

HUDSON COMMUNITY ENTERPRISES

Strategic Plan

2020-2023

INTRODUCTION

There is no disputing the legacy of 2020. This will be forever remembered as the year the coronavirus changed everything. COVID-19 has touched millions of lives, many of them tragically, and its impact on our world will be felt long after the virus has been brought under control.

The pandemic's impact on Hudson Community Enterprises has been monumental, but it has also provided us with an opportunity to learn a great deal about our organization and ourselves.

We learned that, as an employer, as well as a provider of vocational rehabilitation services, as well as a provider of valuable services by our businesses, **we are more essential than ever**. As millions of workers, students and caregivers were asked to stay home to slow the spread of the virus, HCE was tenacious, able to remain stable and strong.

We learned that, as a company, **we are resilient**. We needed to change how we worked – whether logging in from home or maintaining physical distance at our worksites – we demonstrated that our strength was our people, and not tied to a workplace or building. We know now that, with a little help from tools and technology, we're ready to roll with the punches and quick to adapt in the face of adversity.

Our 2020 challenges were many, but as always, we met those challenges head on and continued to achieve much success. Despite the pandemic, HCE achieved a number of accomplishments worth celebrating, which allowed the organization to remain stable and viable. An emergency grant from the Kessler Foundation allowed for the forgiveness of half the amount of PTO time that was advanced for many employees at the onset of the pandemic. A Payroll Protection loan was sought which provided a forgivable loan to pay employees who had been furloughed during the crisis. Significant re-opening plans were developed and implemented to allow for the safe return of workers. A FEMA grant was sought which reimbursed costs incurred in purchase and implementation of the safety protocols required in that plan (ie. PPE supplies, HVAC adjustments, Plexiglas, sanitizing equipment).

Looking forward to 2021, we can already see new milestones on the horizon: Our Project Search Program was asked to consider expanding and apply to provide the vocational component to the second worksite. Significant business relations were established and cultivated with the Jersey City Medical Center and the City of Jersey City, who needed a large amount of Coronavirus informational material printed during the initial phase of the pandemic. Strong advocacy by the Agency's President and other key Rehabilitation facilities secured a restoration of funding for the Extended Employment Program which faced a significant cut going into the new year.

No review of 2020 would be complete without an examination of our progress toward diversity, equity and inclusion. We began the year by amplifying our strong commitment to focus on diversity,

equity and inclusivity within our organization. And when concerns about social justice came to the nation's forefront, we continued our introspection and growth, recognizing the need to add equity to the values we expect HCE to reflect. This will be an area that will continue to be evaluated and addressed on an on-going basis given the current climate over the upcoming years.

Inside our company, we continue to foster a diverse, equitable and inclusive workplace by developing our leaders, driving change at the local level, leveraging data to inform decisions, evaluating potential programs to highlight areas where we have opportunities, and regularly reviewing and changing our policies and practices.

We are committed to a diverse, equitable and inclusive workforce, where salaries are evaluated and adjusted where appropriate. HCE maintains a strong and healthy fiscal system of processes, procedures and systems, which continue to add to the Agency's overall bottom line.

HCE's Strategic Plan for 2020-2023 will continue to enhance our priorities and help us work towards our shared vision of a premier social enterprise that empowers persons with disabilities and other barriers to employment to obtain the knowledge and skills needed to achieve self-reliance and economic self-sufficiency...one person at a time. The plan will regularly prompt us of our focus on excellence, and to make changes as the need arises.

The current climate for community rehabilitation programs remains uncertain. Over the past several years, the passage of Workforce Innovation and Opportunity Act (WIOA) altered traditional workshops significantly. It forced organizations to evaluate and the current and future function in the changing area of workforce preparation. New Jersey's phased increase in minimum wage to \$15.00 over the next few years combined with the eventual phase out of 14c continues to threaten traditional programming. However, this also presents an opportunity to develop strategies that will enhance Hudson Community Enterprises' capacity to continue to expand its programs and services to align with HCE's mission, guiding our organization over the next three years.

Hudson Community Enterprises exists in a dynamic, ever-changing environment. Social, political and economic trends continually impact the demand for its offerings and services. Even as advances in technology present new opportunities to create more efficient operations, effective service delivery and improved performance, they also generate new expectations. Needs and community demographics are continually evolving. As a result, methods for delivering programs and services transform. This strategic plan reflects the current external environment. As part of this plan, programs, services and operations were examined and reexamined. Considering today's realities and future projections, we can no longer get by with yesterday's systems.

Against that backdrop, the Board of Trustees and the Staff of Hudson Community Enterprises developed this strategic plan. It provides Hudson Community Enterprises with a three-year

roadmap for the services that it will provide as well as overall organizational development. The Board of Trustees will review and update the plan annually as needed.

