funds from project partners. Grant funds have been used to implement the Local Demonstration Project (LDP) Program, develop a Regional Plan for Sustainable Development (RPSD) for the 13-county planning region (pictured to the right), and provide technical assistance and offer education opportunities that build the capacity of jurisdictions, organizations and the public to advance sustainability projects and initiatives.

The plan is both “place-based” and “issue-based” and uses sustainability, transit system connectivity and Transit-Oriented Development (TOD) as the central framework for integrating plans, regulations, investments, and incentive programs at all levels of government to improve economic and environmental conditions, while promoting regional equity and resource efficiency. For more information, please visit togethernorthjersey.com.

ACKNOWLEDGEMENTS

13 County Governments in the NJTPA Region
Edward J. Bloustein School for Planning and Public Policy at Rutgers University
North Jersey Transportation Planning Authority (NJTPA)
NJ TRANSIT
NJ Office of Planning Advocacy (NJOPA)
Housing and Community Development Network of New Jersey (HCDN-NJ)
Sustainability Institute/Sustainable Jersey at The College of New Jersey
NJ Future
Building One New Jersey
PlanSmart NJ
Regional Plan Association (RPA)

DISCLAIMER

The work that provided the basis for this report was supported by funding under an award from the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The authors of the report are solely responsible for the accuracy of the data, statements and interpretations contained in this document. Such statements and interpretations do not necessarily reflect the views the Together North Jersey Steering



Committee or its individual members or any other agency or instrumentality of Government.

ABOUT THE LOCAL DEMONSTRATION PROJECT PROGRAM

The Local Demonstration Project (LDP) Program seeks to advance specific projects, initiatives, and other investments for local communities to achieve short-term, implementable projects which are consistent with the RPSD goals and program outcomes.

The LDP Program provides technical assistance for strategic planning studies focused on designated areas or corridors associated with established or anticipated transit services and/or facilities. Eligible LDP projects will be sponsored by municipalities, counties, non-governmental organizations, community development corporations, and other interested organizations.

These demonstration projects help to identify partnering opportunities, milestones, and potential funding sources and serve as a model for future initiatives.

Please visit www.togethernorthjersey.com to learn more.

12 KEY ISSUES

The range of issues faced by the communities within the Region in positioning themselves for a more sustainable future is broad. The Local Demonstration Project program as a whole will attempt to engage all of the major policy issues that have been identified in recent

years, as seen in the adjacent diagram. Each project of the LDP program will address Land Use and Transportation at its core and will identify several primary issues as the project's focus.



EXECUTIVE SUMMARY

With diminishing government resources and the growing need for effective programs and policies, cross-cutting regional collaborations are becoming increasingly important for addressing North Jersey's challenges. North Jersey Partners - a collaboration of Workforce Investment Boards in the North Jersey region - is at the forefront of regional workforce collaboration, understanding that unlike many government policies and programs, workers and employers are not bound to jurisdictional lines. Building on the great work that has been done by the State of New Jersey and other county and local leaders, North Jersey Partners hopes to reinforce its regional approach to workforce issues and ensure workforce planning is integrally tied to regional transportation, land use and economic development planning.

PROJECT INTRODUCTION

North Jersey Partners is a regional workforce volunteer collaboration between the Workforce Investment Boards (WIB) within eight study area counties and includes: the Bergen WIB, Essex WIB, Hudson WIB, Morris-Sussex-Warren WIB, Passaic WIB, Union WIB, Jersey City WIB and Newark WIB. The partnership was created under the U.S. Department of Labor's Workforce Innovation in Regional Economic Development (WIRED)

initiative in 2006, which promoted regional integration of talent development, workforce and economic development activities. Today, North Jersey Partners facilitates peer exchanges and serves as a coalition for advocacy on regional workforce issues.

In support of North Jersey Partner's mission, this local demonstration project proposes to:

- Understand the current and emerging employment trends across the region
- Deepen knowledge of skills gaps for current and emerging employment
- Offer solutions that address gaps in transportation between population centers and centers of employment
- Strengthen existing partnerships through coordinated, well-defined regional economic strategies

The ultimate objective is to provide the background research necessary for North Jersey Partners to pursue a regional workforce strategy that is integrated with regional transportation and economic development. A key milestone of this project was the Regional Workforce Symposium - held on June 10, 2014 in collaboration with the New Jersey Institute of Technology (NJIT) and ManufactureNJ - in which approximately 100 professionals in the fields of workforce, economic development, private industry,



Hoboken Terminal



Rural North Jersey



Credit: NJTPA

Bergen County



Credit: NJTPA

Prudential Center in Newark

planning, education, transportation and policy learned about regional economic and workforce trends and completed an interactive brainstorming activity.

RESEARCH & ANALYSIS

The eight-county North Jersey Partners (NJP) region (“the region”) is served by an extensive public transportation network and is comprised of diverse places, ranging from urban centers and historic downtowns to suburban neighborhoods and rural landscapes. Today, the region is home to over 4 million residents and continues to grow. Immigrants now comprise over 25% of the region’s total population. Consistent with immigration trends, the region is becoming increasingly diverse and is home to growing Hispanic and Asian populations. While the region’s more urbanized counties skew younger than its rural counties, the region’s population as a whole is aging. Similarly, the region’s workforce is aging and younger populations are disadvantaged as a result of the recession.

The region is becoming increasingly unaffordable; real income has decreased, while both poverty rates and household costs have increased.

The Great Recession has had a lasting impact on the region’s economy. Workers are increasingly leaving the region to find work. High unemployment levels suggest that economic recovery has been weak. Further, future job growth is likely to remain concentrated in low-wage occupations and industries that do not necessarily pay living wages to support a family. Through 2020, health care and social assistance is projected to be the top growth industry, while the information, government and manufacturing industries are projected to shed even more jobs.

These trends and challenges are framed by five forces that are shaping the regional economy: global competitiveness, technological advances, increased productivity, major innovations, and the DIY economy.¹ In order for the region to remain competitive, land use, mobility and workforce solutions must reflect these five forces.

¹ From Regional Workforce Symposium keynote speech by Dennis Bone of the Feliciano Center for Entrepreneurship at Montclair State University.

RECOMMENDATIONS & IMPLEMENTATION

This local demonstration project advances North Jersey Partners' mission to enhance regional workforce planning and create a regional workforce development strategy integrated with strategies for regional transportation and economic development. In support of this, recommendations have been developed across four categories: mobility, land use and economic development, workforce and jobs, and regional collaborations. These recommendations are intended for multiple audiences, ranging from transportation providers and workforce professionals to higher education institutions and state agencies.

North Jersey Partners benefits from a base of passionate members who understand the significance of regional workforce planning, seek to secure long-term sustainability for the partnership, and are committed to meeting the needs of today's workforce. Across the state, great efforts are largely underway to ensure that the state and region attract good jobs and have an educated, well-trained and competitive workforce to fill these jobs. The region's transportation providers similarly work to ensure that transportation systems are accessible and reliable. Nevertheless,

there is work left to be done. The following abbreviated plan implementation agenda (PIA) details the objectives and strategies put forth by this plan. Further, the abbreviated PIA offers guidance on the role that North Jersey Partners can assume for each recommendation:

- **Understand:** North Jersey Partners should be aware and stay abreast of programs and initiatives that pertain to the topic area.
- **Advocate:** North Jersey Partners should take a position on an initiative and offer support.
- **Advise:** North Jersey Partners should play an active advisory role on workforce issues.
- **Inform:** North Jersey Partners should disseminate information to partners.
- **Convene:** North Jersey Partners should convene stakeholders to foster collaboration.

A detailed plan implementation agenda with information on actions, suggested actors, timeframe, suggested primary implementation partner and sources of funding can be found on pages 64-75.

Successful implementation will require North Jersey Partners to reflect on its mission and goals and moreover, build capacity.



EZ Ride Meadowlink shuttle

Mobility
Enhance awareness of public transportation options, making schedules readily available and providing convenient information around the most efficient ways to get places.
North Jersey Partners role: Understand and inform.
1. Provide greater information on bus schedules and routes on mobile devices
2. Improve the ease of accessing and reading route information
3. Enhance awareness of NJ TRANSIT's customer service phone line and online tools
4. Foster greater awareness of county and public shuttle services
5. Explore strategies for customers to provide feedback about late or unreliable transit service
Continue and enhance collaborations to ensure transit service to centers of employment
North Jersey Partners role: Understand, advocate and convene.
1. Where service is limited, enable public shuttles to cross jurisdictional lines
2. Ensure transit service to major employment centers (identified in analysis) that builds upon existing transportation systems and leverages employers to contribute to transit
3. Develop a forum to allow for regular collaboration between transit providers, major employers and workforce investment boards
Support walkability, bikeability, and other mobility solutions for first and last-mile connections
North Jersey Partners role: Advocate, inform and convene.
1. Increase availability of bike share programs
2. Improve bike-to-work opportunities
3. Support carpool and vanpool programs
4. Consider innovations in technology to support first and last-mile connections
5. Continue efforts to establish more safe, walkable, bikeable and transit-friendly routes
Enhance regional transportation services
North Jersey Partners role: Understand and advocate
1. Support buses as a viable and attractive transportation option
2. Expand park and ride facilities
3. Support transportation enhancements such as bus rapid transit (BRT), light rail, commuter rail, and rapid transit service

Land Use & Economic Development
Foster regional employment opportunities in existing centers of employment and along corridors.
North Jersey Partners role: Understand, advocate and advise.
1. Support corridor-level planning efforts
2. Leverage the port as a major source of economic growth
3. Foster greater development and employment in existing employment centers (identified in analysis)
Foster local employment opportunities in transit-accessible places.
North Jersey Partners role: Understand, advocate and convene.
1. Facilitate nurturing environment for entrepreneurs and makers in downtowns
2. Promote mixed-use and mixed-income transit-oriented development
Attract desirable industries and employers
North Jersey Partners role: Understand, advocate and advise.
1. Attract living wage employers that align with the Talent Networks

Workforce & Jobs
Advance efforts in schools to promote skill-building for living wage and career path jobs
North Jersey Partners role: Advocate, advise and convene.
1. Continue efforts to educate youth on benefits of career and technical education as a viable alternative to traditional high school and/or college
2. Continue efforts to align school curricula and coursework with skills required for living wage and career path jobs in current and emerging industries
3. Expand support for career and technical education programs
Expand opportunities for structured learning experiences
North Jersey Partners role: Advocate, advise, inform and convene.
1. Maintain an inventory of structured learning experiences (such as mentorship, apprenticeship and internship programs) within the individual WIBs
2. Foster greater structured learning experiences in top growth industries, including health care and social assistance, professional, scientific and technical services, and construction
3. Expand mentorship programs utilizing existing networks and online tools
Improve the efficacy of workforce and jobs programs by inviting innovation
North Jersey Partners role: Advocate, advise, inform and convene.
1. Continue efforts to expand the number of programs that offer training in soft skills
2. Develop platform for single source data access
3. Develop uniform performance metrics for job training and placement program effectiveness that align with the Workforce Innovation and Opportunity Act
4. Continue efforts to enhance Jobs4Jersey
5. Continue efforts to enhance interaction between workforce professionals and private industry executives
6. Leverage informal networks as a means of sharing information and ideas
7. Collect and distribute publicly-accessible and user-friendly information to support the understanding of employment trends and patterns
8. Integrate WorkFirst within One Stop/American Job Center system

Regional Collaborations
Strengthen North Jersey Partners to be a more robust regional workforce entity
North Jersey Partners role: Advise, inform and convene.
1. Secure sustainability of North Jersey Partners
2. Expand North Jersey Partners to include transportation, economic development and education professionals (and others as deemed necessary) to speak on behalf of these areas as they impact the workforce
3. Leverage partnerships to better influence decision-making and policy
Coordinate regional efforts
North Jersey Partners role: Advise and convene.
1. Foster a strengthened and unified regional identity
2. Better coordinate economic development and workforce development efforts
3. Coordinate North Jersey Partners with Newark Access to Opportunity local demonstration project, TNJ RPSD, Regional CEDS, and North Central Urban CEDS

This page intentionally left blank.

INTRODUCTION

The eight-county North Jersey Partners region – Bergen, Essex, Hudson, Morris, Passaic, Sussex, Union and Warren Counties – is characterized by diverse people, places and land uses. The minority population is on the rise, and immigrants are increasingly choosing to settle in North Jersey. The region offers a number of diverse places in which to live, ranging from quaint historic villages, rural neighborhoods and traditional suburban communities to midsize downtowns and larger cities. In urban areas to the east, residents will find densely built neighborhoods, corporate office campuses, industrial centers and bustling employment centers. In the west, residents are more likely to find agriculture and green panoramas, dotted with business campuses and evidence of an industrial past. An extensive network of highways, trains, buses and shuttles facilitates travel between these varied landscapes and outside of the region. Assets such as prominent education and health care institutions, the ports, and proximity to New York City facilitate diverse industries and employment opportunities.

Despite the advantages offered by living in this eight-county region, residents face a number of challenges that diminish the quality of life. Commute times have increased, and many are unable to access public transportation. Workers are increasingly

traveling outside of the region to work. Since the Great Recession, New Jersey's economy has experienced slow recovery. With limited job availability, unemployment remains high. Meanwhile, wages have not kept pace with the increasing cost of living, and in particular, the cost of housing. The workforce must adapt to forces that are shaping the regional economy, including technological advances and increased global competitiveness.

Addressing these regional challenges will require regional thinking and planning. Together North Jersey's Regional Plan for Sustainable Development will largely support regional land use and transportation planning efforts, while the Regional Comprehensive Economic Development Strategy (Regional CEDS) – conducted by NJTPA as part of Together North Jersey – will inform regional economic development. North Jersey Partners, a partnership comprised of workforce development leaders from the eight counties, has been at the forefront of regional workforce initiatives in North Jersey. Great work has also been done by the state's numerous workforce professionals and advocates, ranging from state agencies and county offices to universities and non-profit organizations. The federal Workforce Investment and Opportunity Act, adopted in July 2014, further bolsters regional

workforce planning. In association with these entities, North Jersey Partners seeks to create a regional workforce strategy that can be integrated with regional economic development and transportation strategies. This local demonstration project aims to advance these efforts.

PROJECT INTRODUCTION

North Jersey Partners is a regional workforce partnership of eight counties – Bergen, Essex, Hudson, Morris, Passaic, Sussex, Union, and Warren – to ensure that the region's individuals and industries remain competitive, inventive and innovative. This local demonstration project will provide the background research necessary for North Jersey Partners to create a regional workforce development strategy integrated with a regional economic development plan. This project proposes to:

- Understand the current and emerging employment trends across the region
- Deepen knowledge of skills gaps for current and emerging employment
- Offer solutions that address gaps in transportation between population centers and centers of employment
- Strengthen existing partnerships through coordinated, well-defined regional economic strategies

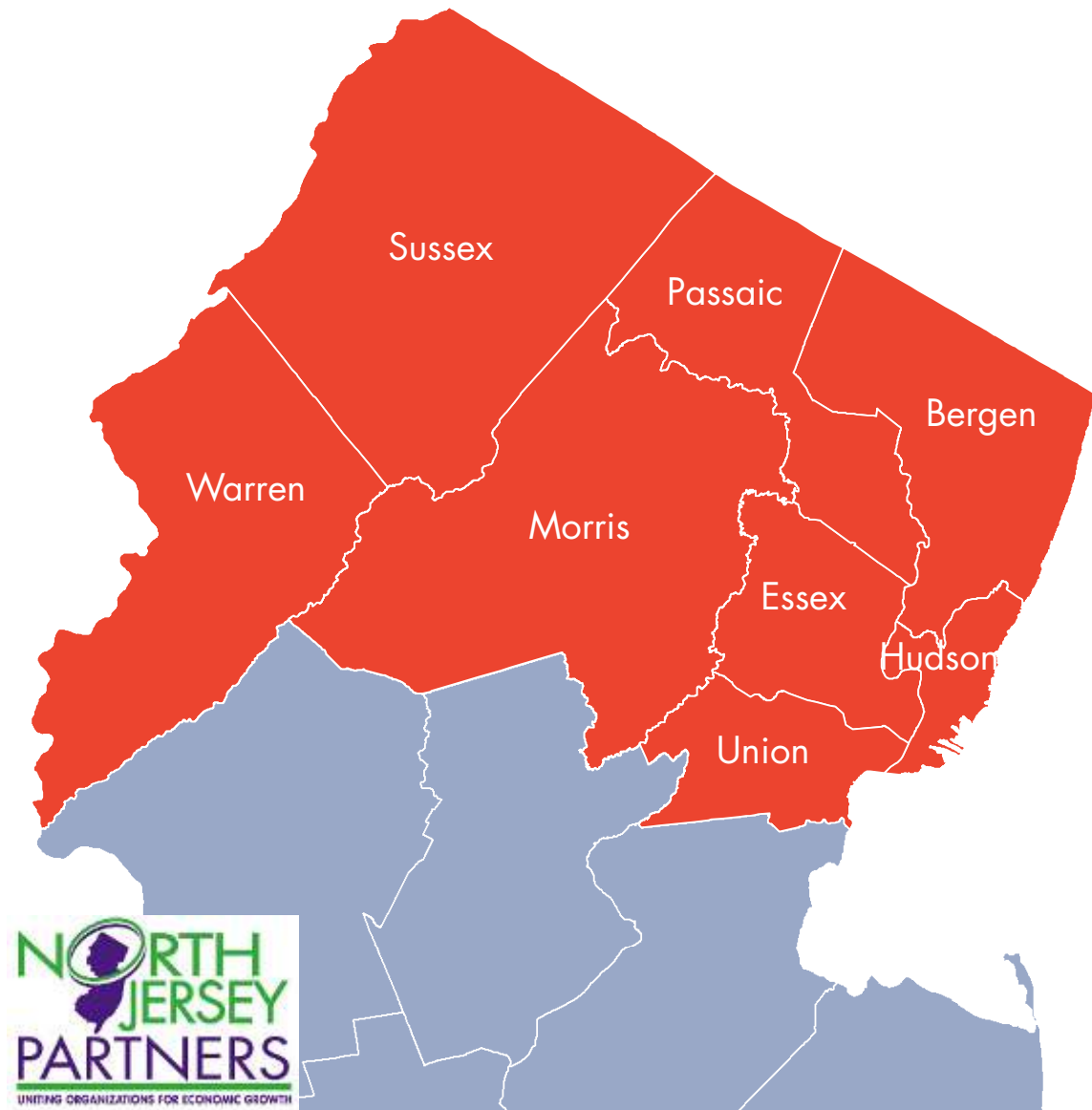
This strategic plan is a result of a research and engagement process and offers recommendations to enhance mobility for the region's residents, support land use and economic development initiatives that foster greater job opportunities, continue efforts to improve workforce and education programs, and facilitate regional partnerships. The plan also provides guidance on the role that North Jersey Partners can assume for various recommendations.

STUDY AREA

The project study area is the eight-county North Jersey Partners region: Bergen, Essex, Hudson, Morris, Passaic, Sussex, Union and Warren.

