

North Jersey Partners¹
WIRED IMPLEMENTATION PLAN
October 23, 2007



¹ Formerly North Jersey Economic Innovation Alliance (NJEIA)

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Executive Summary

In the very center of a 400-mile-wide megalopolis that is, perhaps, the most economically powerful and socially diverse in the world stands an area known as the *Northern New Jersey Region*. Encompassing eight counties arcing from the mountains to the sea, this region itself is the economic engine that drives New Jersey. Its goods and services are within a day's reach of 65 percent of the population of North America, and its facilities at Port Newark and the Elizabeth Marine Terminal lie at the hub of the most concentrated and affluent consumer market in the world; its companies compete at the highest levels and are known worldwide; and its 1.5 million-strong workforce is among the most diverse, skilled and educated in the nation.

The region's knack for invention and innovation has been remarkable, even in a state long known as the 'Research and Invention State'. Far-thinking entrepreneurs in *Northern New Jersey* built the first steamship to cross the Atlantic; fostered the invention of the telegraph and its first communications; engineered a nearly-impossible water highway across the mountains; provided electric light to the world; and ushered in the modern digital age.

Today, however, the challenges of encouraging our human resources to thrive, in order to build and sustain a rewarding economy, are far different—and far more complex—than they have ever been. It is no longer sufficient for the region to wait for economic growth to just 'happen'; for innovation to occur by happenstance; for the region's workforce to gain the right skills, by accident, in order to lead self-sufficient and rewarding lives. It is now essential that the region move in a *direction...* in a coordinated manner to identify and link its key assets; to leverage them in a manner that improves the competitive ability of the area; to actually create an atmosphere that encourages innovation; to understand and anticipate the skills, knowledge and support necessary for the future; and to help design and craft that future. In short, it is essential that several systems (in particular, those dealing with preparation of the labor force) be transformed so that the region might continue to be competitive in the global marketplace.

Enter the ***North Jersey Partners***. This regional partnership of leaders from the private sector, workforce development, economic development, education, and government has begun—with encouragement, support and generous startup funding from the U.S. Department of Labor Employment and Training Administration through its Workforce Innovation in Regional Economic Development (WIRED)—the challenging process of establishing a regional collaboration.

North Jersey Partners has established a *transformational mission* and three *transformational goals* to effectuate and sustain its mission:

Transformational Mission - Align and connect regional institutions and organizations to ensure that people and industries become competitive, inventive, and innovative.

Transformational Goal #1 *affects changes in atmosphere and networks*. It proposes to...***create and foster an environment where economic development, education, workforce systems and industry stakeholders within the region proactively collaborate to leverage assets that help sustain and grow the regional economy.***

Transformational Goal #2 *affects changes in delivery mechanisms*, and proposes to...***build a regional coalition of economic development, education, workforce systems and industry to align programs to link unemployed and underemployed residents in the region to fill jobs in industry sectors with existing shortages and anticipated growth to bridge the regional economic divide.***

Transformational Goal #3 entails *intervention strategies to spur development and job creation through innovation and the capacity for collaboration*, and it will...***accelerate regional economic revitalization by sparking innovation, small business development and entrepreneurship and create partnerships among industry, academic and capital sectors.***

The implementation plan further suggests a number of strategies to move these goals forward. The strategies—and required tasks, stakeholders, timelines and performance measures—are contained in the attached matrix in Appendix A. It should be noted and understood that the **goals are mutually dependent**: they are designed to interact such that they set the stage and cause transformation; they are admirable on their own, but cannot stand alone in affecting the change necessary to move forward successfully. In that vein, the strategies and tasks have been placed under those goals where they appear to fit, but it should be clear that some strategies and several tasks—when completed—will benefit more than one goal. **North Jersey Partners** will address the sustainability of the Implementation Plan from the outset by organizing to embed newly developed programs and strategies in the region.

About the Region

North Jersey Partners comprises of eight counties in the Northern New Jersey Region. Ranging from the rural landscapes of Sussex and Warren counties, to the manicured suburban enclaves of Bergen, Morris and Passaic counties, to the more urban environments of Essex, Hudson and Union counties, the northern New Jersey region offers a wide variety of communities that are strategically located as excellent places to live and work.



Northern New Jersey is the economic engine that drives New Jersey. It is home to nearly half of the state’s population and just over half of all New Jersey private sector jobs. Demographically, the northern region is home to a diverse, well-educated population that allows for New Jersey businesses to draw from a workforce labor pool that is unmatched in the Northeast United States.

The eight county region’s population of just over 4 million residents accounts for 47 percent of New Jersey’s overall population. With a larger proportion of African Americans, Asians and Hispanics than New Jersey as a whole, the northern region is both a racially and ethnically diverse collection of communities. This diversity is an attractive aspect of the region, but it also presents a significant challenge to the continued development of the economy and to the region’s systems of education and workforce development.

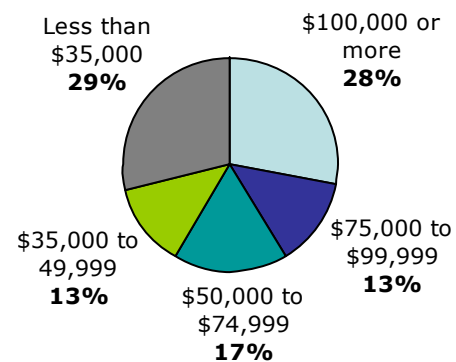
The dichotomy is often striking: the northern region is home to both some of the richest and poorest community clusters in New Jersey and, hence, in the nation.