This plan was developed with broad involvement and guidance from the Board of Trustees and HCE employees, and persons served. The Strategic Planning committee included three board members and three staff on the management team. The Committee met twice to reflect on the agency's mission, vision, core operating values, and assumptions underlining the organization's approach to its work. These meetings set the stage for a discussion with the whole Board during which the strategic direction was defined. As part of this process, an environmental scan including an internal organizational assessment was done, interviews were held with key community stakeholders and a review of demographics, social determinants of health, and market data was done. The environmental scan and organizational assessment helped Hudson Community Enterprises assess both the challenges and opportunities it is likely to face over the next three years and set the context for the choices reflected in this strategic plan.

Organizational Summary

Hudson Community Enterprises is a New Jersey based nonprofit organization. The organization's employment programs span New Jersey with employment related programs in Hudson, Bergen, Essex, Passaic, Monmouth, Middlesex, Mercer, Burlington, Hunterdon, and Union counties. The individuals attending its programs come from 14 New Jersey Counties as well as from New York. The largest percentage of participants comes from Hudson County (57%) The organization was originally founded in 1957 as a community rehabilitation program and for all the years since its inception has focused its efforts in vocational rehabilitation services for individuals with disabilities. It has also relied on an approach that utilized the provision of these services through work secured from the local business community as the methodology of treatment to improve the work skills of enrolled participants. Although HCE's mission has remained constant, "to create employment opportunities for community residents", its programs, services, and customers have expanded to meet the needs of its community. The agency offers a range of education, training, and employment services for youth with disabilities, out of school youth, adults with disabilities in its vocational rehabilitation programs, as well work based learning programs for community residents facing other barriers to employment, i.e. welfare. This past year nearly 1000 individuals participated in its programs leading to employment.

Unique to the agency is its development of several social enterprise businesses that have served to enhance its mission as well as business profits to provide vital revenue for HCE to carry out its mission and lessen its dependency on restricted governmental funding. HCE currently operates the following businesses: an Electronic Records Management, a Document Destruction Services business, a Building Management Services Enterprise, Unarmed Security Services, and its newest business a Digital Printing Shop. Unique to these businesses is an intensive employee assistance program that assists their employees to acquire training, increase basic skills proficiency, maintain their employment, train for advancement, or be available as a resource for linkage with any needed additional support services, if and when interested.

HCE maintains accreditation through the Commission on Accreditation of Rehabilitation Facilities (CARF), a national accrediting body. Since 1980 HCE has consistently been awarded CARF's highest 3-year accreditation. CARF accreditation is a hallmark of quality and means that HCE not only meets CARF guidelines but also meets nationally and internationally recognized service standards.

MISSION, VISION, VALUES

To give Individuals with Disabilities and Other Barriers to Employment a Chance to Succeed-One Person at a time

CORE OPERATING VALUES

Caring Attitude – Hudson Community Enterprises demonstrates compassionate support and concern for people with disabilities and their families. As a part of this caring attitude, we educate and inform consumers and their families.

Respectfulness – Hudson Community Enterprises honors the choices of people with disabilities, encouraging each person to take control over his/her own life, and helps to shape these based on what is important to each consumer. We respect the role that families have in helping to shape these choices as well.

Individualized Support – Hudson Community Enterprises knows that people’s needs vary significantly and can change over time; we seek to understand the individual consumer and co-create the right supports for each person’s development.

Diversity – Hudson Community Enterprises understands that people with disabilities are part of all races, ethnicities and religions; we seek to assist as many people as our financial resources support.

Integrity and Accountability – Hudson Community Enterprises has the highest level of integrity in its administrative, service, and outreach activities; we tie these activities directly to our mission, and we maintain and report our records accurately.

State of the Art Practices – Hudson Community Enterprises aims for excellent, high, quality, state-of-the-art approaches that people with disabilities and their families can always count on to be there.

Partnerships – Hudson Community Enterprises works with a variety of partners and advocates for quality service by all partners.

Advocacy – Hudson Community Enterprises educates the public and advocates for the long term best interests of people with disabilities and their families.

Financial Sustainability – Hudson Community Enterprises believes its work as an advocate and service provider will be needed for many years into the future. Therefore, we strive to deliver on our mission with thoughtful strategic choices that ensure we have sufficient financial resources.

Environmental Scan/Strategic Analysis

The strategic objectives and initiatives outlined in this plan reflect the response of Hudson Community Enterprises to both ongoing as well as emerging challenges and trends in the wider community. These trends continue to escalate and reflect an overall challenge to community rehabilitation programs to reinvent themselves. To what extent is uncertain, but clear mandates for change are pervasive and escalating.

COVID-19, Employment First Directives, the Workforce Innovation and Opportunity Act, ongoing threats to 14(c) certificates, as well as NJ's fiscal situation continue to pose threats to our industry. Within the disability community there is significant disagreement as to the role, if any, of facility based employment. National membership organizations and the Federal Ability One Program are advocating for the availability of a full array of employment options including supported employment, customized employment opportunities provided in competitive, integrated settings, self-employment, employment in social enterprise businesses, as well as employment opportunities in accredited community rehabilitation programs.