BACKGROUND ON THE NORTH JERSEY PARTNERS

North Jersey Partners is a volunteer collaboration between the Workforce Investment Boards (WIB) within the eight-county study area counties and includes: the Bergen WIB, Essex WIB, Hudson WIB, Morris-Sussex-Warren WIB, Passaic WIB, Union WIB, Jersey City WIB and Newark WIB. The partnership was created under the US Department of Labor's Workforce Innovation in Regional Economic Development



Local demonstration project study area shown in orange

(WIRED) initiative in 2006, which promoted regional integration of talent development, workforce and economic development activities. After completion of a WIRED plan, North Jersey Partners was awarded over \$5 million for implementation. Although the WIRED program is no longer funded, North Jersey Partners remains active as an unincorporated professional association, facilitating peer exchanges and serving as a regional advocacy coalition. The partnership has since completed work on a number of initiatives, including the Northern New Jersey Health Professions Pathway to expand health care industry occupational training through workforce readiness, and a project to promote training and hiring of NJ residents in information technology (IT) and science, technology, engineering and mathematics (STEM) occupations. Moving forward, North Jersey Partners will explore options for organization sustainability and seeks to be a more robust and effective entity.

SUMMARY OF ENGAGEMENT EFFORTS

Given the large scope of the study area and limited nature of project resources, much of the project outreach consisted of stakeholder engagement that was conducted between March and August 2014. A steering

committee comprised of WIB representatives/ North Jersey Partners affiliates as well as local public transportation providers guided and informed the project. A key milestone was the Regional Workforce Symposium, a collaborative half-day conference held in mid-June at the New Jersey Institute of Technology (NJIT). Event and meeting materials can be found in Appendices F, G and H.

Kickoff Meeting

Steering committee members and project team members first convened on March 28, 2014 at NJIT to kick off the project and discuss project objectives and scope. Participants expressed that there should be greater coordination between workforce development programs and economic development efforts. Further, participants engaged in an in-depth discussion on mobility, including the challenges that workforce and public transportation representatives face in getting people to work: dwindling funding, employers' limited willingness to implement transit solutions, and lack of density and ridership in more distant areas of the region. Finally, North Jersey Partners members acknowledged that the greatest challenge they face is sustaining the partnership on a volunteer basis, and expressed the desire to incorporate as a



Kickoff meeting



May steering committee meeting

non-profit organization or seek another practical solution for longevity.

May Steering Committee Meeting

A steering committee meeting was held on May 1, 2014 at NJIT in Newark. Project team members shared the results of demographic and transportation research, as well as early economic findings. Participants offered program and breakout session ideas for the Regional Workforce Symposium. Additionally, participants engaged in discussion about general public outreach. Labor force participants (including those currently employed and those seeking work) as well as employers were identified as populations of interest. Steering committee members agreed that given the large extent of the study area, surveys would be most effective in reaching and engaging these populations.

North Jersey Partners Retreat

Held in late May, the North Jersey Partners retreat was conducted independent of this local demonstration project, but nevertheless provided key insight into the mission and aspirations of the group. Project team members participated in the retreat's first day activities. Among their strengths, North Jersey Partners members identified diverse membership, the ability to see the "big picture", and existing strong relationships.

Moving forward, North Jersey Partners members must determine how to best sustain their collaboration.

Regional Workforce Symposium

The Regional Workforce Symposium was held on June 10, 2014 at NJIT in partnership with ManufactureNJ (the New Jersey Talent Network for advanced manufacturing) and the NJIT College of Architecture and Design. Dennis Bone, inaugural director of the Feliciano Center for Entrepreneurship at Montclair State University, gave a keynote address, while Tiffany Smith of the NJ Department of Labor and Workforce Development provided closing remarks about ongoing State efforts. Approximately 100 professionals in workforce development, economic development, transportation, planning, policy and education participated in this half-day symposium, where they learned about current economic and workforce trends in the region and completed a simulation activity in breakout groups. Results of this activity and major symposium takeaways can be found in "Where are we now? Where are we headed?" as well as in Appendix E.

Surveys

An employee/job seeker survey (in English and Spanish) and an employer survey were launched in mid-July and were distributed



Regional Workforce Symposium



Symposium simulation activity

via steering committee members, symposium attendees, Together North Jersey NGO partners, and Regional Comprehensive Economic Development Strategy (CEDS) committee members. Further, survey links were included on a Together North Jersey workforce article on www.nj.com. The employer survey received approximately 30 responses while the employee/job seeker survey received nearly 60 responses. Survey results can be found in “Where are we now? Where are we headed?” as well as Appendix F.

State Agency Meeting

Over 20 steering committee members, project team members, state agency representatives, and local and county representatives convened at the offices of NJ TRANSIT in Newark on July 18, 2014 to discuss project outcomes and draft recommendations. Participants engaged in an in-depth discussion on the Regional CEDS efforts, and in particular, how to coordinate workforce-related recommendations with the CEDS recommendations and how to collect information on employer needs. Regarding the local demonstration project draft recommendations, participants expressed that capacity-building would be most important to implementing the actions put forth by the plan implementation agenda (PIA). Feedback from the meeting has been incorporated into the




NORTH JERSEY PARTNERS

YOUR FEEDBACK NEEDED.

WE NEED YOUR INPUT!

JOB SEEKER & EMPLOYEE SURVEY

What are the challenges job seekers face in finding work? What are the difficulties workers face in traveling to work? We encourage you to take our survey so we can better understand the opportunities and challenges of today's regional workforce. Your participation in this survey will be crucial to helping us make recommendations on how to better connect job seekers and workers to places of work. All responses are anonymous. The survey takes less than ten minutes to complete and can be accessed here:

www.togethernorthjersey.com/northjerseypartners

The survey is part of a Together North Jersey local demonstration project, in partnership with the North Jersey Partners.






State agency meeting



Discussion at state agency meeting

final PIA and recommendations put forth in this report.

Additional Interface with State Agencies

Throughout the project timeline, project partners consulted and collaborated with several state agencies, including the NJ Department of Labor and Workforce Development (NJDLWD), NJ Office of the Secretary of Higher Education (NJOSHE), the NJ Talent Networks, and the NJ Department of Education (NJDOE). These agencies provided valuable feedback on how to link project recommendations to existing and developing statewide agency missions, policies and programs. NJDLWD expressed support for North Jersey Partners' regional efforts - particularly as federal workforce policy is moving in this direction - and emphasized the value of pilot projects in guiding larger programmatic changes. NJDOE shared information on agency efforts to better prepare primary and secondary students for careers. NJOSHE, meanwhile, discussed the important role that the State Employment and Training Commission (SETC) will play in supporting and implementing recommendations.

Traditionally Disadvantaged Populations

Traditionally disadvantaged populations are considered to be groups that have been marginalized from planning processes, such as low-income individuals and families, minority communities, youth, elderly, persons with disabilities, and persons with limited English proficiency. The large scope of the project and study area, combined with need for topic area expertise and limited project resources, resulted in considerable stakeholder engagement but more limited public engagement. The employee/job seeker survey was the primary public engagement tool and was translated into Spanish to accommodate persons with limited English proficiency. Building on existing TNJ networks, project team members requested that TNJ NGO micro-grant recipients distribute the survey to their constituencies. Paper versions were available upon request. Moving forward, it is recommended that North Jersey Partners and other project stakeholders continue to engage traditionally underengaged populations.

This page intentionally left blank.

PHASE 1:

WHERE ARE WE NOW?

WHERE ARE WE HEADED?



BUILDING ON EXISTING EFFORTS

This strategic plan builds off of existing studies, plans, research and efforts to enhance regional workforce strategies. Great efforts are largely underway to adopt a more regional approach as well as ensure workforce development meets employer needs. As a professional association, North Jersey Partners facilitates peer exchanges and serves as an integral partner on multi-county initiatives. On the state level, the NJ Department of Labor and Workforce Development, the State Employment and Training Commission, Workforce Investment Boards, and NJ Talent Networks are ensuring that programs are effective and demand-driven. Educational partners, including the NJ Department of Education, the county vocational technical schools, NJ Office of the Secretary of Higher Education, and colleges and universities collaborate with workforce professionals to promote educational and career alignment.

Efforts to refine workforce programs and adopt a regional approach are supported by the federal Workforce Innovation and Opportunity Act, signed into law in 2014, which requires strategic alignment of workforce development programs (including creation of a strategic plan), supports increased accountability through unified performance metrics, and promotes work-based training that ensures the workforce is job-driven.

NJ Department of Labor and Workforce Development (NJDLWD)

NJDLWD oversees workforce programs and policy in the State of New Jersey and administers and oversees implementation of federal workforce legislation in the state. Jobs4Jersey is a comprehensive online tool, administered by NJDLWD, to connect job seekers and employers as well as provide information on training, education, grant opportunities and other workforce programs.

NJ State Employment and Training Commission (SETC)

The SETC serves as the state WIB for New Jersey and provides guidance, oversight and assistance to the local WIBs. The SETC identifies and analyzes workforce readiness issues and provides policy guidance to State officials on employment, training and education. Further, the SETC partners with businesses, job seekers and others to evaluate and enhance the workforce development system.

Workforce Investment Boards (WIBs)

There are 18 local WIBs in New Jersey that oversee workforce activities in their city, county or multi-county area. These activities include identifying the needs of the local job market, overseeing American Job Centers/One-Stops, and directing workforce investment programs. Local elected officials appoint people to serve on a WIB on a volunteer basis. Board membership is drawn from private businesses, community organizations, and educational institutions, amongst other areas.

American Job Centers/One-Stops (AJCs)

AJCs, formerly and more commonly known as One-Stops, are overseen by the local WIBs and offer resources for both job seekers and employers. Job seekers can access a variety of self-help, training, education and job placement assistance programs, while employers can utilize AJCs to access a large pool of talent.

NJ Talent Networks

The Talent Networks were established to focus on the specific needs - including training, education and labor - of key industries in the state. These industries include advanced manufacturing, financial services, health care, life sciences, retail/hospitality/tourism, technology and entrepreneurship, and transportation/logistics/distribution. Talent Networks serve as the primary workforce contact for these targeted opportunity industries.

NJ Department of Education (NJDOE)

NJDOE oversees early, primary and secondary education in the State of New Jersey, including curriculum, teacher evaluation, and career readiness. The Office of Career and Technical Education approves programs and administers funding for career and technical education curriculum, including career-ready practices, career exploration, and trades/vocational education.

County Vocational-Technical Schools (CVTS)

CVTS administer career and technical education programs, offering hands-on learning opportunities for high school students and preparing students for careers. Any student may apply to attend, and if accepted, there is no cost to attend. Each county has its own CVTS district which operates independently and is governed by a Board of Education.

NJ Office of the Secretary of Higher Education (NJOSHE)

NJOSHE oversees higher education in the State of New Jersey including licensing and the Educational Opportunity Fund, as well as promotes higher education opportunities to students.

DEMOGRAPHIC ANALYSIS

The following demographic analysis utilizes data from the U.S. Census, American Community Survey, NJTPA and Esri Community Analyst. Analysis was completed primarily for the eight counties that comprise the North Jersey Partners region, herein referred to as the “NJP region” or “region”. A full analysis can be found in Appendix B.

Population & Households

The NJP region is home to over 4 million residents and will continue to grow through 2040. Family households are growing in the region at a faster rate than in the state as a whole. While the region’s more urbanized counties skew younger than its rural counties, the region’s population as a whole is aging. Meanwhile, immigrants now comprise over 25% of the region’s total population.

The NJP region is home to 4,129,965 residents – nearly half that of the state. Centers of population can be found in the region’s more urbanized counties; the aggregate population of Essex, Hudson and Bergen alone represents over half of the total regional population. Hudson County is the densest county within the region. As a whole, the NJP region has experienced population growth since 2000. Essex is the only county to experience population decline during this timeframe. Over the next four to five years,

Hudson County is expected to see modest population growth, while Sussex and Warren are expected to see a slight decrease in population. Nevertheless, NJTPA projections indicate that the region as a whole will grow through 2040.

All of the region’s counties, with the exception of Essex and Union, have seen growth in the number of households since 2000. Family households are growing within the region, while New Jersey as a whole has seen a net decrease in such households.

Consistent with national trends, the region’s population is aging. Family age population (those between the ages of 35 and 54) is declining. Urban counties skew younger than rural counties. Veterans as a share of the total population have decreased since 2000. Meanwhile, share of foreign-born persons has increased from 23.1% to 26.3%. The majority of foreign-born individuals originate from Latin America and Asia.

Race & Ethnicity

Consistent with immigration trends, the region is becoming increasingly diverse and is home to growing Hispanic and Asian populations. However, minority populations are not evenly distributed and tend to live in more urbanized areas.

The Non-Hispanic White population comprises 50.8% of the region’s total population. Non-Hispanic Black persons comprise 14.9%, while Asians comprise 8.5% of the region’s total population. Hispanic persons of any race represent 23.8% of the region’s population. With an increase in immigrant and minority populations, the region has become more diverse. However, diversity is not evenly distributed within the region. Sussex and Warren have the highest share of Non-Hispanic Whites relative to total county population. Essex, Hudson, Union and Passaic – among the region’s more urbanized counties – exhibit greater racial and ethnic diversity.

Income & Poverty

Real income has decreased since 2000, coinciding with trends of increased poverty. The region’s more urbanized counties have lower median incomes and higher rates of poverty.

Inflation-adjusted median household income in the region decreased from \$70,408 in 2000 to \$63,144 in 2012. Every county except for Hudson has experienced a decrease in real median income within this timeframe. Among the counties, Morris has the highest median household income at over \$100,000 and the lowest percentage of households

earning less than \$35,000. In contrast, approximately one-third of households in Hudson, Passaic and Essex earn less than \$35,000 annually.

More households live in poverty now (11.1%) than in 2000 (8.7%). Since 2000, the share of households below the poverty line has increased in every county except for Bergen. Essex, Hudson and Passaic exhibit higher rates of poverty than the other counties.

Housing & Homeownership

Slightly more than a half of the region's households are owner-occupied. With a decline in real household income and increase in housing costs, households are increasingly faced with housing cost burdens.

In the region, approximately 55.6% of households are owner-occupied, a slight decrease from 2000 (56.2%). Homeownership rates vary by county but are generally lower in the more urbanized counties. In Sussex, over 85% of households are owner-occupied, while only 32% of households in Hudson are owner-occupied.

The share of owner-occupied housing units valued over \$300,000 has increased from 42.7% in 2000 to 57.9% in 2012. Similarly, the share of renter-occupied households

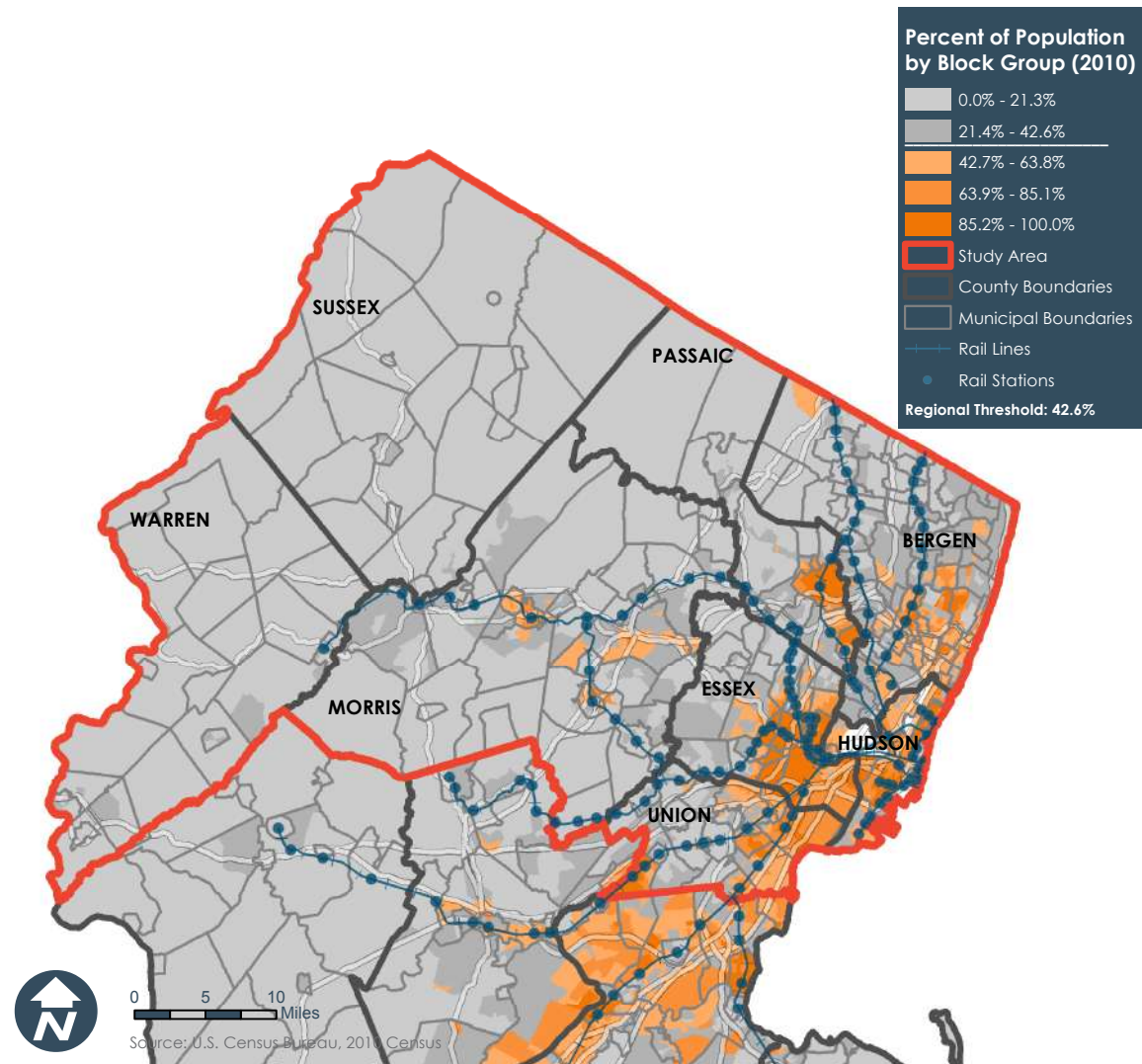


Figure 1: Minority populations in the NJP region

paying more than \$1,000 in monthly rent has increased from 45.3% in 2000 to 61.2% in 2012. With a decline in real household income and increase in housing costs, households are increasingly faced with housing cost burdens, contributing over 30% of household income toward housing costs. Today, approximately 51.5% of renter-occupied households and 47.6% of owner-occupied households with mortgages are housing cost burdened.

Most of the region's subsidized housing can be found in more urbanized areas – Essex, Hudson, Bergen and Union.

Educational Attainment

The region exhibits diverse levels of educational attainment. As a whole the region has a high share of highly educated residents – but also a high share of high school dropouts.

Approximately 13.4% of the region's residents over age 25 have less than a high school diploma, compared to 12.1% within New Jersey as a whole. Meanwhile, nearly 37% of the region's residents over the age of 25 are highly educated, having obtained at least a Bachelor's degree. In the state of New Jersey, approximately 35.4% of residents over the age of 25 are highly educated. Essex, Hudson

and Passaic exhibit lower rates of high school completion than the other counties.

Vehicle Ownership & Commuting

Since 2000, vehicle ownership has decreased and public transportation usage as a means of travel to work has increased, suggesting decreased reliance on cars and greater dependence on buses, shuttles, trains, and walkable and bikeable routes. Meanwhile, commuters now spend more time traveling to work than they did in 2000.

Approximately 17.8% of the region's households are carless, a slight increase

from 2000 (16.9%). Similarly, the share of households with one vehicle has increased from 35.4% in 2000 to 37% in 2012. Approximately 54.8% of households have no or one vehicle.

Since 2000, use of public transportation as a means of travel to work has increased, while driving, either alone or carpooling, has decreased. Approximately 68% of the region's resident workers who commute to work travel alone by car, truck or van, while nearly 9% carpool. Approximately 16.5% of resident workers who commute use public transportation. Share of resident workers

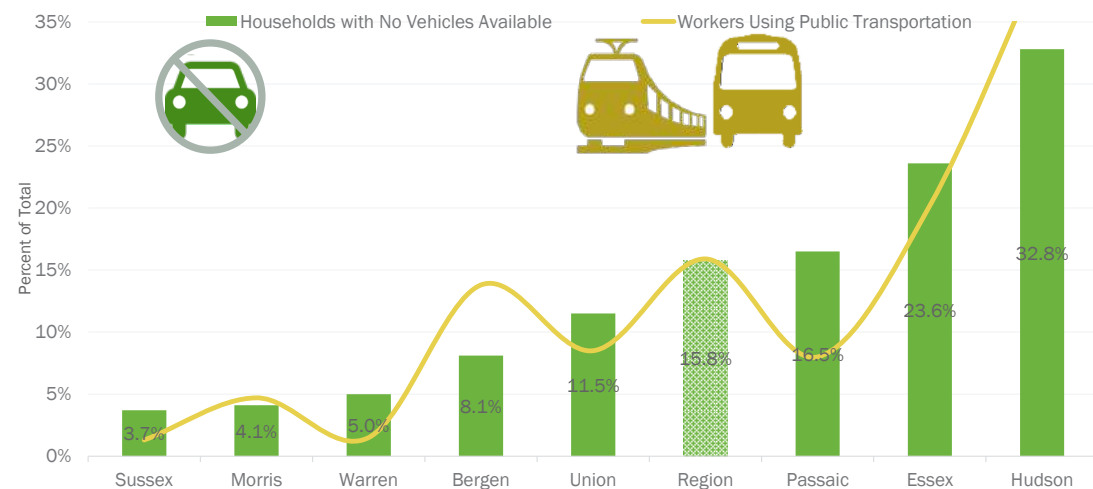


Figure 2: Households without access to an automobile, and public transit usage

working from home has increased from 2.6% in 2000 to 3.3% in 2012. Workers are spending longer on their commutes today: approximately 48% of commuters spend 30 minutes or more on their commute, while in 2000, 43.4% of workers spent 30 minutes or more commuting to work one way. Commuting and transportation will continue to be affected by trends in working, such as flexible working arrangements and telecommuting from home.

Approximately one-third of Hudson County households do not have automobile access, and the same applies to nearly one-quarter

of Essex County households. Both counties lead the region in use of public transportation as a means of travel to work, at 20% and 40%, respectively. By contrast, less than 4% of Sussex County households do not have automobile access, and less than 1.5% use public transportation as a means to work.

Traditionally Disadvantaged Populations

Traditionally disadvantaged populations represent a considerable share of the region's residents. In planning and workforce development, these populations are of great interest and should be further engaged.

Traditionally disadvantaged populations are considered to be groups that have been marginalized from planning processes, such as low-income individuals and families, minority communities, youth, elderly, persons with disabilities, and persons with limited English proficiency. Approximately 12.1% of the region's population lives in racially concentrated areas of poverty. There are nearly 15 HUD-subsidized units for every 1,000 people living in the region. The majority of these units are located in the region's more urbanized areas, like Essex, Union, and Hudson counties. One in six people living in the region have limited English proficiency (LEP). Within the LEP population, Spanish is the top language spoken at home.

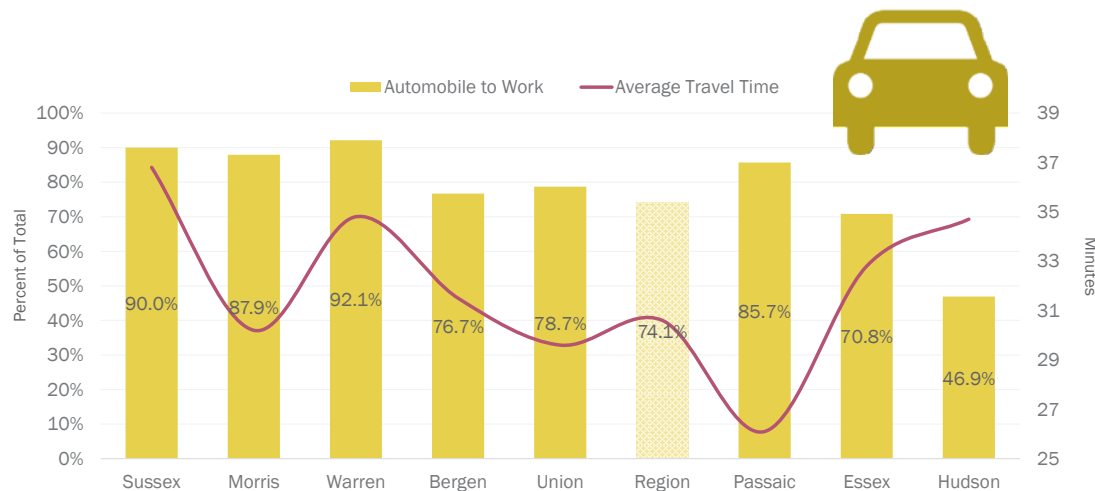


Figure 3: Automobile as a means to travel to work, and average travel time by geography

REGIONAL WORKFORCE ANALYSIS

The regional workforce analysis is based on data from the U.S. Department of Labor Employment and Training Administration, the Annual Statistical Report on the GED Test, FutureWork System, NJ School Performance Reports and NJ Department of Education. A full analysis can be found in Appendix A.

Workforce & Employment

The region's workforce is aging, and younger and middle-aged workers are disproportionately worse off in terms of employment as a result of the recession. Meanwhile, high unemployment levels suggest that economic recovery has been weak.

Every age cohort below 55 years saw a net decline in workers between 2007 and 2012. Workers age 35 to 44 saw the greatest net decline in workers, at over 15%. By contrast, workers age 55 to 64 and over 65 saw employment gains of over 10% and 19%, respectively.

Within the NJP region, there remains a massive gap in unemployment relative to pre-recession levels. While the unemployment rate started to decline in 2013 to the lowest level in five years, this was partly a result of decreasing labor force participation due to retiring, aging, and discouraged workers, rather than overall economic health. While

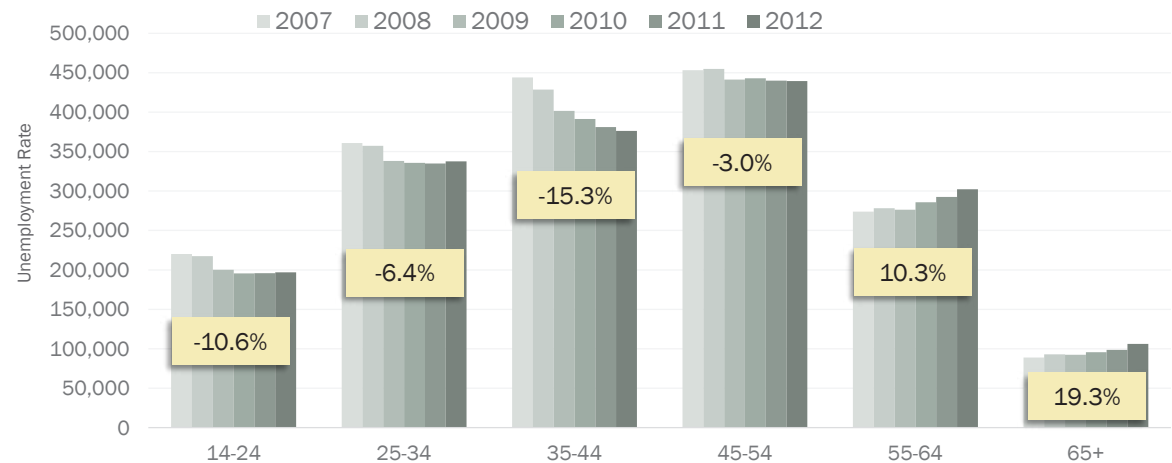


Figure 4: Regional employment by age cohort, 2007-2012

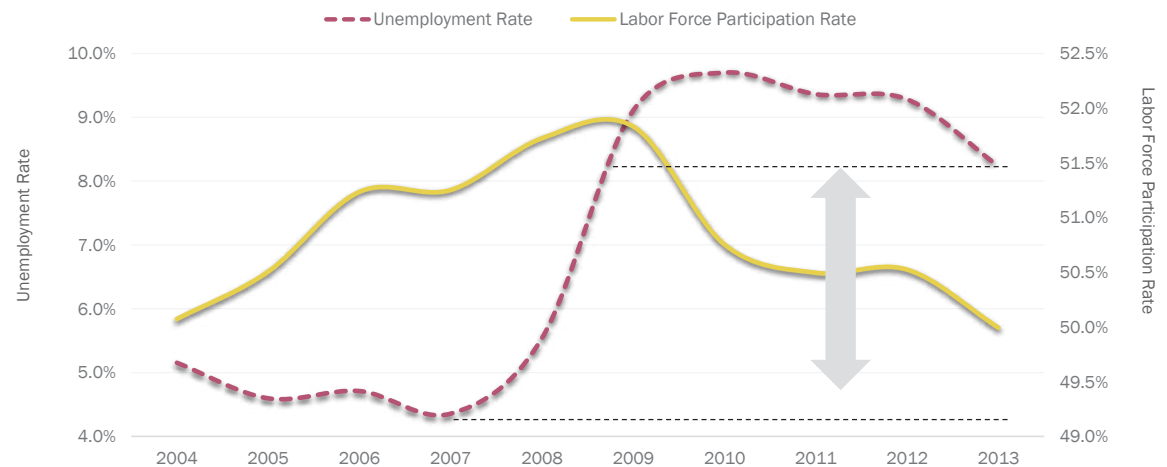


Figure 5: Regional unemployment and labor force participation

each county has followed a roughly similar dynamic of unemployment change over the past 10 years, there are substantial inter-county differences by percent unemployment. Generally, Passaic County has consistently maintained the highest unemployment rate of all the counties, while Morris has maintained the lowest.

Current Education Performance Metrics

College and career readiness varies throughout the NJP region, with Bergen County ranking among the highest, and Essex County among the lowest. Relatively low GED test scores in New Jersey in science, math and reading suggest low proficiency across these critical subject areas.

New Jersey School Performance Reports identify and track statewide targets for indicators of college and career readiness. These metrics provide opportunities for educators and stakeholders to engage in local goal setting, planning, and continuous improvement over time. This report averages key metrics at the county level for the NJP region and ranks each metric among all 21 New Jersey counties to identify county-wide strengths and areas for improvement. The metrics include chronic absenteeism, algebra grades, SAT/ACT participation, SAT score, AP/IB participation, graduation

rate, and postsecondary enrollment. Table 1 summarizes average college and career readiness metrics provided by the New Jersey Department of Education for each county located within the NJP region. Bergen County ranks among the top five NJ counties for most key metrics, while Essex County ranks among the bottom five NJ counties for most metrics.

General Education Development (GED) test scores for the State of New Jersey in 2012 indicate that the state scores lower than the nation as a whole. Almost 60% of test takers passed the GED in New Jersey, compared to over 72% in the country. Similarly, NJ test takers scored lower in science, mathematics, social studies, and reading than the nation, on average. Lower math and science proficiency presents potential barriers for pursuing healthcare, science, and even skilled manufacturing occupations.

Adult Education & Workforce Training Providers

The region's workers benefit from the workforce development and training services provided by eight WIBs, 13 American Job Centers, and over 2,000 skills providers that train workers and job seekers for demand occupations.

Workforce Investment Boards (WIBs) direct



Newark One-Stop/American Job Center



Source: Google Maps

Passaic County College in Paterson

federal, state, and local funding to workforce development programs. They also oversee American Job Centers (formerly called One-Stop Career Centers), where job seekers can gather employment information, find out about career development training opportunities, and connect to various programs in the area. There are eight state and local WIBs serving the region's residents. These eight WIBs oversee 13 comprehensive American Job Centers.

In 2013, the WIBs provided employment and career development training to nearly 9,000 people, and placed 1,450 adults and

1,607 dislocated workers (typically those who have been laid off) into employment. At approximately 1,600, the Newark WIB served more clients than any other WIB last year. On average, after participating in a WIB program, adults who found employment were earning on average approximately \$26,500 a year while dislocated workers were earning \$32,700 a year. Participants in Morris-Sussex-Warren WIB program earned the highest wages. Adults receiving assistance from the Newark WIB and dislocated workers receiving assistance from the Hudson WIB earned the lowest wages.

The region has 21 vocational schools

in its eight vocational school districts. Approximately 12,670 high school students and 1,380 adult students are enrolled. Union County Vocational Technical Schools is the only district to have apprentices enrolled in its program. Approximately 2,335 programs in the region offer training for occupations considered to be in demand. Essex County has nearly 700 training programs, while Bergen and Hudson follow with over 400 programs each. A large portion of these programs are provided through private business and technical schools, two-year technical and community colleges, and four-year colleges and universities. The

	Chronic Absenteeism	Algebra Grade Above C	AP/IB Participation	SAT/ACT Participation	Average SAT Score	Average Graduation Rate	Enrollment in 2-Year College	Enrollment in 4-Year College
Bergen	6.3%	95.1%	73%	86%	1550	94%	31%	69%
Morris	5.2%	95.8%	78%	88%	1631	95%	35%	64%
Essex	16.9%	92.5%	41%	91%	1325	85%	43%	56%
Sussex	9.2%	95.3%	69%	71%	1497	92%	46%	54%
Hudson	9.3%	98.1%	46%	78%	1336	83%	45%	54%
Union	9.0%	83.8%	57%	80%	1409	88%	52%	47%
Warren	6.8%	97.5%	60%	69%	1495	91%	55%	45%
Passaic	11.1%	97.2%	33%	54%	1092	84%	59%	41%
New Jersey	9.2%	94.4%	58%	77%	1417	89%	46%	54%
NJP region	9.0%	95.0%	58%	77%	1433	89%	49%	51%

Table 1: Average college and career readiness. Metrics highlighted in green indicate the county ranks in the top five among NJ counties - suggesting higher than average levels of college and career readiness. Metrics highlighted in red indicate the county ranks among the bottom five among New Jersey counties—suggesting lower-than-average levels of college and career readiness. Average SAT Score out of 2400. Source: State of New Jersey 2012-2013 Performance Reports and 4ward Planning

average program costs nearly \$6,000. Nearly one-third of all training programs can be completed in three to five months. Employment rates and wages for workers who participated in eligible training programs within the region vary widely. Some training programs have relatively high employment rates and place workers in relatively high wage positions, such as in welding. However, there are many training programs that have low employment rates and place workers in relatively low wage positions, such as a forklift operator.



Source: Google Maps
Downtown Paterson

Type of Provider	Number of Programs	Average Clock Hours	Average Program Cost	Average Cost per Clock Hour
Four-year colleges and universities	424	327	\$9,544	\$52
Vocational rehabilitation supported employment program	5	511	\$1,998	\$34
Driving schools	138	139	\$2,992	\$26
Apprenticeship programs	10	56	\$1,136	\$20
Private business and technical schools	956	334	\$5,200	\$20
Law enforcement academies	3	313	\$4,208	\$18
Nursing-home Based Program	15	81	\$1,473	\$18
Two-year, technical and community colleges	548	539	\$6,482	\$17
Community-based organization	17	347	\$2,561	\$15
Hospital-based program	5	1,300	\$26,244	\$15
Cosmetology schools	15	783	\$9,259	\$12
Public secondary schools	4	388	\$2,350	\$12
Morris-Sussex-Warren employment & training services	5	57	\$560	\$11
Internet-based programs	1	300	\$3,123	\$10
NJDLWD Workforce Investment Act (WIA) Title II adult	9	796	\$7,920	\$10
WIA programs, NJDLWD Workforce Development Partnership (WDP) and Welfare-to-Work programs	122	437	\$3,123	\$10
Public adult schools with occupational programs	59	365	\$2,301	\$8
Total/Average	2,336	374	\$5,795	\$25

Table 2: Average training length and cost of program by provider. Includes only training programs targeting demand occupations and omits customized training providers. Source: NJ Training Opportunities and Award Planning

REGIONAL EMPLOYMENT ANALYSIS

The regional employment analysis is based on data from the U.S. Department of Labor Employment and Training Administration, U.S. Census Bureau of Labor Statistics (BLS), U.S. Census Quarterly Workforce Indicators (QWI), NJDLWD, U.S. Census On-the-Map, and Massachusetts Institute of Technology's Living Wage Calculator. A full analysis can be found in Appendices A and D.

Industry & Labor Trends

Future job growth is likely to remain concentrated in low-wage occupations and industries; however, the majority of growth occupations require a high school diploma or less. Through 2020, health care and social assistance is the top growth industry, while the information, government and manufacturing industries are projected to shed jobs. Given current macroeconomic conditions, policies that improve labor demand may be more effective in the long term in creating regional living wage employment opportunities.

Years after the financial crisis and subsequent economic downturn, national employment growth remains significantly concentrated in low-wage industries. Lower-wage industries accounted for 22% of job loss during the recession but 44% of employment growth over the past four years. Since the start of the recession, there are more lower-wage jobs but

fewer mid-wage and higher-wage jobs. With 10.5 million Americans still looking for work, employers are unlikely to experience upward wage pressure for those who are currently working. Between 2007 and 2012, the region as a whole lost approximately 82,500 jobs. Every county except Hudson County experienced net job losses between 2007 and 2012. Hudson County is also the only county to experience net employment gains in the majority of

the 20 major North American Industry Classification System (NAICS) sectors.

Approximately 1,758,000 workers were employed in 2012. Health care and social assistance is the top industry by employment for the region as a whole and for every county, with the exception of Hudson County. Approximately half of all net job losses within the region were in the manufacturing sector.

4-Digit NAICS Manufacturing Sector	Average Annual Earnings, 2007	Average Annual Earnings, 2012	Difference in Average Monthly Earnings	Employment Change, 2007-2012	Employment Change, 2007-2012	Total Employment, 2012
Medical equipment and supplies	\$87,521	\$91,032	\$293	4.00%	406	6,159
Aerospace product and parts	\$63,197	\$63,605	\$34	0.60%	25	1,147
Communications equipment	\$94,978	\$102,952	\$665	8.40%	20	790
Fruit and vegetable preserving and specialty Food	\$56,522	\$59,030	\$209	4.40%	530	760
Motor vehicle parts	\$52,262	\$54,027	\$147	3.40%	34	352
Other leather and allied products	\$69,557	\$71,548	\$166	2.90%	12	304
Engine, turbine and power equipment	\$74,994	\$75,974	\$82	1.30%	1	129
Animal food	\$45,141	\$47,228	\$174	4.60%	35	35
Hardware	\$49,700	\$60,399	\$892	21.50%	12	12

Table 3: Manufacturing sectors that experienced growth through 2012. Earnings shown per worker. Source: QWI

Between 2007 and 2012, manufacturing as a sector declined in total employment in every geography. Further, average monthly earnings declined in every geography with the exception of Morris County. Table 3 lists the 4-digit NAICS manufacturing sectors that experienced employment and earnings growth over the same period.