Over the past decade, the concept of Employment First – the idea that employment in integrated settings in public or private industry should be the priority and exclusively acceptable service outcome – has emerged in the disability field. The result has been ongoing development of a multitude of documents pertaining to Employment First, including state legislation, policies, reports, articles, etc. Over 14 states have declared themselves as Employment First states, including New Jersey. In New Jersey, the Governor has issued public statements declaring New Jersey an Employment First statement, but to date, no official policy statement or Executive Order has been issued. The NJ Division of Vocational Rehabilitation is examining the State's Extended Employment Program in light of national developments and lessening dollars in the State for programs.

The Division of Developmental Disabilities (DDD) has undergone a systems transformation and implementing a new approach to service delivery- the Supports Program. The bulk of the costs for this were absorbed by federal as opposed to state monies via Medicaid. It is also the state's repository for implementation of Employment First. DDD is philosophically opposed to the provision of any facility based employment services and advocates for employment for all without exception. DDD lags under bureaucracy and the supports and services that will be available via this system have yet to be captured in terms of fees for service that will be paid to entities who choose to become Medicaid approved in terms of delivering services.

The Workforce Innovation and Opportunity Act focuses on Competitive, Integrated Employment as the employment goal under VR. It focuses on Pre-Employment Services for Transition-Aged Youth requiring that 15 percent of VR state funds be used for "pre-employment transition services" for students with disabilities. It defines pre-employment transition services as including, job exploration counseling, work-based learning experiences, workplace readiness training, and counseling on post-secondary educational

opportunities. WIOA establishes Service Conditions for Transition-Aged Youth to Meet before Entering Subminimum Wage Employment to help ensure youth with disabilities have access to employment services before entering employment opportunities below minimum wage, as authorized under Section 14(c) of the Fair Labor Standards Act. The provision (referred to as Section 511) sets conditions that an individual under 24 years old must meet before entering employment at subminimum wages. These conditions include: Receiving pre-employment transition services, and applying for VR services and found either ineligible or has been found eligible and is working toward a competitive outcome for a reasonable time without success and has received information and referrals to other employment opportunities. In addition, the Section 511 provision prevents educational agencies from contracting with entities to operate subminimum wage programs for students, promoting competitive, integrated employment opportunities as the preferred option while maintaining a continuum of employment services for individuals, including employment at subminimum wages as an option of last resort

Ongoing threats to 14(c) certificates continue to broaden in Washington and here in New Jersey. As a direct result, people with significant disabilities will be at risk of losing their jobs or losing the opportunity to become employed in the future negating the ability of CRP's to use their 14(c) exemptions for the same. Thus many of the significantly challenged working under these certificates will be laid off.

In conjunction with AccsesNJ, our State association, a group of 8 CRP leaders are attempting to push positive action to advocate on behalf of preservation of community rehabilitation programs here in New Jersey. A marketing campaign is being developed as a proactive stance to these threats. Here in New Jersey we have had strong support over the years from our legislators in supporting our programs and while that support is strong, it is a good time to mount a very positive campaign to clearly show the results of our efforts.

HCE faces an environment that is both uncertain as well as daunting as changing federal, state, and local initiatives and are evolving. A dust storm surrounds many areas and its settling is uncertain. Enabling legislation has not only changed what services HCE can offer, but a shift in the customers and actual type of service that it can provide. Efforts to modify this legislation are continuing across the country but remain overshadowed by a strong desire to change how the country assists its citizens in need. On a local level, Hudson County is flourishing with waterfront as well as its western cities yet its poor citizens continue to lag in terms of their employability as well as housing opportunities.

GOALS AND STRATEGIES

ONE: Agency Revival and Reinvention

HCE is a 64-year-old organization. It is now at a critical juncture and needs to undertake a turnaround in a determined and self-aware manner. Over the years, HCE has grown its programs in response to the needs of its primary customer- NJDVRS. These services have evolved and have primarily relied on a facility based approach to job placement using work as the medium. Via the passage of WIOA, changes to the Rehab Act have shifted DVRS services reducing its reliance on facility based employment programs to community based integrated programs. Additionally, DVRS is now required to provide a range of transition services for students with disabilities ages 16-21 who are potentially eligible for its services. These changes challenge the very core of HCE and provide impetus to review its organizational structure and identify the key functions that have made it successful.

Because of HCE's regeneration process it is critical that major stakeholder's have a clear understanding of the organization's mission, its programs of service, as well as its overall performance. Over the next three years HCE will undertake a marketing initiative that will enable the organization to brand itself as a premier provider within the workforce development system.

Because of its long history in the community, HCE is very well known and has a well-established identity; it will undertake a comprehensive marketing campaign that will incorporate a complete overhaul and re-design of its web site and full program materials to reflect its expertise. This will also need to include a stronger social media presence, which has been lacking.