Between 2007 and 2012, educational services led the region in net employment gains at 11,745 jobs, although health care and social assistance as well as accommodation and food services were relatively close behind. Many of the occupations expected to experience the greatest growth over the decade offer low wages. At the same time, high-wage occupations within the region are likely to grow at a significantly lower rate.

Through 2020, occupational growth in the region is projected to be the highest in the following occupations:

- Sales and related occupations (+14,500)
- Healthcare support occupations (+11,950)
- Construction and extraction occupations (+11,700)
- Business and financial operations occupations (+11,150)
- Office and administrative support occupations (+10,100)

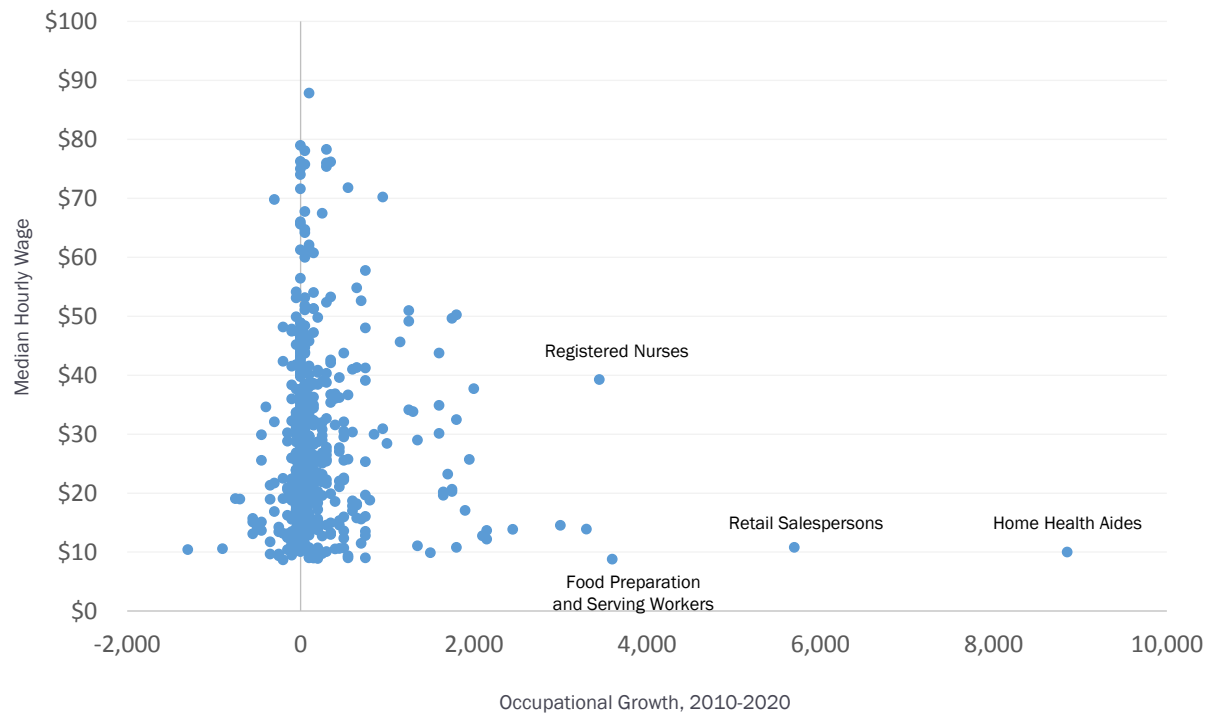


Figure 6: Projected occupational employment growth through 2020, and median hourly wage. Most high-wage occupations are projected to grow at a low rate, while lower-wage occupations are projected to grow at a higher rate. Registered nurses provides the greatest balance between high growth and high wages relative to other growth occupations. Source: NJDLWD, BLS

Most major occupational groups are expected to add jobs through 2020, with the exception of the farming, fishing and forestry occupations (which is projected to have no change), and production occupations, which is projected to have a decline – consistent with a secular decline in manufacturing employment.

Consistent with national trends, occupational growth is likely to be concentrated in low-wage sectors. There are six occupations with an increase of 3,000 or more workers this decade, only one of which offers a wage above the regional median (Registered Nurses - \$39.24). Three out of four job openings within the region this decade are due to replacements as opposed to growth, reflecting an aging and retiring workforce. There is not one major occupational category in which growth openings are greater than replacement openings. However, a large share of the occupations projected to grow through 2020 require a high school diploma or less.

Through 2020, most industries in the region are projected to add jobs. Health care and social assistance arises to the top of the growth industries, with 33,350 openings projected through 2020. Information, government and manufacturing are

projected to lose jobs through 2020, with the manufacturing sector expected to shed the greatest number of jobs.

Commuting Trends

With a decrease in total primary jobs in the NJP region, the region's resident workers are increasingly traveling to Manhattan for work. Within the region, Bergen County is the top employment destination.

Sussex, Morris, and Warren Counties are the only three geographies in which a majority of employed residents must travel 10 miles or greater to get to work. They are also the three lowest geographies by employment density. By contrast, the counties with the highest employment densities have a higher percentage of workers who travel less than 10 miles. The NJP region has an employment density of 861 workers per square mile, though this is heavily skewed by the low densities of Sussex and Warren Counties. Through 2007 and 2011, a majority of counties were characterized by a net outflow of employment, while three counties (Bergen, Essex, and Morris) maintained net inflows. However, the net inflows for Bergen and Morris Counties declined significantly, while the net outflow for the region more than doubled from approximately 41,000 to 84,000 jobs. A significant increase in the

region's net outflow, while total primary jobs simultaneously decreased, suggest a notable impact on local employment opportunities as a result of the economic downturn.

Between 2007 and 2011, the percentage share and absolute number of employed residents who also work within their homes declined in every county. Manhattan is, by far, the greatest municipal employment destination for residents of the region, at over 12% as of 2011, more than double the second destination of Newark. Despite a decline in the number of total primary jobs within the region, the number of residents working in Manhattan increased by over 20% between 2007 and 2011. Between 2007 and 2011, the region's municipalities that experienced the greatest employment gains as a destination for residents were Jersey City, Elizabeth, and Montclair. By contrast, the municipalities with the greatest losses as an employment destination were Parsippany-Troy Hills, Paterson, and Newark. Although Bergen County remains the top employment destination for residents of the region, it experienced the greatest losses as a destination for employed residents of the region between 2007 and 2011.

Employment Centers

Employment centers in the NJP region can be found in every county except Sussex and Warren. While most seem to be well-served by transit, employment centers in Morris County, Union County and western Essex County may benefit from enhanced transportation services.

Employment centers, as defined by an NJTPA analysis from 2010, are census tracts that have at least 5,000 jobs and job density greater than 3.46 jobs per acre (full methodology can be accessed in Appendix D). Using this definition, there are 27 employment centers in the NJP region located in Bergen, Essex, Hudson, Morris, Passaic and Union Counties. Overlaying public transportation data – including NJ TRANSIT commuter rail, NJ TRANSIT light rail, NJ TRANSIT bus, PATH, public shuttles and private carriers – can indicate the transit accessibility of these employment centers. Employment centers in Downtown Newark and Downtown Jersey City are relatively well-connected, with access to many transit stops and multiple modes. Most identified employment centers are connected by multiple NJ TRANSIT bus routes. While transit accessibility to these places merits further investigation on schedules, route destinations, origin of employees and pedestrian and bicycle accessibility to transit stops, Table 4

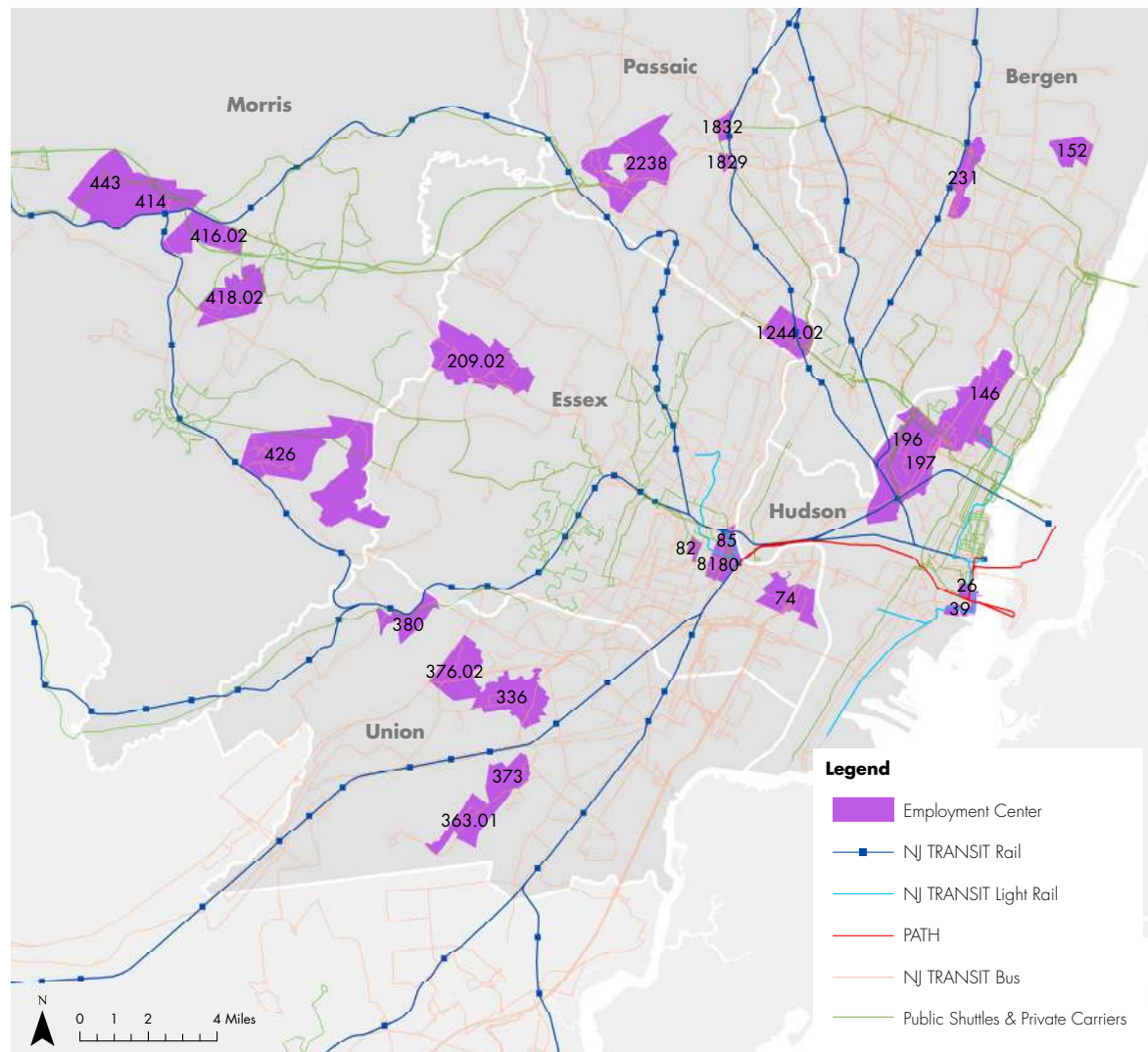


Figure 7: Employment centers (census tracts) and public transportation in the NJP region. Larger version in Appendix D.

Census Tract	Location	Jobs	Job Density (Jobs per Acre)
209.02	Roseland, Essex	11459	4.95
443	Rockaway, Morris	5105	3.79
414	Denville, Morris	6620	3.99
416.02	Parsippany Troy-Hills, Morris	6300	5.74
363.01	Clark, Union	5183	5.49
380	Summit, Union	8258	13.20
373	Cranford, Union	5565	8.09

Table 4: Identified employment centers that may benefit from additional transportation services



Downtown Morristown in Morris County



Hackettstown in Warren County

lists identified employment centers that may benefit from additional public transportation service or innovative transportation solutions. Given their higher levels of employment, census tract 209.02 in Roseland and census tract 380 in Summit may particularly benefit from enhanced transit.

Living Wage & Growth Employment Opportunities

A single adult would require approximately \$24,000 in annual wages to afford the cost of living, while a family of four would require nearly \$73,000 – far exceeding the annualized minimum wage and poverty wage. Although job growth is likely to remain concentrated in low-wage occupations, the majority of projected growth occupations satisfy the living wage requirement for a single adult – though not necessarily for a family.

Across all industries, half of the eight counties saw substantial increases in average monthly earnings, led by Morris County at 4.3%. Between 2007 and 2012 the region as a whole experienced positive but weak earnings growth of 0.7%. Consistent with national trends, the economic downturn has accelerated the earnings gap between the top five industries and bottom five industries by average monthly earnings, a trend likely to continue, particularly as occupational growth

is very likely to be concentrated in industries typically within the bottom five, including accommodation and food services and retail trade.

A living wage job allows a worker to afford the actual necessities of life for a household—adjusting for the typical monthly costs of housing, healthcare, childcare, and transportation within a community. The annual income necessary for a full-time single-wage earner to make a living wage in the NJP region and afford the necessities of life for his/her household varies based on the number of dependents. For example, a single-wage earner with no dependents

would need to earn \$24,363 annually, while a single-wage earner supporting three children would need to earn \$72,640 per year.

Weighted for county population, the regional living wage ranges from \$11.71 for a single wage earner with no dependents to \$34.92 for a single earner with three children, assuming the person is the sole provider and works full-time (2,080 hours per year). Figure 8 compares the hourly living wage to the hourly poverty wage and minimum wage. Most household types with a single-wage earner working full-time at a minimum wage job (\$8.25 per hour in New Jersey) fall below the poverty line. Family households with only

one adult working full-time at a minimum wage job earn significantly less than the estimated living wage — largely due to higher child care costs.

Of the regional growth occupations with a change of greater than 1,000 workers this decade, over 80% satisfy living wage criteria for a single adult, while over half provide a living wage for a single adult with one child. However, the top three growth occupations (Home Health Aides, Retail Salespersons, and Food Preparation and Serving Workers), representing a quarter of total growth within occupations with a change of greater than 1,000 workers this decade, do not provide living wages. The top growth occupations that provide a median hourly wage of over \$20, and have a typical educational attainment of a high school diploma or less, include carpenters, automotive service technicians and mechanics, truck drivers, construction laborers, and plumbers.

Given the large number of Americans still looking for work, it is unlikely that employers will experience upward wage pressure for those who are currently working. Policies that improve labor demand may be effective in creating regional living wage employment in the long term.

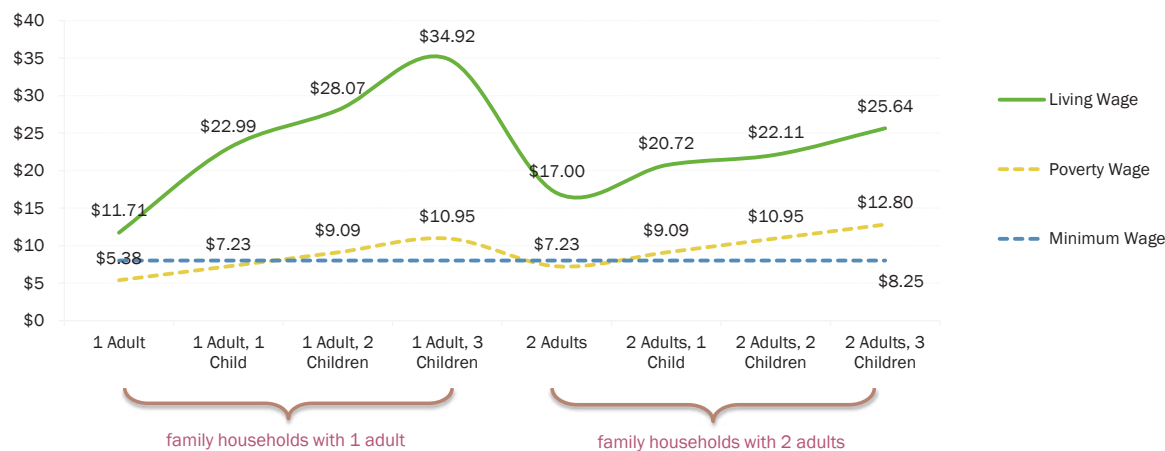


Figure 8: Hourly living wage versus the poverty and minimum wage for different household compositions

LAND USE

The region is comprised of diverse places, ranging from urban centers and historic downtowns to suburban neighborhoods and rural landscapes. The eastern portion of the region is densely developed and comprised of a mix of residential, commercial and industrial land uses, while the western portion of the region is minimally developed, containing farmland and open space.

Figure 9 illustrates land use in the NJP region utilizing 2007 NJ Land Use Land Cover data. The majority of residential development (yellow) is seen in the eastern parts of the region. Counties like Warren and Sussex are largely rural and characterized by forest, agricultural, and other open space land uses, dotted with office parks, shopping centers, and other commercial and industrial sites near major corridors. Hudson, Essex, Bergen and Union are more developed and urbanized. Major cities in the region include Newark, Jersey City, Paterson and Elizabeth. Commercial land uses are largely found in the region's urbanized areas within major nodes and along transportation corridors. Industrial uses can be found primarily near the Newark-Elizabeth port area and the Passaic River. Wetlands are located throughout the NJP region.

In 2004 the Highlands Water Protection

and Planning Act was signed into law, protecting open space, water and other natural resources in the New Jersey Highlands. As such, much of the growth and development in Warren, Sussex, Morris and Passaic Counties (and Bergen to a lesser extent) is subject to the planning and preservation regulations of the Highlands Act. Similarly, the Meadowlands Commission, a regional agency created by the 1969 Hackensack Meadowlands Reclamation and Development Act, oversees environmental stewardship, wetlands protection, waste management, redevelopment and general land use management in the New Jersey Meadowlands, which covers portions of Hudson County and Bergen County. As of February 2015, legislation signed by Governor Chris Christie has nullified the Meadowlands Commission and returned the handling of zoning and planning to the 14 municipalities in the Meadowlands region. The Commission has been folded into the NJ Sports and Exposition Authority.