TWO: Assimilate to National Policies

The Workforce Innovation and Opportunity Act

In general, the Act took effect on July 1, 2015. The State Unified Plans and Common Performance Accountability provisions took effect July 1, 2016. Of direct impact to HCE are several of its actions. At the State level, WIOA establishes unified strategic planning across "core" programs including Title I of the Rehabilitation Act programs. WIOA streamlines membership of business-led, state and local workforce development boards. The Act emphasizes the role of boards in coordinating and aligning workforce programs and adds functions to develop strategies to meet worker and employer needs. WIOA emphasizes engaging employers across the workforce system to align training with needed skills and match employers with qualified workers. The Act adds flexibility at the local level to provide incumbent worker training and transitional jobs as allowable activities and

promotes work-based training, for example by increasing on-the-job training reimbursement rates to 75 percent. The law also emphasizes training that leads to industry-recognized post-secondary credentials. WIOA aligns the performance indicators for core programs, and adds new ones related to services to employers and postsecondary credential attainment. Performance goals must reflect economic conditions and participant characteristics. It makes available data on training providers' performance outcomes and requires third party evaluations of programs. WIOA requires states to identify economic regions within their state, and local areas are to coordinate planning and service delivery on a regional basis. WIOA promotes the use of career pathways and sector partnerships to increase employment in in-demand industries and occupations. WIOA adds basic skills deficient as a priority category for Adult services. WIOA also focuses Youth program services to out-of-school youth. Youth with disabilities receive extensive pre-employment transition services to obtain and retain competitive integrated employment. In addition, WIOA allows local areas to award pay for performance contracts so providers of services get paid for results

WIOA will help job seekers and workers access employment, education, training, and support services to succeed in the labor market and match employers with skilled workers they need to compete in the global economy, but it also transforming an industry. That industry, Community Rehabilitation Programs, because of this legislation will be transformed, if not eliminated. Congress passed WIOA, the first legislative reform of the public workforce system in more than 15 years, by a wide bipartisan majority. In doing so, Congress reaffirmed the role of the American Job Center (AJC) system, a cornerstone of the public workforce investment system, and brought together and enhanced several key employment, education, and training programs.

WIOA represents an important bipartisan effort to improve federal workforce development programs and provide new opportunities to advance economic self-sufficiency for millions of Americans with and without disabilities. It also represents a significant challenge for thousands of community rehabilitation programs across the country to examine their mission and if interested create a niche within the new environment of workforce preparation. WIOA will help workers attain skills for 21st Century jobs, provide supports to people with disabilities to enter and remain in competitive, integrated job settings, and foster the modern workforce that evolving American businesses rely on to compete. This law reinforced a purpose of the Rehabilitation Act- to increase competitive, integrated employment opportunities and outcomes for individuals with disabilities. "Competitive, integrated employment" means work performed on a full or part-time basis (including self-employment) for which an individual is compensated at not less than federal minimum wage requirements or State or local minimum wage law (whichever is higher) and not less than the customary rate paid by the employer for the same or similar work performed by other individuals without disabilities. Employment is at a location where the employee interacts with other persons who are not individuals with disabilities. The employment, as appropriate, presents opportunities for advancement that are similar to those for other employees who are not individuals with disabilities and who have similar positions.

Section 511 to Rehabilitation Act

The Workforce Innovation and Opportunity Act (WIOA) amended the Rehabilitation Act of 1973. The WIOA amendments added section 511 to the Act that pertains to individuals working under a special wage certificate issued to an employer under section 14(c) of the Fair Labor Standards Act of 1938 (FLSA) that authorizes payment of subminimum wages under certain conditions. The new section 511 applies to all entities holding a certificate under section 14(c) that employ or are interested in employing individuals with disabilities at subminimum wages.

It requires individuals with disabilities of any age employed at subminimum wages to satisfy certain service-related requirements to continue work at subminimum wage, and requires vocational rehabilitation agencies to provide documentation of the completion of those required services directly to the individual with a disability. Section 14(c) certificate holders must review and verify the required documentation received by individuals with disabilities prior to paying or continuing to pay them subminimum wages.

Vocational rehabilitation agencies must provide career counseling and information and referral services in a manner that facilitates independent decision-making and informed choice. These services must not support subminimum wage employment or facilitate employment-related services that result in employment compensated at a subminimum wage. The New Jersey Division of Vocational Rehabilitation Services (DVRS) is the vocational rehabilitation agency required to provide these services for individuals working for subminimum wages. To provide the career counseling to the individuals in facilities who are not known to the DVRS, a referral must be made to the local DVRS office in that catchment area. Once the local DVRS office receives the referral, the individual will receive an appointment for an intake interview by a vocational rehabilitation counselor. The DVRS is committed to providing the appropriate career counseling and guidance to individuals currently receiving subminimum wages. These individuals will receive individualized career counseling and guidance needed to assist them in making an informed choice regarding their opportunities for competitive integrated employment.