Credit: NJTPA

Sussex County



Credit: NJTPA

Newark

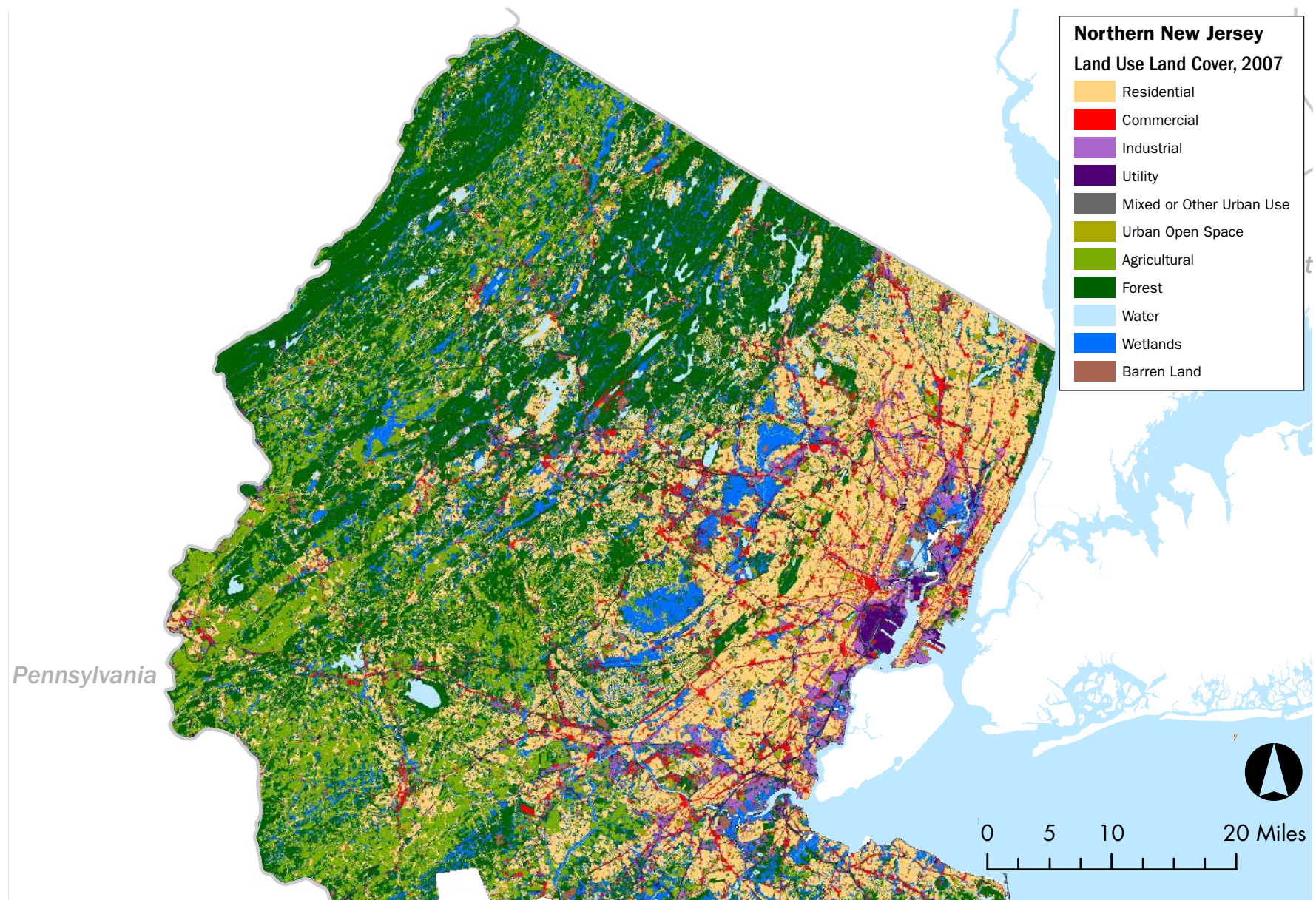


Figure 9: Land use in northern New Jersey. Source: NJDEP Land Use/Land Cover 2007

INFRASTRUCTURE & MOBILITY

Roads & Highways

Major highways in the NJP region include I-95/NJ Turnpike, Garden State Parkway, I-287, I-78, I-280, I-80, US Route 1-9, US Route 22, and US Route 206. These heavily traveled roadways connect workers to places of employment.

Ports

Port Newark-Elizabeth Marine Terminal is the largest container port on the East Coast and third largest in the country, moving over \$100 billion in goods annually.¹ Currently, the port is undergoing renovations to accommodate greater capacity and activity. Newark Liberty International Airport (EWR), located in Newark and Elizabeth and serving the New York City metropolitan region, is one of the busiest airports in the country. In 2012, EWR served nearly 35 million passengers, and shipped over 741,000 tons of air cargo and nearly 80,000 tons of air mail.² Along with port expansion, air traffic at EWR is expected to grow 30% within the next five years.³ Newark Liberty International Airport station is served by NJ TRANSIT's Northeast Corridor and Jersey Coast Line, as well as Amtrak.

1 p.37-41, Newark's Master Plan: Our City, Our Future

2 Port Authority of New York & New Jersey. Newark Liberty International Airport: Facts & Information. <<http://www.panynj.gov/airports/ewr-facts-info.html>>

3 p.41. Newark's Master Plan: Our City, Our Future.

There is no bus service, parking or drop-off area near the station; the station can only be accessed by passengers traveling to and from the airport station by NJ TRANSIT or Amtrak. Passengers can use AirTrain to travel between the station and the airport's three terminals. NJ TRANSIT and private carriers also operate bus and shuttle service to and from the terminals.

Rail System

The NJP region is served by an extensive rail system that includes Amtrak regional rail, NJ TRANSIT commuter rail, NJ TRANSIT light rail, and Port Authority Trans Hudson (PATH) rapid transit. Figure 10 illustrates the region's public transportation network. Among NJ TRANSIT's commuter lines, the Northeast Corridor draws the heaviest ridership. NJ TRANSIT rail ridership and PATH ridership have increased since 2003, consistent with trends that indicate increased use of public transportation as a means of travel to work for the region's resident workers. There is limited passenger rail service in Warren County and no rail service in Sussex County.

Buses & Shuttles

In addition to the rail system, the NJP region is also served by robust bus and shuttle services. NJ TRANSIT provides the majority of transit service in the region, though

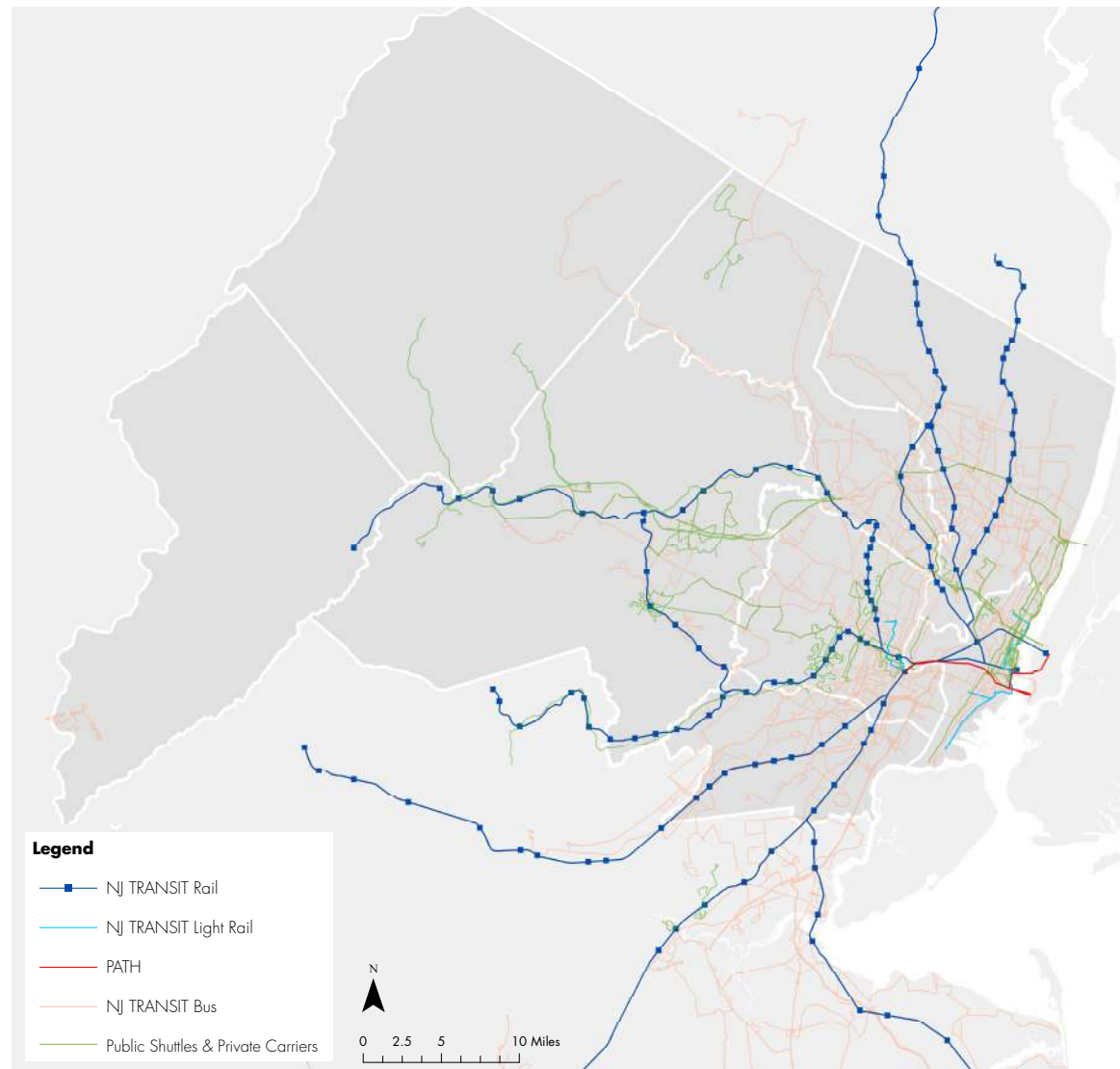


Credit: NJTPA

Garden State Parkway



NJ TRANSIT Hudson-Bergen Light Rail



there are also a number of private carriers. Service is more robust in the region's more populated areas and limited in Warren and Sussex Counties due to their historically rural development patterns.

NJ TRANSIT median bus ridership for routes serving the region has remained relatively stable over the past few years. Between 2009 and 2014, weekday median bus ridership increased about 7.5% on interstate routes to New York but decreased 5.4% on New Jersey intrastate routes, consistent with trends that more workers are leaving the NJP region and traveling to Manhattan for work. Nevertheless, the largest increases in NJ intrastate bus ridership have been seen in bus lines that operate along the Hudson River waterfront.

Table 5 lists the private carriers that operate within the region. Many of these carriers bring suburban resident workers to employment destinations in Newark and New York City. In Hudson County, jitneys – small buses that operate fixed or semi-fixed routes on flexible schedules, with the ability to pick up and drop off riders along the way – transport many commuters and can be better integrated into the larger public transportation system.⁴

⁴ NJTPA. "Mobility Matters". 2011.

Figure 10: Public transportation in northern New Jersey. Source: NJ TRANSIT. Port Authority of NY & NJ, NJTPA

Private Carriers	Areas Served
Coach USA: Community Transit	Morris, Essex, Passaic Counties
Coach USA: Hudson Transit Lines/Shortline/Leisure Line	Bergen County
Coach USA: Olympia Trails	Newark Liberty International Airport
Coach USA: ONE Bus/Independent Bus	Essex & Union Counties
Coach USA: Suburban Transit	Primarily Middlesex County but also operates Hunterdon/Somerset/Union Minibus Service (986)
A&C Bus Corp/Montgomery & Westside	Hudson County
Broadway Bus	Hudson County
Carefree Bus	Essex & Bergen Counties
DeCamp Bus Lines	Essex County
Lakeland	Sussex, Somerset, Morris Counties
Trans-Bridge Lines	Hunterdon County, Newark Liberty International Airport
Rockland Coaches	Bergen County
Martz Trailways	Warren County

Table 5: Private bus carriers



Coach USA, a private carrier



Credit: NJTPA
Summit Station

The NJP region is served by three transportation management associations (TMAs) that provide information to the region's residents on transportation options, promote carpool and vanpool programs, and support bicycle and pedestrian initiatives. Hudson TMA operates in Hudson County while TransOptions primarily operates in Sussex, Warren, Morris and Passaic, with some service in Essex and Union as well. Unlike other TMAs, Meadowlink, which operates in Bergen, Essex, Passaic, Union and Monmouth, also plays a role as a transportation provider in the region. EZ Ride provides a number of shuttle services to employment locations and job training and education centers as well as job access reverse commute (JARC) services. These TMA, county, and municipal shuttle services help supplement the bus and rail public transportation network by providing critical first- and last-mile connections.

Walkability & Bikeability

Complete Streets are streets designed for multiple users – drivers, pedestrians, cyclists and transit users – and often include sidewalks, bicycle lanes or shared lanes, safe crosswalks, curb bumpouts, bus pullout areas, bus lanes, and accessible public transit stops, amongst other features. Within the region, three counties (Essex, Hudson, and Passaic)

have adopted Complete Streets policies to advance multi-modal usage.

Walk Score® measures road density, access to transit, and access to amenities to calculate the walkability and bikeability of a neighborhood. The NJP region is largely categorized as very car dependent, implying that nearly all errands or tasks require use of a vehicle. NJ TRANSIT station areas and the region's urban centers rank higher in terms of walkability.

Enhanced walkability and bikeability, through wide and well-maintained sidewalks, safe crossings, shared or bicycle lanes, bicycle racks, and streetscape enhancements, can promote reduced car usage for short trips. Further, walkable and bikeable streets support public transportation usage and are a critical component of first- and last-mile connections.

The Sharing Economy & Mobility

With the rise of the sharing, service-based economy, there has been a shift away from ownership. With technological advances, particularly in the realm of smartphone applications, people are increasingly able to participate in "collaborative consumption", renting directly from other people or paying

for services rather than owning goods.⁵ The sharing economy also has direct implications on mobility, witnessed by growth in carsharing and ridesharing services.

Carsharing is a membership-based car rental service designed primarily for shorter time or shorter distance trips, in which members can schedule, in advance, use of a vehicle for a certain period of time.⁶ For those who do not require regular vehicle access, carsharing can be a viable, more efficient and less expensive alternative to vehicle ownership. Popular carshare services in the region include Zipcar and Enterprise CarShare.

Similarly, rideshare services allow those who need a ride somewhere to arrange for one-time car transportation on short notice, most often through use of a smartphone application that provides information on the driver, where he/she is coming from, and the estimated arrival time. Drivers use their personal vehicles and have the flexibility to work the hours as they choose. Popular rideshare services include Uber, Lyft and

⁵ The Economist. "The Rise of the Sharing Economy". March 2013. < <http://www.economist.com/news/leaders/21573104-internet-everything-hire-rise-sharing-economy> >

⁶ Car Sharing Association. "What is Carsharing?". 2014. <<http://carsharing.org/what-is-car-sharing/>>



Newark Broad Street Station



Credit: Trans Bridge

Trans-Bridge, a private carrier

Sidecar. The advent of rideshare services presents numerous opportunities and challenges. For drivers, ridesharing presents opportunities to earn extra money during the hours of their choosing. For users, rideshare services may be more dependable and less expensive than traditional taxi services. Nevertheless, the lack of a regulatory framework and competition with existing taxi services represent the challenges associated with rideshare services.

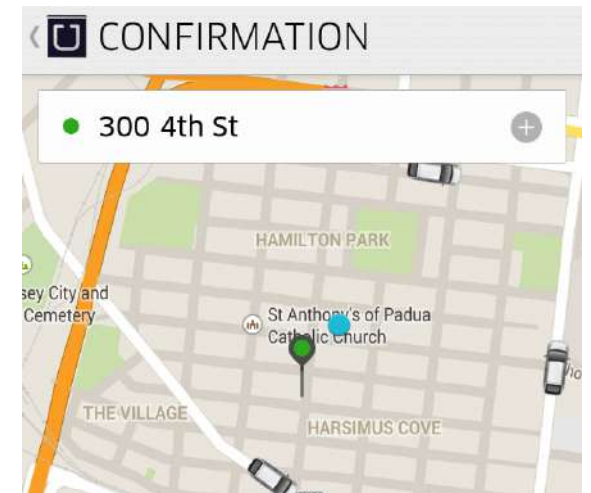
From a mobility perspective, carshare and rideshare can transform the way people get to and from work; for example, they can supplement the transportation network, including existing carpool and vanpool services, by providing first- and last-mile connections. From a workforce perspective, rideshare services can help drivers earn supplementary income as well as develop institutional knowledge about a place. Nevertheless, lack of regulation can foster concerns about fair or minimum wages, safe driving and decent “workplace” conditions.



Bike/pedestrian paths in Hoboken



Zipcar reserved parking space



Uber smartphone application

PROJECT ENGAGEMENT RESULTS

Regional Workforce Symposium

Approximately 100 professionals in the fields of workforce development, economic development, planning, transportation, policy, industry and education convened on June 10, 2014 at NJIT's College of Architecture and Design to learn about economic trends in the NJP region and brainstorm regional workforce and transportation strategies to improve job access. Dennis Bone, inaugural director of the Feliciano Center for Entrepreneurship at Montclair State University, described five forces that are shaping economic development and must be considered from a workforce perspective:

- Global competitiveness is increasing.
- There have been many technological advances in recent years, such as 3D printing, which will revolutionize industry and the economy.
- Productivity of the workforce has increased.
- Major innovations, like the smartphone and self-driving cars, will have ripple effects and create new economies.
- The do-it-yourself (DIY) economy is on the rise.

During the Workforce Innovation Challenge, which was guided by Social Policy Research Associates, participants were sorted into eight teams to address regional challenges and

brainstorm strategies for the following:

Given \$10 million in funding, what are the key strategies for helping the region's residents secure good jobs (or un-jobs) and increasing the security and prosperity of the region's communities?

Participants identified 38 strategies in total, with the below identified most commonly:

- Encourage greater employer engagement and support; for example, encourage employers to subsidize mass transit and assist with the costs of higher education and training, and provide incentives for employers to hire and train locally.
- Improve workforce data and program assessment by centralizing the information and data network, creating uniform performance metrics, utilizing technology to create smartphone applications that link job seekers and job providers, and enhancing Jobs4Jersey.
- Improve transportation access by developing transit-oriented places and supporting first- and last-mile connections.



Keynote at the Regional Workforce Symposium



Symposium participants



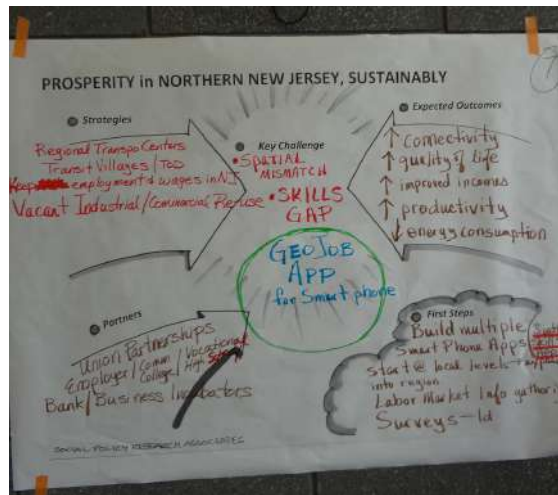
Symposium breakout session



Symposium breakout session



Breakout session report-out



Brainstorm results

The simulation yielded several observations. First and foremost, teams identified primarily government or agency-driven solutions to address jobs-related challenges, despite the role of the private industry in shaping economic development and innovation. Nevertheless, the teams agreed that government agencies can play an important convening role. Teams also deliberated on the following issues: whether and to what extent vocational education should be encouraged as an alternative to liberal arts, how labor market data should be compiled and shared, and whether there is a skills gap or larger job quality issue in the region. Debate on the aforementioned issues suggests that pilot projects will be crucial to informing longer term changes. Finally, simulation results suggest that identifying and promoting a regional identity will be important to marketing a regional workforce and regional economic development. A full summary of the symposium can be found in Appendix E.

Employee/Job Seeker Survey

Although the employee/job seeker survey was not administered in a scientific manner, the results can provide insights into the opportunities and challenges the region's workforce faces in securing living wage employment. Over 20% of survey respondents have been on the job hunt for over a year,

reinforcing findings that the region has recovered weakly from the recession. In regards to training, descriptive feedback indicates that those who have participated in One Stop/American Job Center programs were somewhat dissatisfied with the help they received. There is largely an expectation that these programs will connect job seekers directly with available positions. Further, respondents felt that such programs are not helpful for more senior positions. Nevertheless, some survey respondents did have positive experiences with a One Stop/American Job Center. Those who responded that they have not participated in a One Stop/American Job Center program described that they are either unaware of such services or ineligible for assistance.