Competitive Integrated employment

The Rehabilitation Services Administration addresses the criteria for an integrated employment location within the definition of “competitive integrated employment” in section 7(5)(B) of the Rehabilitation Act of 1973 (Rehabilitation Act), as amended by title IV of the Workforce Innovation and Opportunity Act (WIOA), and its implementing VR program regulations in 34 CFR §361.5(c)(9)(ii) (see 81 FR 55629 (August 19, 2016)). It defines that as Employment settings that are “typically found in the community” are those in the competitive labor market (81 FR at 55642). Settings established by community rehabilitation programs specifically for employing individuals with

disabilities (e.g., sheltered workshops) do not constitute integrated settings because these settings are not typically found in the competitive labor market--the first of two criteria that must be satisfied if a VR agency is to determine that a work setting is an integrated location under 34 CFR §361.5(c)(9). The Department has long considered several factors that generally would result in a business being considered "not typically found in the community," which include: (1) the funding of positions through Javits-Wagner-O'Day (JWOD) Act contracts or State purchase programs; (2) allowances under the Fair Labor Standards Act for compensatory subminimum wages; and (3) compliance with a mandated direct labor-hour ratio of persons with disabilities. It is the responsibility of the VR agency to take these factors into account when determining if a position in a work location is an integrated setting.

Threats to State Use Program and Ability One

Per WIOA both programs do not constitute competitive integrated employment as defined by the Act. These programs offer competitive salaries, benefits, and significant opportunities for individual with disabilities to live and thrive in their communities. Both the Federal Ability One Program and the various State Set Aside programs are advocating and meeting with legislators to repeal this portion of WIOA.

These notational policies and legislation create not only threats, but opportunities. In the next three years HCE will expand its current working relationship with the Hudson County as well as the Jersey City One Stop Operators and its services to reflect the mandate of this legislation. HCE will also seek to expand its relationship with other One Stop operators in surrounding areas, primarily Essex and Mercer Counties, where there are a large number of employees and frequent employment opportunities within the organization. HCE is uniquely positioned through its establishment of its social enterprise businesses to offer this system a model that incorporates all the components of a successful work based learning program. HCE's social enterprise businesses incorporates all the components of Work based learning as proposed by WIOA to be a recommended approach to workforce preparation and holds great promise for low-income and lower-skilled youth and adults, who all too often lack equitable access to high-quality work-based learning experiences that can serve as steppingstones to increased economic opportunities. They integrate academic learning with real-world applications to provide paths to educational and career advancement and build the talent pipeline.

THREE: Advocacy and Choice

The ultimate goal for all individuals with disabilities in HCE's programs and workforce is employment in the community at large. All jobs in Hudson Community Enterprises' social enterprise businesses are considered transitional in nature, preparing employees for jobs in the community. This is a very critical area. With all the threats confronting community rehabilitation programs, it is a primary objective of HCE in this plan to solidify its position as an engine of employment first. HCE believes that every person with a disability is unique, with different strengths, priorities, needs abilities and capabilities. Employment options matter.

Hudson Community Enterprises is committed foremost to advocacy on behalf of persons served. In the next three years as part of this goal, HCE will be committed to a proactive approach in terms of its advocacy efforts on a local, state, as well as federal level. Its President will take a lead in a range of activities in the next three years to advocate on behalf of choice for individuals with disabilities.

HCE recognizes that work is a valued activity for the individual and society. Work helps people achieve independence, economic self-sufficiency, and a sense of self-worth. Individuals, including individuals with disabilities, should enjoy every opportunity to pursue careers, participate in the workforce and engage in the economic marketplace. To maximize employment opportunities for people with disabilities, a full array of employment options must be available including supported employment, customized employment opportunities provided in competitive, integrated settings, self-employment, employment in social enterprise businesses, as well as employment opportunities in accredited community rehabilitation programs.

The kind of job chosen—and the setting in which it exists—should always be up to the individual. All people have the right to choose what job they do and where they do it.

FOUR: Social Enterprise Business Solvency

HCE operates five social enterprises businesses. Their primary purpose is to create employment opportunities for individuals with disabilities and other barriers to employment. These businesses use the methods and disciplines of business and the power of the marketplace to advance HCE's mission. All commercial activities are intended to be strong revenue drivers to assist in achieving HCE's mission. To maximize their growth and management, HCE had shifted their supervision to the Chief Operating Officer on a day to day basis. Their growth has been phenomenal and to get these businesses to their next level, strategic management needs to be in place. There remains a critical need is to strengthen second level management through recruitment as well as promotion of qualified individuals. Over the next three years one of the goals of HCE's Strategic Plan is to grow these businesses not only as income producing engines but to utilize these businesses as work

based learning sites. This dual purpose will not only ensure business solvency for each of these businesses through their business income, but they will be able to draw upon WIOA funding as viable work based learning sites. As part of this plan, an emphasis will be placed on cross selling. Thus far, each of the businesses for the most part has relied on their own sales efforts. Although this has created individual sales, the scope of work could be greatly enhanced via the initiation of a cross selling approach. Each existing business has a significant customer base. Based on the volume of repeat business these customers are very pleased with HCE's services. This offers a tremendous opportunity to broaden their purchases via HCE's other businesses. In addition to this sales effort, each of HCE's business will have its own unique goals. These businesses include:

Electronic Content Management: The social enterprise has three goals. The first is for this business to have a broad range of public as well as private customers that provide transitional employment opportunities for individuals with disabilities and other barriers to employment. To accomplish this goal, a sales channel will be utilized that incorporates a part-time sales person, a cross selling approach, as well as making maximum utilization of the State Use Program and the enabling legislation that exists with respect to the ability of municipalities to contract directly with CRPs. The second goal is to utilize this business as a fully developed work based learning site under WIOA. The third goal is to optimize available space or secure additional space to enhance the ability of the business to function to its maximum.

Building Management Services: The scope of this business is broad and incorporates a range of business offerings. In terms of this Strategic Plan, the following goals have been identified. First, is to secure certification for a senior staff member in building management as well as maintain CITS certification for employees. The other significant goal is to increase sales in all aspects of building management services utilizing the relationships that have been developed via enabling legislation for municipalities to contract directly with community rehabilitation programs, as well as by increasing the overall Agency's marketing and cross-selling strategies for growth.

Document Destruction Services: Although this business continues to employ only a small number of individuals, it is certainly mission related and contributes to the bottom line of the organization. The business has the most diverse customer base of all the social enterprises operated by HCE with a good combination of public as well as private customers. The business has three goals. The first is to increase sales via a new web site. A good number of inquiries come via this sources and the current site is dated. The second goal is to review operations to ascertain if the manpower of the business is allocated efficiently and effectively. Its current manager spends a good amount of time in-house in day to day tasks and a shifting of staffing may be needed to assist with this function. The third goal is to increase sales in the public as well as the private sector by utilizing strategies of marketing and cross-selling.

Fulfillment Services: This business is in jeopardy. Three goals have been developed in terms of this Strategic Plan. The first goal is to undertake a complete cost analysis of this business considering changes that have occurred because of the passage of WIOA. A significant decrease in workers in this business has not been reflected in its staffing pattern. A loss of revenue from DVRS is expected also which will impact funds available to assist in the operation of this business. The second goal is adjusting staffing because of the decline in the number of workers in the business. The third goal is to have a plan in place so that by the third year of the plan a cost effective, viable, funded program is in place for the Extended Employees working in this business. In conjunction with AccsesNJ, a 14c restructuring committee has been created which is tasked with developing and creating a new type of program and method of service delivery.

Rehabilitation Services: Because of the passage of WIOA, significant changes have occurred which mandate that HCE review its entire Rehabilitation program and re-design its program offering to market its workforce development services to a new customer- the One Stop System. HCE's core services include services that can be marketed to that entity relying on a strategic component that it has successfully offered to school districts- work based learning. This approach as identified by WIOA includes many of HCE's current services and with staffing adjustments can become a model provider under WIOA. Additionally, community based employment preparation is now being prioritized by DVRS. In terms of this Strategic Plan, this business has the following goals. The first is to expand HCE's workforce development marketing and program development. The second is to expand its current strategic campaign to the local area One Stops, DVRS and school districts to market these services and establish HCE as a major provider within that structure. The third goal is to market and vent recently approved community based employment services being sought by DVRS.

Transition Services: This core offering is being impacted by the changing rehabilitation environment as well as the enactment of federal legislation driving transition services. HCE continues to be limited by its dependency on one school district and availability of service offerings, although there has been recent interest in recently approved Pre-ETS services from a couple other local school districts. It is being offered an opportunity to expand its services by this legislation and secure additional funding for the same from DVRS. The goal for this department is to maximize its utilization and income through the development of these additional services and supports to offer districts. In the next three years to achieve this goal, an analysis of all operations will be undertaken and services and staffing adjusted accordingly. A Sales plan will be prepared and updated monthly by this department to management to benchmark progress. Potential service offerings will be marketed. Current marketing materials need to be prepared and distributed to districts both within Hudson Counties and surrounding areas.

FIVE: Expansion of Services for Youth

WIOA specifies that at least 15% of each state's Title I VR funds must be used for "pre-employment transition services". Required pre-employment transition services include: (1) job exploration counseling; (2) work-based learning experiences; (3) counseling on post-secondary education opportunities; (4) workplace readiness training; (5) instruction in self-advocacy

WIOA outlines a broader youth vision that supports an integrated service delivery system and gives a framework through which states and local areas can leverage other Federal, State, Local, and philanthropic resources to support in-school and out-of-school youth. WIOA affirms the Department's commitment to providing high quality services for youth and young adults beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and culminating with a good job along a career pathway or enrollment in post-secondary education. WIOA requires a minimum of 75 percent of State and Local youth funding to be used for out-of-school youth. It expands program elements that can be provided including (1) Financial Literacy; (2) Entrepreneurial skills training; (3) Services that provide labor market and employment information in the local area; (4) Activities that help youth transition to postsecondary education and training; (5) Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster. WIOA places an emphasis on Work-Experience requiring that at least 20 percent of local Youth formula funds must be used for work experiences, such as summer and year-round employment, pre-apprenticeship, on-the-job training, or internships and job shadowing

SIX: Facilities

Space is a critical issue. HCE is housing its growing social enterprise businesses and programs of service in space that is inadequate by design and functionality. If its businesses are to continue to grow, additional space is critical. Additionally, the shift in services that have occurred because of WIOA, provide impetus for HCE to explore new service offerings. In terms of the latter, HCE has been involved various community needs assessments conducted by the City of Jersey City and several areas have been identified as critical by the city in terms of the needs of its citizens with disabilities. Its five-year plan has identified both housing and the expansion of economic opportunities through jobs paying self-sufficient wages as a priority of the plan. The issue of the lack of affordable housing has also been addressed by the individuals with disabilities through the years who have attended HCE's programs.