The survey probed respondents about travel to work. When asked how long they are willing to commute to get to a job, three in five survey takers responded that they are willing to commute more than 35 minutes, and one in five is willing to commute over an hour. In describing the biggest challenge to traveling to work, respondents primarily cited the costs associated with driving, traffic and congested roadways, and insufficient bus systems.

When asked what the biggest challenge

is to securing a job today, responses were varied but generally included: the number of applicants far outweighs the number of available jobs; high transportation costs and travel time; lack of living wage or well-paying jobs; perceived age discrimination; lack of responsiveness or updates from employers; and low levels of educational attainment. Full survey results can be found in Appendix F.

Employer Survey

As workforce development becomes more demand-driven, gauging employer needs has become increasingly important. While the employer survey was not administered in a scientific manner, the results can provide insights into the challenges businesses face to growing and hiring. Soft skills were broadly and most commonly identified as the skills employers seek when hiring new employees. In terms of more advanced occupations, many of the survey respondents are willing to train new employees.

One-third of survey takers have used One Stops/American Job Centers for recruiting, though regarded them as only somewhat effective. One-third of survey respondents have never heard of One Stops/American Job Centers, suggesting there are additional opportunities for these institutions to collaborate with businesses. Based on

survey results, employers most often use community networks (such as community-based organizations) and word-of-mouth to disseminate information about job openings.

In terms of transportation, none of the surveyed employers participate in a carpool or vanpool program, and only two provide buses and shuttles for their employees to get to work. Opportunities for flexible working arrangements – such as compensation of hours or telecommuting – are limited.

When asked about the largest challenges to growing their business, respondents cite inability to find good and capable workers; the need to control costs; traffic and transportation; and competition from other businesses. Full survey results can be found in Appendix F.

This page intentionally left blank.

PROSPERITY in NORTHERN NEW JERSEY, SUSTAINABLY

PHASE 2: WHERE DO WE WANT TO GO?

Strategies

Keep Vacant Industrial/Commercial Re-use • SKILLS GAP

Expected Outcomes

↑ Connectivity
↑ quality of life
↑ improved incomes
↑ productivity
↓ energy consumption

GEOJOB
APP
for Smart phone

Partners

Union Partnerships
Employer / Comm College / Vocational High School
Bank / Business Incubators

First Steps

Build multiple Smart Phone Apps (Spatial Skill Sets App)
Start @ local levels → expand into region.
Labor Market Info gathering
Surveys - Id

GUIDING STRATEGIES

This local demonstration project advances North Jersey Partners' mission to enhance regional workforce planning, and goal to create a regional workforce development strategy integrated with regional transportation and economic development. In support of this, recommendations have been developed across four categories: mobility, land use and economic development, workforce and jobs, and regional collaborations. The purpose of these recommendations is twofold: they provide a broader framework for regional mobility, economic development and workforce enhancements, and provide guidance on the role that North Jersey Partners should play across various topic areas. These recommendations are intended for multiple audiences, ranging from transportation providers and workforce professionals to higher education institutions and state agencies. Each topic area also contains a recommended pilot project.



Mobility

Ensure that residents and employers are aware of all available public transportation options, while enhancing services where necessary and continuing collaborations between transportation providers and workforce professionals.



Land Use & Economic Development

Leverage corridor and regional planning efforts to attract economic development and regional employment opportunities, while fostering local employment opportunities near transit hubs and attracting industries that have already established workforce development programming.



Workforce & Jobs

Ensure that schools prepare students for colleges and careers, align training with demand skills and occupations, promote structured learning experiences, and enhance existing workforce development programs.



Regional Collaborations

Secure sustainability for and expand the North Jersey Partners, while coordinating regional efforts and aligning and prioritizing recommendations for implementation.

MOBILITY

Mobility and the workforce are inextricably linked: workers should be able to reach their place of work in a reasonable amount of time, within reasonable means. Transportation providers, meanwhile, are dependent on commuters as their primary customers. In the realm of mobility, North Jersey Partners can take on a supporting and advocacy role. NJP members should not only be knowledgeable about transportation issues, but should ensure sustained collaboration between workforce and transportation professionals. North Jersey Partners can serve as a liaison between the region's employers, TMAs, WIBs and AJCs/ One Stops to ensure that transit riders are aware of the transportation and travel tools available to them. Further, the partnership should advocate for mobility improvements where necessary, ranging from bicycle and pedestrian enhancements to larger regional transportation investments. Below are proposed strategies to enhance mobility within the region.

Enhance awareness of public transportation options, making schedules readily available and providing convenient information around the most efficient ways to get places

The NJP region has a robust transit system, yet information on schedules and transfers is

not always easily accessible or user-friendly. Hard-copy and online schedules may be difficult to read or understand for the casual or first-time user. Transportation providers, in collaboration with the local TMAs, should conduct focus groups and surveys on how to create more user-friendly platforms and schedules. Through its MyTransit program, NJ TRANSIT provides schedule and route information via email alerts. MyBus similarly provides information on bus routes via text messaging. This plan recommends that public shuttle providers and private carriers consider launching similar programs, and further, continue work with the TMAs to foster greater awareness about these services. As smartphones and mobile applications become increasingly popular, transportation providers should continue to leverage technology to disseminate information and collect customer feedback. One such strategy is to create an application or website that integrates all public transit options, including public shuttles and private carriers, which are often omitted from navigation resources and mobile applications. In addition to enhanced user awareness of transportation options, this plan recommends that North Jersey Partners work with the TMAs to ensure that employers are also aware of the transportation options available to their employees.

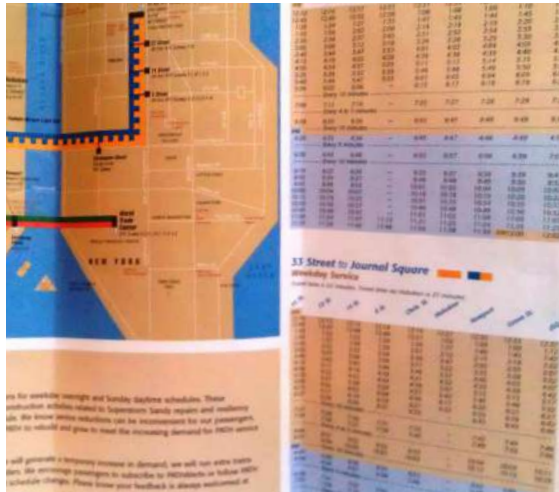
Continue and enhance collaborations to ensure transit service to centers of employment

The employment centers analysis in "Where are we now? Where are we headed?" identified several locations (generally in Morris, Union and Essex) that may benefit from increased public transit access. This plan recommends further analysis of transit accessibility to these centers – including routes, schedules, frequency, origin of riders, and walkability and bikeability of nearby transit stops – and advocacy to increase, modify or launch new service where necessary. This can encompass collaboration between the TMAs, public shuttle providers and employers to fill smaller gaps, or larger-scale service changes by major transportation providers, like NJ TRANSIT. Given their flexibility in services, existing relationships with local employers, and ability to leverage multiple funding sources (including human services-related funding), public shuttle providers may be able to implement incremental transportation enhancements more efficiently than larger transportation providers.

Throughout the project process, transportation and workforce development representatives conveyed the need for greater collaboration to ensure that workers can get to where they

(continued on page 50)

PILOT PROJECT: MOBILITY



Make schedules more user-friendly



NJ TRANSIT MyBus program



Today's commuters rely on multiple sources for information on public transportation, including online and paper schedules, smartphone applications and Google Maps. However, finding integrated information on transit systems that are operated by different providers can be difficult. Google Maps and other navigation resources often do not convey information about public shuttles or private carriers. The above screenshot illustrates this challenge well: Trans-Bridge offers service between Phillipsburg Mall and Newark Liberty International Airport, yet this does not appear as a travel option in Google Maps.

(continued on page 51)



Implement bike lanes and shared lanes on common travel-to-work routes

(continued from page 48)

need to go. By law, WIBs are required to have representation from transportation providers, yet more substantive exchange is needed between these two sectors. To achieve this, it is recommended that North Jersey Partners recruit and/or formulate a subcommittee consisting of transportation representatives.

In places where shuttles do not cross jurisdictional lines, it is recommended that TMAs from each county work together to form new cross-county routes and partnerships so that as job seekers are placed in jobs outside of their immediate geography, the local transit system is in place to assist them with getting to those jobs.

Support walkability, bikeability, and other mobility solutions for first- and last-mile connections

Mobility solutions must address not only the connectivity of buses, trains and shuttles, but the ability to get to and from their stops. An office could be located just a quarter-mile from a train station, but if the sidewalks from the station to the office are narrow, unpleasant and poorly maintained, an office worker may be discouraged from using public transportation altogether. Safe, walkable and bikeable streets are an integral component of these first- and last-mile connections. For example, encouraging bicycle usage

can widen a commute shed: within ten minutes, a pedestrian may be able to travel a half-mile, but a cyclist can travel upwards of a mile. Efforts are largely underway in many communities to establish walkable, bikeable and transit-friendly routes. This plan supports these efforts and recommends adoption of Complete Streets policies for counties and municipalities within NJP region; deployment of bicycle lanes on commonly traveled work routes and bicycle racks in places of employment; and implementation of bike share programs where feasible. First- and last-mile solutions should capitalize on technological advances and the sharing economy. For example, existing carpools and vanpools with travel routes near bus stops or train stations could offer rides to transit users to facilitate short connections. It is recommended that TMAs continue collaborations with employers on carpool and vanpool programs, and even consider creating new or enhancing existing online and smartphone applications to attract and connect interested participants. With the advent of rideshare services and driverless vehicles, transportation professionals should continue to conduct research on how these advances may impact first- and last-mile mobility solutions.

Enhance regional transportation connections

Transportation providers are continuously working to ensure that regional transportation services – buses, park and rides, commuter rail, light rail, rail rapid transit and bus rapid transit – are adequate and serve employment centers, population centers and other demand locations. This plan reinforces these efforts by recommending continued study of service enhancements and new routes. For bus travel – which when compared to commuter rail, may be perceived as an undesirable commuting option – it is proposed that transportation providers such as NJ TRANSIT hold focus groups with customers and study best practices on how to make bus commutes more attractive.

PILOT PROJECT: MOBILITY

(continued from page 49)

This plan supports a pilot project whereby an integrated transportation application and online platform can be created that includes not only NJ TRANSIT bus, rail and light rail and PATH information, but also public shuttle and private carrier information. In addition to being accessible and user-friendly, the platform would provide seamless information on schedules, transfers and fares between multiple routes and carriers. NJTPA and NJ TRANSIT, in collaboration with the TMAs, are envisioned to be the primary implementers. North Jersey Partners should play an active role in providing input along the way as well as promoting the final product(s) to workforce development professionals across the region, who in turn can share it with their clients. Implementation partners are encouraged to explore use of shared economy planning resources, such as OpenStreetMap or a Hackathon (whereby computer programmers, graphic designers and project managers collaborate anywhere from a day to a week to develop software or programming language that reflects the data provided).



Credit: Flickr user Robyn Lee

Citibike in New York City, a bikeshare program



Rural Complete Streets in Frenchtown, New Jersey



Credit: NJTPA

Bike racks in a suburban downtown in Bergen County

LAND USE & ECONOMIC DEVELOPMENT

Land use – the management of landscapes and the built environment – plays an integral role in economic development, which in turn impacts employment. Along a multi-community corridor, a shared land use vision can spur corridor-wide economic development. In a community with large brownfields or vacant buildings, redevelopment can attract residents, workers and employers. Although North Jersey Partners’ expertise may not encompass land use, members should nevertheless remain abreast of county, corridor and regional planning initiatives. The entity’s expertise in regional workforce issues will prove valuable to these planning efforts, which could benefit from a stronger workforce perspective. In the scope of land use and economic development, North Jersey Partners can also take on an advocacy role and support regional planning efforts and good land use planning that yield economic development benefits, and more importantly, jobs. The following recommendations describe how land use and economic development enhancements can benefit the NJP region.

Foster regional employment opportunities in existing centers of employment and along corridors

Good land use planning encourages growth in places with existing development and

the infrastructure to support it. Regional employment growth, similarly, should be encouraged in areas where jobs and industry currently exist, areas that are served by public transportation, and/or along major travel corridors. Corridor-level planning facilitates collaborative, cross-jurisdiction planning across multiple communities or counties that share a commonly traveled corridor, such as a rail corridor, bus route, highway or other roadway. This plan strongly supports corridor-level planning efforts and recommends NJTPA and NJ TRANSIT – in partnership with the counties and municipalities of the NJP region – identify corridors for further land use and mobility study, and work with North Jersey Partners to consider workforce issues.

The employment centers analysis in “Where are we now? Where are we headed?” identified 27 employment centers within the NJP region, many of which are already served by multiple modes of transportation. It is recommended that these identified centers are further evaluated for soft sites (commercial, industrial or otherwise vacant parcels where the improvement value is less than the land value), redevelopment potential and industry attraction potential in order to form a vision to attract regional employment to these areas. In the Port District, public assembly of sites can facilitate new land

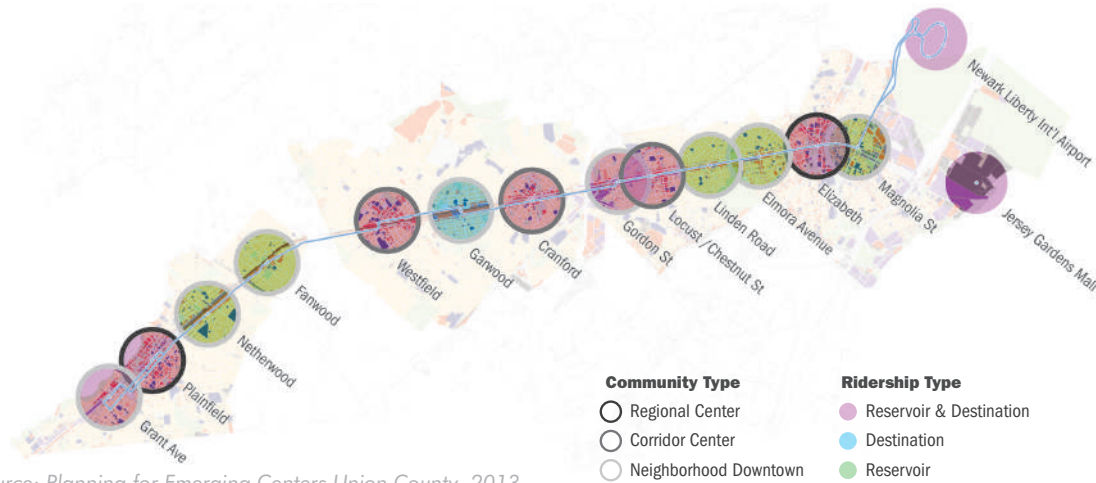
development and redevelopment for industry expansion.

Foster local employment opportunities in transit-accessible places

Cultivation of local employment opportunities is encouraged in the region’s urban and suburban downtowns. Vacant or underutilized spaces in downtown locations can be temporarily or permanently repurposed to become flexible, multi-use co-working and incubator spaces that foster opportunities for entrepreneurs. Communities could also explore the creation of Maker Spaces: incubators that facilitate resource-sharing and light manufacturing for do-it-yourself Makers. Meanwhile, mixed-use and mixed-income transit-oriented development (TOD) should be encouraged in places with train stations or major bus stops and terminals. These major transportation hubs provide opportunities to focus future growth – and jobs – into existing or new neighborhoods that are easily accessible by public transit. TOD can foster walkable, bikeable and vibrant communities, where residents have access to amenities, and businesses have access to a customer base. Further, development located in transit-accessible places can result in lower transportation costs for those who live there: workers can rely on a train or bus for their commute rather than a car, or

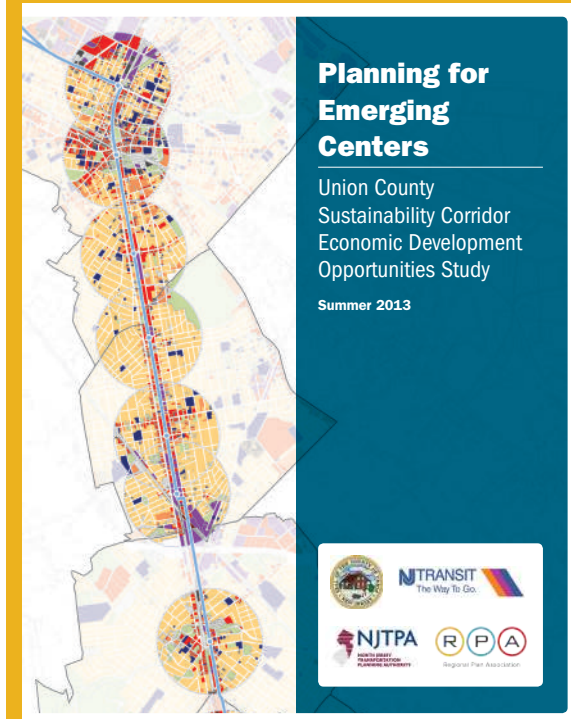
(continued on page 54)

PILOT PROJECT: LAND USE & ECONOMIC DEVELOPMENT



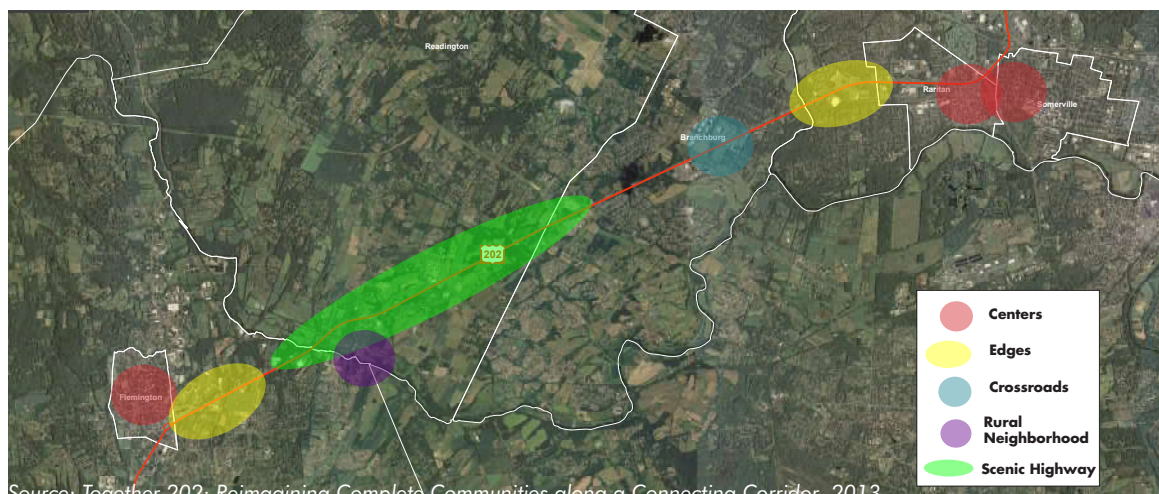
Source: *Planning for Emerging Centers Union County, 2013*

A corridor vision plan for a proposed public transportation enhancement along Route 28 in Union County



Workers likely use the same or similar travel route to get from Destination A to Destination B: one worker makes a daily drive between her home in Morristown to her workplace in Parsippany Troy-Hills via I-287, while another worker commutes between his home in Hoboken to his workplace in Newark via NJ TRANSIT. People cross jurisdictional boundaries daily, and planning efforts should reflect these realities.