This is an issue that impacts cities across the nation. However, for decades, the issue of affordable housing in Jersey City had been overlooked, and left residents in neighborhoods throughout the city in need of more options. The City of Jersey City recently developed a Five-Year Plan. Prioritized in this plan is the acute need for affordable housing for its residents with disabilities as well as economic opportunities for them to develop an income sufficient to live on.

Concurrent with this demonstrated need for housing, HCE has been in discussions with Saint Peter's College regarding its interest in securing its Montgomery Street facility. Recently a discussion has occurred which would enable HCE to swap its Montgomery street facility for a large lot owned by St Peter's. This lot is large enough to enable HCE to develop a mixed-use facility that could include housing, its social enterprise businesses, as well as enable it to undertake other services. In terms of this Strategic Plan HCE has targeted three goals to achieve in the next three years. In year one, HCE's President will enter dialogue with an area developer, architect, the City of Jersey City and related entities to ascertain the feasibility of this undertaking. In Year Two, pending outcome of discussions, HCE will either prepare a strategic document that will be utilized to secure funding to support this project or an alternate route regarding both space and programming will be pursued. In year three, funding to support the project will be in place.

SEVEN: Financial Solvency

HCE needs the financial resources to sustain operations and develop and implement high impact programs. Funds must be diverse and expanded to generate unrestricted funds to improve cash flow and fiscal operations. With its marked growth, HCE needs to expand its Administrative arm to ensure a thorough and efficient operation that focuses across all operational areas. In terms of its Strategic Plan, HCE has targeted three goals to achieve in the next three years. In year one, HCE will re-allocate duties of its administrative staff to include a newly promoted Comptroller shifting its current Chief Financial Officer to a newly created position of Chief Operating Officer. The latter will result in an expanded management of the growth and efficiencies of these businesses. The second goal is take its newly created Digital Printing business from its inception phase to complete operation. There is lots of enthusiasm, energy, and creativity that need to be utilized to ground its activities and grow the "business." The overriding question is "How can we build this to be viable?" HCE will need to focus on establishing systems of sales as well as its need for growth on multiple fronts (a business as well as a training provider). The third goal is to develop new sources of funding for its service programming considering the shifting DVRS priorities.

Eight: Franchise or Other Business

To maximize its income and offer a diversified range of employment, HCE will have as a goal the identification and development of an additional business, either through franchising or expansion of current offerings. To achieve this goal, HCE, will explore and research business opportunities and secure funding to assist in the cost of the same.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Ability to provide high quality, necessary services, which help people with disabilities and other barriers to employment live a fuller life in community. • Staff is committed, and the services and programs offered are monitored for quality. • Innovative Approach/Unique Model • Excellent reputation and is looked to by other service providers as a leader. • Many happy/satisfied long-term customers. • HCE's "whatever it takes attitude to get the job done". • Commitment that the organization has made to be an advocate on behalf of issues affecting individuals with disabilities on a local, state, and federal level. • Willingness to take a risk • Only CRP with a physical presence in Hudson County 	<ul style="list-style-type: none"> • HCE's has experienced significant growth in recent years. The infrastructure that was in place did not fully support this growth. • Facilities • Lack of public/private philanthropy • Overreliance on State Use Program • Lack of effective marketing • HCE perception as a social service agency only
Opportunities	Threats
<ul style="list-style-type: none"> • New Jersey's State Use Law • Municipal Set-Aside legislation • Private Sector work • Individuals with disabilities that are unemployed. • Growth of social enterprise businesses. • WIOA • In-School Youth Services • Out of School Youth Services • Apprenticeships • Training Programs 	<ul style="list-style-type: none"> • Uncertain future impact of COVID-19 on business and funding • Legislative Risks – (14C, WIOA constraints) • New Jersey Budget • Minimum wage increase impact on customers costs • Lack of strong State Association • Staffing challenges and the cost of providing good care • It is hard to maintain a competent staffing pool. • There are a lot of nonprofits in the county, and volunteers and donors may not be engaged forever with a single service provider. • Employment for persons with disabilities, especially in bad economic times, gets very difficult

Strategic Action Plan Focus by Year

The following is a summary of the anticipated major focus of activities by goal (in addition to ongoing operations) for Hudson Community Enterprises Board of Trustees and Staff in each year of the Strategic Plan