(continued on page 55)



Source: *Together 202: Reimagining Complete Communities along a Connecting Corridor, 2013*

Together 202 local demonstration project for Route 202 roadway in Hunterdon and Somerset leveraged the corridor's diverse place types and land uses to create a cohesive corridor vision

(continued from page 52)

they may even find walk- or bike-to-work opportunities in their neighborhood. Fostering local employment opportunities through TOD or creation of co-working and incubator spaces will require considerable initiative from interested municipalities, though transportation providers and workforce professionals can also play a significant role. North Jersey Partners can work with entrepreneurship organizations to foster creation of incubator spaces and work with transportation providers to advocate for TOD in transit-accessible communities.

Attract desirable industries and employers

New Jersey's Talent Networks operate in seven key industries to connect employers, job seekers and the state's workforce and training institutions. Because these industries already have programmatic support in the realm of workforce, this plan supports continued efforts to attract employers in these identified industries through land use and economic development initiatives. The Talent Networks and NJDLWD can identify locational clusters of these industries throughout the state and NJP region. Once these clusters are identified, an analysis should be completed to determine the potential for additional growth in the identified areas. Collaboration between the state's planning and transportation

professionals, workforce development agencies and economic development agencies can ensure that locational industry clusters are maximized through redevelopment and repurposing of land, and a unified marketing strategy.



Cranford in Union County is an example of a community that has implemented TOD

(continued from page 53)

Communities are undeniably impacted by what happens in a neighboring community or along a shared roadway, rail corridor or bus route. As such, planning on a corridor level reflects a more practical approach. The image on page 53 depicts a corridor planning effort for NJ Route 28 in Union County - among several corridor planning efforts in the state. This plan supports a pilot corridor planning effort that incorporates a strong workforce component. NJTPA, NJ TRANSIT and North Jersey Partners should collaborate with the region's counties and municipalities to select an important travel corridor and conduct a land use and transportation study that incorporates workforce analysis and planning on a corridor level. Previously, the Federal Highway Administration's Transportation Community and System Preservation Program (TCSP) offered funding for corridor planning projects.



Credit: Flickr user Jisc infoNet

Flex incubator space



Credit: Flickr user David King

Maker spaces

WORKFORCE & JOBS

By requiring states to identify economic regions within their state and coordinate workforce planning on a regional basis, the Workforce Innovation and Opportunity Act (WIOA) bolsters federal support for regional workforce collaborations. Further, the WIOA's emphasis on employer engagement will ensure that workers are being trained for the skills in demand by employers. The WIOA largely reinforces efforts that are already underway by the NJDLWD and other state agencies to foster multi-jurisdiction collaborations and align education and training with business needs.

North Jersey Partners recognizes that workers frequently cross jurisdictional boundaries to find or get to work. A worker living in Sussex County may travel to his job in Passaic County, while a job seeker in Essex County may be looking for work in Union and Hudson. At the heart of North Jersey Partners' mission is a regional outlook on workforce. North Jersey Partners offers critical opportunities for professionals to engage in formal and informal exchanges on best practices, participate in multi-jurisdictional projects, and understand the larger picture. The partnership will play a very active role in implementing the workforce and jobs recommendations put forth by this plan.

Advance efforts in schools to promote skill-building for living wage and career path jobs

With increasing demand for vocational skills, educators, educational institutions and public policy officials have recognized the need for secondary schools to not only prepare students for college, but to prepare them for careers. Career and technical education allows students to gain trade and technical skills while preparing them for careers after postsecondary school, contributing to a model of stackable credentials, whereby individuals can accumulate training and experience credentials over time and progressively build upon their qualifications. This plan supports the efforts underway to expand opportunities for career and technical education. Activities and programs to expand career and technical education teacher training to include hands-on experiences, such as site visits to industrial facilities, are strongly supported. Moreover, this plan recommends that youth be made aware of such opportunities as early as elementary and middle school, understanding that career and technical education can be a viable, career-path and living wage alternative to traditional high school or college.

All of the state's career and technical education programs fall under one of sixteen

career clusters that are further refined into career pathways. For example, the health science career cluster offers career pathways in diagnostic services, health informatics and biotechnology research and development. Building on these existing programs, it is recommended that career pathways and coursework be reviewed for and revised to reflect living wage job potential.

As demand for trade and technical skills grows, county vocational technical schools, in partnership with the state's educators, should launch additional vocational programs and satellite facilities.

Expand opportunities for structured learning experiences

Structured learning experiences encompass opportunities for students to refine or develop new skills and gain professional experience, such as through an internship or apprenticeship. Stakeholder feedback suggests that because employers often seek workers with previous employment experience, structured learning experiences can be invaluable to students or young job seekers. Workforce and education professionals should ensure a unified strategy to market such programs to employers and continue to work with employers to foster greater opportunities for structured learning

(continued on page 58)

PILOT PROJECT: WORKFORCE & JOBS



Source: Google Maps

Newark Vocational Technical School



Credit: Flickr user Samuel Mann

With relatively sluggish economic growth and high unemployment, it is clear that New Jersey's economic recovery has been weak since the recession. There are far more workers seeking employment than jobs available, and as such, employers are unlikely to experience upward wage pressure for those currently employed. Stagnant wages and growth of low-wage occupations suggest a bleak outlook for the region's workers and families who are struggling to make ends meet. Accordingly, research suggests that policies and programs that improve labor demand may be more effective in growth of long term regional employment opportunities. (continued on page 59)



Credit: NJTPA

Transportation, distribution and logistics

(continued from page 56)

experiences. Research has suggested that with such a large number of unemployed workers still looking for work, wages will remain stagnant. As such, policies and programs that improve labor demand, such as access to entrepreneurship, subsidies to hire and train the unemployed, or public sector employment, are more likely to result in living wage regional employment opportunities. Experienceships – grant funding for employers to subsidize the cost of hiring an entry-level employee or otherwise unexperienced worker – are one example of this, offering benefits for both employers and employees. As an advocate for this concept, North Jersey Partners can play a lead role in securing funding for experienceships.

Improve the efficacy of workforce and jobs programs by inviting innovation

Dennis Bone's keynote speech at the Regional Workforce Symposium highlighted five forces that are shaping the economy: global competitiveness, technological advances, increased workforce productivity, major innovations, and the DIY economy. Policymakers recognize that state and federal policies and programs – including those in workforce – must adapt to these changes to remain effective. On the state level, development of a platform for single source data access, as well as standard performance

metrics that align with the WIOA for job training and placement programs will ensure uniform analysis and evaluation for state, county, municipal and regional workforce programs. Officials should leverage the increasing popularity of smartphone applications and mobile technology – as well as the advent of the sharing economy – to better circulate information. Jobs4Jersey is an example of an effective online tool that facilitates employer and job seeker exchange and integrates job search with workforce development programs, but could be made more accessible for mobile devices. To further explore the integration of workforce development with technology, the sharing economy and social media, this plan recommends that workforce professionals, including North Jersey Partners, hold a forum in conjunction with civic technology professionals.

Workforce professionals increasingly strive to ensure that workforce programs respond to employer needs. Over the course of the local demonstration project, stakeholders expressed the need for greater interaction with employers as well as enhanced soft skills training. This plan supports efforts underway to expand soft skills training and recommends development of a regional soft skills curriculum that can be easily shared

and adapted. Further, continued interaction between workforce professionals and private industry executives is strongly encouraged to discuss not only employer needs, but worker needs, such as living wages and flexible working opportunities. North Jersey Partners can play an active role in fostering enhanced collaboration between employers and workforce development professionals.

(continued from page 57)

One example of a labor demand oriented program is the experienceship: employers are offered the inducement of up to 100% reimbursement of an employee's entry-level wages for a predetermined period of time to offset the lack of work-related experience. For employers who may be apprehensive about hiring an inexperienced worker, experienceships subsidize initial costs. For job seekers who complete a recognized vocational skills program or obtain a training credential, but lack work experience, experienceships offer workers paid employment as well as an opportunity to prove their value to employers. Once the experienceship period is over, employers may be more likely to hire the employee on a full-time basis. North Jersey Partners strongly supports the concept of experienceships. Accordingly, this plan recommends that North Jersey Partners, in collaboration with the Talent Networks, educational institutions and interested employers, pursue grant funding to pilot an experienceship program for one to two years whereby employers are encouraged to hire their experienceship employees on a full-time basis based on good performance. Pilot results can reflect the success of the program and offer justification for program expansion.

Governor Chris Christie • Lt. Governor Kim Guadagno
 NJ Home | Services A to Z | Departments/Agencies | FAQs
 Search: All of NJ Submit
 FILE HERE Unemployment Benefits
 Sunday filing pays benefits faster
 Translate this Page Select Language Disclaimer
 Calendar
 A to Z
 follow us on twitter

Jobs4Jersey.com

Jobseekers
 Employment Services
 Find a Job
 Explore Careers
 One-Stop Career Centers
 Jersey Job Club
 Education & Training
 Veterans
 Individuals with Disabilities
 Youth
 Older Workers
 Ex-Offenders
 Support Services

Employers
 Workforce Development
 Find Employees
 Train Your Workforce
 Hiring Incentives
 Your Business

Tool Kit
 Tools for Jobseekers and Employers
 Contact Us
 Feedback

JOBSEEKERS - Employment Services

Atlantic City Re-Employment

OnRamp for jobseekers

Create an Account
 Terms & Conditions
 Search Jobs without signing in
 Learn More about OnRamp

Jersey Job Clubs
 Workshops, speakers, job search help, networking, etc. 23 Job Clubs throughout NJ.

Job Fairs
 Find job fairs in your area

EMPLOYERS - Workforce Development

OnRamp for employers

Register
 Learn More about OnRamp

Talent Networks

REGIONAL COLLABORATIONS

Limited government resources, coupled with the growing need for effective programs and policies, will require that planners and policymakers develop innovative solutions to do more with less. Cross-cutting regional collaborations are becoming increasingly important to address challenges that impact multiple communities across an array of issues. North Jersey Partners should continue to play an active role in regional workforce collaborations and could be further elevated to represent workforce interests in North Jersey regional planning efforts.

Strengthen North Jersey Partners to be a more robust regional workforce entity

Over the past few years, North Jersey Partners members have succeeded in maintaining a partnership on a volunteer basis. Nevertheless, leadership transitions or changes in the political landscape could compromise the ability of the partners to organize regularly and effectively. As such, North Jersey Partners seeks solutions to secure its sustainability, including potential incorporation as a 501c3 non-profit organization. This plan supports these efforts and recommends that the partnership weigh the pros and cons of multiple strategies for longevity. Further, it is recommended that the partnership recruit transportation, economic development and education experts to speak

on behalf of these topics as they impact workforce development. North Jersey Partners should continue to host an annual symposium to brainstorm regional integrated solutions for mobility, workforce and education challenges.

Coordinate regional efforts

There are a number of regional efforts being undertaken in New Jersey, including but not limited to the TNJ Regional Plan for Sustainable Development (RPSD), the TNJ Regional Comprehensive Economic Development Strategy (Regional CEDS) and the North Central Urban Comprehensive Economic Development Strategy (NCU CEDS). This plan strongly recommends that stakeholders of these various efforts foster a strengthened and unified regional identity, coordinate projects to avoid duplication or contradiction of efforts, and jointly prioritize, advocate for and seek funding to implement recommendations.

PILOT PROJECT: REGIONAL COLLABORATIONS



Continue collaborations



Align regional efforts - including Together North Jersey

The June 2014 Regional Workforce Symposium proved successful in drawing professionals across a range of disciplines and gathering innovative ideas from an interactive brainstorming activity. As a pilot project, this plan proposes that North Jersey Partners host a symposium in 2015 that again focuses on regional workforce issues and offers synergistic breakout sessions to address a primary question or challenge. In the long term, the symposium could be an annual signature North Jersey Partners event and elevate the profile of the partnership.

This page intentionally left blank.

PHASE 3: HOW DO WE GET THERE?



IMPLEMENTATION

North Jersey Partners benefits from a base of passionate members who understand the benefits of regional workforce planning, seek to secure long-term sustainability for the partnership, and are committed to meeting the needs of today's workforce. Across the state, great efforts are largely underway by NJDLWD, NJDOE, NJSETC, NJEDA, ChooseNJ, NJOSHE and the NJ Talent Networks to ensure that the state and region attract good jobs and have an educated, well-trained and first-rate workforce to fill these jobs. The region's TMAs and transportation providers similarly work to ensure that transportation systems are both accessible and reliable. Nevertheless, there is work left to be done to better connect job seekers, workers and employers.

The following plan implementation agenda (PIA) details the strategies, actions, timeframe, suggested actors, potential resources and suggested lead implementation partner for recommendations put forth by this plan. The suggested lead implementation partner may not necessarily be the primary implementer of a strategy, but is recommended by this plan to assume responsibility to ensure the appropriate work is being done.

Further, the PIA offers guidance on the role that North Jersey Partners can undertake for each recommendation:

- **Understand:** North Jersey Partners should be aware and stay abreast of programs and initiatives that pertain to the topic area.
- **Advocate:** North Jersey Partners should take a position on an initiative and offer support.
- **Advise:** North Jersey Partners should play an active advisory role on workforce issues.
- **Inform:** North Jersey Partners should disseminate information to partners.
- **Convene:** North Jersey Partners should convene stakeholders to foster collaboration.

Successful implementation will require North Jersey Partners members to reflect on their mission and goals and moreover, build capacity. Expanding the partnership to include professionals of other backgrounds such as mobility and education, or emphasizing the regional mission of the partnership, are strategies that may make available additional resources or funding sources.

Implementation Timeline

Short	3-6 months
Medium	6-18 months
Long	18+ months

Note: The plan implementation agenda does not mandate or oblige partners to implement strategies, but offers a recommended path forward.

MOBILITY

Strategy	Action	Timeframe	Suggested Lead Implementation Partner	Suggested Actors
Enhance awareness of public transportation options, making schedules readily available and providing convenient information around the most efficient ways to get places.				
Resources/Potential Funding: NJ TRANSIT, NJTPA, Private Carriers, Counties, Hackathon				
North Jersey Partners role: Understand and inform. As a consortium of WIBs, North Jersey Partners should collaborate with the TMAs to ensure that workers and employers are able to easily access information about transportation options.				
Provide greater information on bus schedules and routes on mobile devices	Expand the information provided on routes and schedules via text messaging	Medium	TMAs	NJTPA, NJ TRANSIT, TMAs, Counties, Port Authority, Private Bus Carriers
	Consider development of an integrated application (or consider building upon existing apps, like HopStop) containing all bus, train and shuttle fare and schedule information from multiple providers	Long	NJTPA	
Improve the ease of accessing and reading route information	Hold focus groups with employers and customers	Short	TMAs	NJ TRANSIT, TMAs, Port Authority, Private Bus Carriers, Counties
	Release schedules that are more user-friendly	Medium	Transportation Providers	
	Implement changes to websites so that they are more user-friendly	Medium	Transportation Providers	
Enhance awareness of NJ TRANSIT's customer service phone line and online tools	Circulate/post information about the customer service phone line	Short	TMAs	NJ TRANSIT, One Stops, TMAs, North Jersey Partners, Counties
	Enhance NJ TRANSIT's marketing campaign	Long	NJ TRANSIT	
Foster greater awareness of county and public shuttle services	Circulate/post information about public shuttles to potential users and employers	Short	TMAs, North Jersey Partners	Counties, NJTPA, TMAs, One Stops, North Jersey Partners
	Enhance shuttle marketing campaigns and expand reach of shuttles on online platforms and mobile apps, such as Google and HopStop	Long	TMAs	
Explore strategies for customers to provide feedback about late or unreliable transit service	Advertise existing tools (online, phone) to submit customer feedback	Short	TMAs	NJ TRANSIT, TMAs, Counties, Port Authority, Private Bus Carriers
	Improve tools to submit customer feedback, including easy-to-identify online tools and opportunities to submit feedback via mobile devices (such as expanding MyBus app)	Medium	TMAs	

MOBILITY

Strategy	Action	Timeframe	Suggested Lead Implementation Partner	Suggested Actors
Continue and enhance collaborations to ensure transit service to centers of employment				
Resources/Potential Funding: NJTPA (CMAQ, NJ-JARC, New Freedom), NJ TRANSIT, Transportation amenity fee as part of leasing office space, Employers, Private Sector Partners, Counties, USFTA -Innovative Public Transportation Workforce Development Program				
North Jersey Partners role: Understand, advocate and convene. NJP should participate in advocacy for new, increased or modified service and support a collaborative forum between transportation providers, major employers, and workforce professionals.				
Where service is limited, enable public shuttles to cross jurisdictional lines	Analyze existing policies, funding sources and liability to determine approach to changing policies	Short	NJTPA	NJTPA, Counties, North Jersey Partners, TMAs
	Study existing best practices in Somerset, Sussex and Middlesex	Short	TMAs	
	Launch pilot project where providers who are currently unable to cross jurisdictional lines are able to do so	Long	Counties	
Ensure transit service to major employment centers (identified in analysis) that builds upon existing transportation systems and leverages employers to contribute to transit	Ensure employers in employment centers are aware of public transportation options available to employees	Short	North Jersey Partners	NJTPA, Research Organization/Institution, NJ TRANSIT, North Jersey Partners, TMAs, Major Employers, Property Owners, Counties
	Building on analysis of centers of employment, complete a gap analysis to determine where additional transit service is needed	Short	NJTPA, NJ TRANSIT	
	Advocate for and launch new, increased or modified service to identified places	Long	NJ TRANSIT	
	Partner with employers to fill smaller gaps where necessary (shuttles) and launch pilot by advocating for transportation as an amenity, particularly for last mile services	Medium	TMAs	
	Continually monitor services to major employment centers and adjust accordingly	Long	NJ TRANSIT, NJTPA	
Develop a forum to allow for regular collaboration between transit providers, major employers and workforce investment boards	Consider formation of a subcommittee of the North Jersey Partners that has representation from NJTPA, NJ TRANSIT, TMAs and county shuttle providers	Short	North Jersey Partners	North Jersey Partners, NJTPA, NJ TRANSIT, Identified Major Employers, TMAs, WIBs, Counties, NJSETC
	Meet regularly	Long	North Jersey Partners	

MOBILITY

Strategy	Action	Timeframe	Suggested Lead Implementation Partner	Suggested Actors
Support walkability, bikeability, and other mobility solutions for first and last-mile connections				
Resources/Potential Funding: NJTPA (TAP), NJDOT Municipal Aid, Employers, Private Sector Partners, Hackathon, Counties, Municipalities, TMAs, USFTA -Innovative Public Transportation Workforce Development Program				
North Jersey Partners role: Advocate, inform and convene. First and last-mile connections are an important aspect of travel for many workers. In partnership with transportation providers and others, NJP should advocate for complete streets that support different modes of travel to work, and partner with the TMAs to support supplemental solutions, like carpools/vanpools.				
Increase availability of bike share programs	Explore successes and challenges of bike share programs in other comparable places	Short	NJTPA	NJTPA, Counties, Municipalities, TMAs, Research Institute/Organization, Non-Profit Partner, Private Sector Partner, NJ TRANSIT
	Conduct feasibility studies for regional or multi-jurisdictional bike share programs, with thorough resident and stakeholder input	Medium	Multi-Jurisdictional Collaborations	
	Install infrastructure to support bicycle usage (bicycle racks, bicycle lanes, shared lanes, etc.)	Long	Multi-Jurisdictional Collaborations	
	Seek private and non-profit partners	Medium	Multi-Jurisdictional Collaborations	
	Implement programs	Long	Multi-Jurisdictional Collaborations	
Improve bike-to-work opportunities	Building on analysis of centers of employment, conduct a study to determine where alignment of bike lanes/infrastructure and commonly traveled work routes/places of employment can be improved	Medium	NJTPA	NJTPA, NJDOT, Counties, Municipalities, NJ TRANSIT
	Create bike lanes, shared lanes, and install bike racks or pilot use of surface parking for bike parking along commonly traveled routes and in places of employment	Long	Counties/Municipalities	
Support carpool and vanpool programs	Promote to employers the opportunities and benefits of organizing carpool and vanpool programs, including first/last mile vanpools to/from transit	Short	TMAs	TMAs, North Jersey Partners, WIBs
	Promote to commuters the opportunities and benefits of organizing and participating in carpool and vanpool programs	Short	TMAs	
	Advertise programs at park and ride facilities and company parking lots	Short	TMAs	
	Utilize existing mobile/online applications or create new ones to more efficiently connect interested participants	Medium	TMAs	