YEAR ONE-SUMMARY OF ACTIVITY	
	<p>1.HCE Revival and Reinvention</p> <ul style="list-style-type: none"> Revise all agency descriptive documents Identify individual to maintain regular Web Site updates Implementation of marketing/sales campaign web site Expand current marketing strategy to include a greater social media presence <p>2. Adapt to National Policies</p> <ul style="list-style-type: none"> Shift from strategic planning to plan implementation Position HCE as work based learning provider under WIOA Apply for RFP's as appropriate <p>3.Advocacy for Choice</p> <ul style="list-style-type: none"> Maintain affiliation all marketing efforts of Access National Maintain affiliation with all AccsesNJ advocacy efforts HCE President to maintain advocacy role on federal and state level Work with Ad Hoc Task Force to preserve Extended Employment in NJ HCE President to advocate on behalf of Choice in New Jersey Advocate on behalf of 14c <p>4. Social Enterprise Business Solvency</p> <p>ECM:</p> <ul style="list-style-type: none"> Analysis of all business operations Adjustment of staffing as indicated Expansion of private contracts Incorporate cross-selling into sales channel <p>Building Management Services</p> <ul style="list-style-type: none"> Analysis of all business functions Establish consistency of product and equipment to reduce cost and increase income Designation of staff member for BMS certification Incorporate cross-selling into sales channel Maximize sales through municipal contracting opportunities

Document Destruction Services

Analysis of all business functions
Incorporate cross-selling into sales channel
Prepare capacity analysis as source document for planning business growth

Digital Printing Services

Analysis of all business functions
Secure adequate flow of business to sustain business
Incorporate cross-selling into sales channel
Identify additional training and business opportunities to incorporate into the business
Evaluate and make recommendations for expansion of current training curriculum

Rehabilitation Services

Obtain CARF Accreditation
Analyze capability to undertake new services under DDD funding
Explore new EE models to present to DVRS
Market recently approved Community Based programming opportunities to DVRS

Fulfillment Services

Analysis of all business functions
Adjustment of staffing as indicated
Evaluate potential scope of operations given minimum wage increases
Evaluate potential scope of operations and/or create and alternate model, if EE funding is eliminated

Transition Services

Maximize income through provision of additional services and supports
Expand Current Project Search program and maximize all available funding

5. Expansion of Youth Services

Market newly approved Pre-ETS services to DVRS and local school districts

6. Facilities

Outline roles and responsibilities of attorney, area developer, and St Peter's in regard to new building development
Evaluate feasibility of funding (grants or loans) to ascertain physical expansion of facilities or new construction

7. Financial Solvency

Analysis of all business functions
Apply for grants and loans from private and public sector to support and grow programs

8. Franchise or Other Business

Research franchise and/or business opportunities

YEAR TWO SUMMARY OF ACTIVITY**1.HCE Revival and Reinvention**

Vend new community based services for DVRS
 Adjust staffing to reflect new duties and responsibilities
 Analyze website impact on sales and services
 Enhance and update website

2. Adapt to National Policies

Respond to RPF's from local, state, and federal entities for work based learning, transition services, and out of school youth programs
 Report performance outcomes via NJ Department of Labor website

3.Advocate for Choice

HCE President to continue federal, state, and local efforts
 Maintain ongoing contact with legislators to update progress

4 Social Enterprise Business Solvency**ECM**

Increase sales and target 5% profitability
 Analyze website and cross selling effects on sales
 Develop additional business lines
 Review staffing pattern
 Collect data on number of positive outcomes in terms of obtaining permanent employment

Building Management Services

Analyze website effects on sales
 Develop two new total facility management contracts
 Net 10% profitability
 Expand labor force by 15%

Document Destruction Services

Analyze effect of website and cross selling on sales
Revisit purchase of new truck based on capacity analysis
Increase new sales by 15%

Digital Printing Services

Train 20 individuals in all aspect of digital printing
Place 90% of individuals trained in training related employment
Analyze website cross selling effects on sales
Evaluate additional component of the business return on investment
Partner with local educational providers to develop apprenticeship opportunities

Fulfillment Services

Maintain close attention to industry developments and where indicated implement plan
Monitor income and expenses and make adjustments as needed
Analyze website and cross selling effect on sales

Transition Services

Analyze number of new referrals generated by new website
Expand work based learning sites to reflect high demand areas of employment in region
Expand menu of services to school districts

5. Expansion of Youth Services

Provide Pre-ETS services to DVRS consumers
Provide Pre-ETS Services to local school districts

6. Facilities

Continue HCE development site
Review housing and other options of service to include in new mixed use location
Continue legal, professional, and governmental approvals etc. for project
Develop alternate planning as may be needed

7. Financial Solvency

Analysis and refinement of new systems for impact and efficiencies
Review new services for their profitability
Review all contracts and systems for profitability

8. *Franchise or Other Business*

Prepare summary analysis of franchise and/or business opportunities

YEAR THREE SUMMARY OF ACTIVITY

All Goals

Continue developing and stabilizing all new activities and initiatives. Develop alternative as needed for

HCE Reinvention and Revival

Adapt to National Policies

Advocate for Choice

Social Enterprise Business Solvency

Electronic Content Management

Building Management Services

Document Destruction Services

Digital Printing Services

Rehabilitation Services

Fulfillment Services

Transition Services

Facilities

Financial Solvency

Franchise or Other Business

PLAN FOR NEW STRATEGIC PLAN

Take broad look at lessons learned in terms of successes and obstacles in implementing all new activities and initiatives