MOBILITY

Strategy	Action	Timeframe	Suggested Lead Implementation Partner	Suggested Actors
Consider innovations in technology to support first and last-mile connections	Conduct research on how app-based ride share services, like Uber, may currently provide first and last-mile connections	Short	NJTPA	NJTPA, NJDOT, Research Institute/Organization
	Conduct research on how driverless vehicles may alter mobility and first and last-mile connections	Medium	NJTPA	
Continue efforts to establish more safe, walkable, bikeable and transit-friendly routes	Enact Complete Streets policies	Long	Counties/Municipalities	NJTPA, Counties, Municipalities, TMAs, Private Sector Partner, Property Owners, NJ TRANSIT
	Building off of centers of employment analysis, identify commonly-traveled pedestrian routes near centers of employment	Medium	NJTPA	
	Work with municipalities and property owners to secure funding to enhance routes and pedestrian amenities along commonly-traveled routes (e.g., sidewalks, bus shelters, clearly identified bus stops, protection from trucks, etc.)	Long	Counties/Municipalities	
	Incorporate Complete Streets and transit-ready corridors into new development and redevelopment	Long	Counties/Municipalities	
Enhance regional transportation services				
Resources/Potential Funding: USFTA - Small Starts, NJTPA, NJ TRANSIT, Employers, Private Sector Partners, Hackathon				
North Jersey Partners role: Understand and advocate. These transportation solutions will have larger regional impacts. NJP should remain abreast of regional transportation feasibility studies and initiatives and advocate for improved service in collaboration with others.				
Support buses as a viable and attractive transportation option	Hold focus groups with customers	Short	NJ TRANSIT	NJ TRANSIT, TMAs, Counties, Port Authority, Private Bus Carriers, NJTPA
	Study best practices on how to make bus commutes more attractive	Short	NJTPA	
	Implement changes based on focus groups and research	Long	NJ TRANSIT	
	Advertise buses as an "equal" to commuter trains	Long	NJ TRANSIT	
Expand park and ride facilities	Study potential for park and ride facilities along high demand routes	Medium	NJTPA	NJ TRANSIT, TMAs, Private Bus Carriers, NJTPA
	Acquire additional space for park and ride facilities	Long	NJ TRANSIT	
	Expand existing facilities or create new facilities that not only have greater capacity for vehicle parking, but also contain bike racks and bike lockers	Long	NJ TRANSIT	
Support transportation enhancements such as bus rapid transit (BRT), light rail, commuter rail, and rapid transit service	Conduct feasibility studies on potential for transportation enhancement along heavily traveled corridors, based on job and population centers	Medium	NJTPA	NJTPA, NJ TRANSIT, NJDOT, Port Authority, Counties, Municipalities
	Secure funding for new service	Long	NJTPA	
	Implement new service	Long	NJ TRANSIT	

LAND USE & ECONOMIC DEVELOPMENT

Strategy	Action	Timeframe	Suggested Lead Implementation Partner	Suggested Actors
Foster regional employment opportunities in existing centers of employment and along corridors.				
Resources/Potential Funding: Port Authority of New York & New Jersey, NJTPA, NJ TRANSIT, NJEDA, Choose NJ, Private Sector Partners				
North Jersey Partners role: Understand, advocate and advise. Land use impacts economic development which in turn impacts employment. Employment centers are located along corridors. North Jersey Partners should support good land use practice that can yield economic development benefits and jobs.				
Support corridor-level planning efforts	Identify opportune corridors for mixed-use development and multi-jurisdictional planning	Short	NJTPA	NJTPA, NJ TRANSIT, Counties, Municipalities, Chambers of Commerce, North Jersey Partners
	Develop a forum to convene local and regional stakeholders to strategize corridor-level land use, economic and transportation solutions - integrated with workforce planning	Medium	Counties, North Jersey Partners	
	Create a vision plan for selected corridors	Medium	Corridor Collaborations	
Leverage the port as a major source of economic growth	Explore the potential for public assembly of sites in the Port District to facilitate new land development/redevelopment and industry expansion	Medium	Port Authority	State of New Jersey, Port Authority, City of Newark, City of Elizabeth, Property Owners, NJEDA
	Update the existing inventory of sites and buildings in the Port District for potential redevelopment/development	Short	Port Authority	
Foster greater development and employment in existing employment centers (identified in analysis)	Identify soft sites in existing employment centers, including infill, redevelopment and brownfield sites	Short	Counties	NJTPA, Counties, Municipalities, North Jersey Partners, NJEDA, Chambers of Commerce, Choose NJ
	Conduct analysis for each employment center on: potential buildout, industry or employment attraction, demand, etc.	Medium	NJTPA, North Jersey Partners	
	Conduct new or build on existing planning studies for identified soft sites (including study of enhanced transportation options) to develop vision	Medium	Counties	
	Develop a marketing strategy to attract employment and development	Long	Choose NJ/NJEDA	
	Implement vision	Long	Counties	

LAND USE & ECONOMIC DEVELOPMENT

Strategy	Action	Timeframe	Suggested Lead Implementation Partner	Suggested Actors
Foster local employment opportunities in transit-accessible places.				
Resources/Potential Funding: NJTPA, NJ TRANSIT (Transit-Friendly Planning Assistance), NJTOD, NJEDA (Grow NJ), Foundations, Private Sector Partners				
North Jersey Partners role: Understand, advocate and convene. Given the role of technology in today’s economy, it will be important to foster entrepreneurship and support local employment opportunities throughout the region. NJP should partner with entrepreneurship organizations and centers, such as the Feliciano Center at Montclair State University, to ensure that the region can meet the needs of today’s entrepreneurs and makers. NJP should advocate for TOD to increase resident access to jobs.				
Facilitate nurturing environment for entrepreneurs and makers in downtowns	Identify vacant or underutilized spaces and work with owners to inform about co-working incubator or flex-space opportunities	Short	Entrepreneurship Organizations	Counties, Municipalities, Private Sector Partners, Entrepreneurship Organizations, MSU Feliciano Center, North Jersey Partners
	Facilitate flexible and multi-purpose use of vacant and underutilized spaces for small-scale and light manufacturing opportunities through zoning changes, if necessary	Medium	Municipalities	
	Launch and promote incubator and maker spaces	Medium	Entrepreneurship Organizations	
Promote mixed-use and mixed-income transit-oriented development	Identify soft sites around major bus and train stations, including infill, redevelopment and brownfield sites	Short	Municipalities	Counties, Municipalities, NJ TRANSIT, Property Owners, Developers
	Conduct new or build on existing planning studies for identified soft sites as part of a greater TOD vision	Medium	Municipalities	
	Develop a marketing strategy to attract development for mixed uses and incomes	Medium	Municipalities	
	Implement TOD vision	Long	Municipalities	
Attract desirable industries and employers				
Resources/Potential Funding: NJDLWD, Talent Networks				
North Jersey Partners role: Understand, advocate and advise. North Jersey Partners should have a seamless relationship with the Talent Networks and advocate for growth in targeted industries where they are already clustered.				
Attract living wage employers that align with the Talent Networks	Identify clusters of existing employment that align with the Talent Networks	Short	NJDLWD	Talent Networks, Choose NJ, NJEDA, NJDLWD, North Jersey Partners, NJTPA, NJSETC, Counties, Municipalities
	Determine potential for additional growth in existing Talent Network industry clusters	Medium	North Jersey Partners	
	Expand existing clusters through redevelopment and repurposing of obsolete uses	Long	North Jersey Partners	
	Market sites to employers that align with Talent Networks and living wage job standards	Long	Choose NJ/NJEDA	
	Identify opportunities for new industry clusters	Medium	Choose NJ/NJEDA	

WORKFORCE & JOBS

Strategy	Action	Timeframe	Suggested Lead Implementation Partner	Suggested Actors
Advance efforts in schools to promote skill-building for living wage and career path jobs				
Resources/Potential Funding: US Department of Education, NJ Department of Education, Counties, Foundations				
North Jersey Partners role: Advocate, advise and convene. In collaboration with county colleges, vocational schools, and industry experts, North Jersey Partners should advocate for greater support for career and technical education and training in public schools, and may even consider studying best practices or participating in a pilot project.				
Continue efforts to educate youth on benefits of career and technical education as a viable alternative to traditional high school and/or college	Explore best practices in successfully engaging elementary and middle school students on the benefits of career and technical education	Short	County Colleges	NJDOE, North Jersey Partners, County Colleges, Public Schools, County Vocational Technical Schools
	Launch or expand an existing program that engages young students on the benefits of a traditional college education and career and technical education, emphasizing that both paths can prepare students to be career-ready, and lead to living wage employment	Medium	NJDOE	
	Continue to develop high school curricula that supports and promotes a transition from school to work in a variety of industries and occupations, including but not limited to skilled trades and other technical programs	Medium	NJDOE	
Continue efforts to align school curricula and coursework with skills required for living wage and career path jobs in current and emerging industries	Building on the 16 career clusters for career and technical education, identify living wage job potential and regularly review current curricula with workforce professionals and members of the business community in targeted industries to identify potential realignment opportunities	Medium	County Vocational Technical Schools	NJDOE, North Jersey Partners, Public Schools, County Vocational Technical Schools, Business Community, NJDLWD, Talent Networks
	Expand teacher training to include more hands-on training for career and technical education classes, such as site visits	Medium	NJDOE, North Jersey Partners	
	If needed, revise curricula or approach to reflect living wage job potential	Medium	NJDOE	
Expand support for career and technical education programs	Determine demand for additional programs	Medium	County Vocational Technical Schools	NJDOE, North Jersey Partners, County Colleges, Public Schools, County Vocational Technical Schools, Counties, NJOSHE
	Secure funding and launch additional programs and satellite facilities	Long	County Vocational Technical Schools and County Colleges	

WORKFORCE & JOBS

Strategy	Action	Timeframe	Suggested Lead Implementation Partner	Suggested Actors
Expand opportunities for structured learning experiences				
Resources/Potential Funding: NJDLWD, NJDOE, US DOLETA, Foundations				
North Jersey Partners role: Advocate, advise, inform and convene. As a lead implementation partner, North Jersey Partners will play a very active role in supporting greater opportunities for structured learning experiences.				
Maintain an inventory of structured learning experiences (such as mentorship, apprenticeship and internship programs) within the individual WIBs	Create an inventory of structured learning experiences (such as existing mentorships, apprenticeships and internships) and promote through community based organizations and WIBs	Short	WIBs, North Jersey Partners	North Jersey Partners, WIBs, Community Based Organizations, NJDOE
	Regularly update inventory and share with other WIBs	Long	WIBs, North Jersey Partners	
Foster greater structured learning experiences in top growth industries, including health care and social assistance, professional, scientific and technical services, and construction	Building off of inventory, identify existing opportunities at employers in top growth industries	Short	WIBs	NJDLWD, NJDOE, North Jersey Partners, Private Sector Partners, Public Schools, Vocational Schools, County Colleges, Talent Networks, WIBs
	Identify additional employers in top growth industries to engage	Medium	North Jersey Partners	
	Develop a unified strategy to market the benefits of structured learning experiences to identified employers	Medium	North Jersey Partners	
	Work with employers to create paid opportunities, including experienceships (entry-level grant-funded subsidies)	Medium	North Jersey Partners	
Expand mentorship programs utilizing existing networks and online tools	Explore potential to integrate mentorship opportunities in existing jobs programs and tools, such as Jobs4Jersey or the Talent Networks	Short	Jobs4Jersey and Talent Networks	North Jersey Partners, NJDLWD, Talent Networks
	Explore potential to leverage social media networks, such as LinkedIn, to match multiple mentors and mentees	Short	North Jersey Partners	
Improve the efficacy of workforce and jobs programs by inviting innovation				
Resources/Potential Funding: Hackathon, NJDLWD, US DOLETA, Employers, Private Sector Partners, Foundations				
North Jersey Partners role: Advocate, advise, inform and convene. This objective most directly aligns with North Jersey Partners’ mission as a regional workforce collaboration. As a lead implementation partner, NJP will play an active role in improving the efficacy of workforce and jobs programs.				
Continue efforts to expand the number of programs that offer training in soft skills	Inventory soft skills training programs currently offered	Short	WIBs	North Jersey Partners, WIBs, Community Based Organizations, County Colleges, One Stops
	Explore best practices of teaching soft skills	Short	North Jersey Partners	
	Develop a regional soft skills curriculum that can be easily shared with county colleges, community based organizations and other training programs	Medium	North Jersey Partners	

WORKFORCE & JOBS

Strategy	Action	Timeframe	Suggested Lead Implementation Partner	Suggested Actors
Develop platform for single source data access	Create inventory of regional data sources	Short	NJDLWD	NJDLWD, North Jersey Partners, WIBs, State of NJ, NJSETC
	Explore best practices for housing and sharing data on one platform	Short	NJDLWD	
	Develop or build upon existing data platform	Medium	NJDLWD	
Develop uniform performance metrics for job training and placement program effectiveness that align with the Workforce Innovation and Opportunity Act	Create inventory of existing performance metrics	Short	North Jersey Partners	NJDLWD, North Jersey Partners, WIBs, One Stops, Talent Networks, NJSETC
	Explore best practices on how to measure effectiveness of programs based not only on completion, but on securing living wage employment, amongst other objectives	Short	North Jersey Partners	
	Develop or build upon uniform set of performance metrics	Medium	North Jersey Partners	
	Launch a pilot program to test performance metrics	Medium	North Jersey Partners	
Continue efforts to enhance Jobs4Jersey	Create a mobile-accessible website or mobile app of Jobs4Jersey	Medium	NJDLWD	NJDLWD, North Jersey Partners, WIBs, One Stops, NJSETC
	Consider using existing website to create a virtual mentorship program that connects users who have found work to users who are seeking work	Short	NJDLWD	
	Continue to promote Jobs4Jersey	Long	North Jersey Partners	
Continue efforts to enhance interaction between workforce professionals and private industry executives	Develop or expand upon an existing forum whereby workforce professionals and private industry executives (in particular, small businesses) can regularly discuss worker issues, such as living wages and flexible working opportunities	Medium	North Jersey Partners	North Jersey Partners, WIBs, Employers, NJSETC, Talent Networks
Leverage informal networks as a means of sharing information and ideas	Hold a forum to explore how informal networks, including those active on social media, can help improve access or quality of public programs	Short	North Jersey Partners	North Jersey Partners, WIBs, One Stops, NJDLWD, NJSETC, Civic Technology Professionals
Collect and distribute publicly-accessible and user-friendly information to support the understanding of employment trends and patterns	Collect and analyze data on employment trends and patterns in the region	Short	North Jersey Partners	NJDLWD, North Jersey Partners, WIBs, One Stops, Talent Networks
	Assemble and distribute easy-to-understand information to schools, training providers, employers, One Stop clients, and community organizations	Short	North Jersey Partners	
Integrate WorkFirst within One Stop/American Job Center system	Conduct a study to examine areas of better collaboration or integration	Short	North Jersey Partners	NJDLWD, NJDHS WorkFirst, North Jersey Partners, WIBs, One Stops
	Launch a pilot program that supports integration between WorkFirst and the American Job Center System	Medium	North Jersey Partners	

REGIONAL COLLABORATIONS

Strategy	Action	Timeframe	Suggested Lead Implementation Partner	Suggested Actors
Strengthen North Jersey Partners to be a more robust regional workforce entity				
Resources/Potential Funding: Foundations, Private Sector Partners,				
North Jersey Partners role: Advise, inform and convene. Building on the May 2014 retreat, North Jersey Partners must determine the best path forward to remain an effective regional entity.				
Secure sustainability of North Jersey Partners	Consider incorporation as 501c3	Short	North Jersey Partners	North Jersey Partners
	Leverage regional partnership for federal and state funding opportunities	Long	North Jersey Partners	
Expand North Jersey Partners to include transportation, economic development and education professionals (and others as deemed necessary) to speak on behalf of these areas as they impact the workforce	Identify participants based on their topic area expertise, experience in workforce, and/or place of work	Short	North Jersey Partners	North Jersey Partners, Other Identified Professionals
	Recruit by highlighting benefits of participation	Short	North Jersey Partners	
	Formalize commitment	Medium	North Jersey Partners	
	Hold annual regional workforce symposium to discuss regional workforce issues in partnership with professionals in other areas of expertise, and brainstorm regional integrated solutions	Long	North Jersey Partners	
Leverage partnerships to better influence decision-making and policy	Develop or build upon a unified regional workforce message	Short	North Jersey Partners	North Jersey Partners, Municipal/County/State Elected Officials
	Continue to meet with decision makers to advocate for workforce needs	Medium	North Jersey Partners	
Coordinate regional efforts				
Resources/Potential Funding: Foundations, US HUD				
North Jersey Partners role: Advise and convene. North Jersey Partners and its individual WIB members should continue dialogue with county economic development officials and stress the importance of connecting economic development and workforce development. NJP should ensure that regional workforce strategies are an integral part of the TNJ RPSD and CEDS initiatives, and should be the primary advocate of workforce related strategies put forward by this LDP and the aforementioned regional planning efforts.				
Foster a strengthened and unified regional identity	Hold resident and business focus groups and ensure engagement of traditionally underengaged populations	Short	Together North Jersey	NJ Department of State, Together North Jersey, Choose NJ, North Jersey Partners
	Based on focus group feedback, collaborate with other entities to create a regional brand that builds off of NJ State efforts and the efforts of Together North Jersey, highlighting the region's assets and competitive advantages	Medium	Together North Jersey	
	Build and promote an identity for the regional workforce as a subset of the regional brand	Medium	North Jersey Partners	
Better coordinate economic development and workforce development efforts	Convene regular meetings between county and state level economic development and workforce development professionals to align emerging economic development efforts and workforce needs of incoming employers/industries	Short	North Jersey Partners	North Jersey Partners, County Economic Development Offices, NJSETC, NJ EDA, Choose NJ

REGIONAL COLLABORATIONS

Strategy	Action	Timeframe	Suggested Lead Implementation Partner	Suggested Actors
Coordinate North Jersey Partners with Newark Access to Opportunity local demonstration project, TNJ RPSD, Regional CEDS, and North Central Urban CEDS	Align and prioritize recommendations	Medium	Together North Jersey	North Jersey Partners, Together North Jersey, Thomas Edison State College, NJTPA
	Seek funding for implementation	Medium	Together North Jersey	