For the population 25 years and older, the region has a higher ratio of residents with a Bachelor’s degree and a higher rate of residents with a graduate or professional degree than the overall New Jersey population. However, the ratio of regional residents with less-than-a-high-school-degree is greater than the balance of the state. The region is home to several concentrated urban centers such as Elizabeth, Jersey City, Newark, and Paterson that have higher dropout and lower graduation rates. It has—or is connected to—the nation’s most extensive public transportation network, yet a significant portion of the workforce faces difficulties in getting to work.

Its residents have an abundance of wealth and high quality of life with 28 percent of the region’s households earning \$100,000 or more per year; at the opposite extreme, nearly 29 percent of households in the region earn less than \$35,000 per year, much lower than the U.S. median household income of \$46,242 and simply not comparable to the NJ median household income of \$61,158.

Distribution of Household Income: 2005

Data Source: NJ Department of Labor and Workforce Development



Private sector employers in the northern region provide over 1.5 million jobs to the regional economy and account for just over one half of all New Jersey private sector jobs. The northern region is home to a large percentage of all NJ industry group employment with nearly 60 percent of Transportation and Warehousing jobs, 60 percent of jobs in Management of Companies and Enterprises, 52 percent of Manufacturing jobs and 52 percent of Finance and Insurance jobs statewide. In 2006, the largest employers in the region were in the Health Care and Social Services, Retail Trade, Manufacturing and Professional, Scientific and Technical Services sectors. Job gains in the region over the past five years were recorded in the Health Care and Social Services, Construction and Professional, Scientific and Technical Services sectors.

Regional private sector employment over the last five years has decreased by 13,000 jobs, led by losses in Manufacturing and Information Technology. Manufacturing job losses have occurred for over two decades throughout the entire state, although the sector continues to be strength of high-wage, high-skill jobs throughout the region. There has been consolidation in other sectors of the regional economy, including Life Sciences, Logistics, and Financial Services groups; yet, these sectors continue to develop to the point where they have become specific growth clusters and each is a driving economic force within the region. Clearly, the northern New Jersey regional economy has moved from a manufacturing economy to an information services and knowledge-based economy. To further realize this transformation, Governor Corzine's Economic Growth Strategy of 2006 has designated *life sciences*, *professional services*, *logistics*, *financial services*, and *information technology* as the industry groups or growth sectors to propel New Jersey's economy forward into the future. The Economic Growth Strategy focuses on linking educational institutions, industry and workforce systems to collaborate to produce a well trained workforce to meet 21st century needs.

In addition to growth in targeted industry sectors, the North Jersey Region is experiencing a rebirth of its largest cities, (Newark, Jersey City, Paterson and Elizabeth) and development of the Meadowlands in Hudson and Bergen Counties. The region's proximity to New York City continues to expand all opportunities with the easy accessibility to new markets and resources. This positive urban change is particularly important for a region where virtually all of the transportation networks and hubs have been built around the cities. Together, these 'big four' have a population of approximately 800,000, or nearly 20 percent of the region's residents. Each of them has grown in the past few years showing remarkable stability and growth after decades of out-migration and economic decline. While New Jersey as a whole remains a suburban and exurban example, it is clear that talent has remained in—and even migrated to—its premier cities.

For more than ten years, Newark has been building upon its competitive assets to become a regional center for the State in industry, education, entertainment, arts and retail. It is home to Port Newark, which, when combined with Union County's Elizabeth Marine Terminal, is the largest port on the East Coast of North America. It is also the East Coast's gateway for imports from Europe, Africa and Asia. Newark has the largest education center in the state with over 50,000 students and faculty at its five colleges and world-class research universities. It houses the premier arts and cultural center in the state - the New Jersey Performing Arts Center - and has flourishing cultural hubs and neighborhoods. Downtown Jersey City has, quite literally, remade itself in less than two decades. It has a renowned economic development story of creating a financial services powerhouse on the western side of the Hudson River from the rotting wood of abandoned piers and factories. Its neighborhoods are flourishing, and the current commercial and residential real estate boom sees no sign of abatement.

Similarly, Elizabeth has revitalized itself and created new cities within the city. Building literally on the municipal dumps adjacent to Newark Liberty International Airport, Elizabeth has transformed its economy from almost complete reliance upon manufacturing to a center for retail, hospitality, entertainment and transportation-related businesses. Paterson, born as the nation's 'original' manufacturing center, has also made great strides in neighborhood revitalization and has become a model for adaptive reuse of its oldest factories.

The Meadowlands has a redevelopment plan to revitalize areas that are polluted or blighted into strong points of economic and community-oriented growth, setting the stage for redevelopment with a *potential market value of \$5.6 billion and the creation of 56,250 new permanent jobs*. The plan will establish

places for fishing, boating and walking and it calls for the completion of the Meadows Path, 26 miles of trails that stretch from Little Ferry to Kearney as well as the Secaucus Greenway that stretches from Ridgefield to Jersey City.

Basis for Strategy and Implementation Plan Development

The North Jersey Partners Steering Team, along with several regional partners and consultants, worked closely with the State of New Jersey Department of Labor & Workforce Development in order to suggest the outlined strategy.

In particular, the Team had the benefit of reviewing information from several key sources in compiling the strategy.

The Governor's Economic Growth Strategy (EGS) - Announced in September of 2006, the EGS outlines the steps that the State of New Jersey will take to build an environment conducive to economic growth, innovation, and prosperity. The strategy is designed to increase the number of well-paying, private sector jobs in the state, at a rate higher than that of other states in the region. The EGS is a statewide plan with many innovative and specific plans for action steps to be taken by State government departments and agencies. Its six priorities (market NJ for economic growth; develop a world-class workforce; promote sustainable growth; nurture the development of new technologies; encourage entrepreneurship; and enhance global competitiveness) are similar to the priorities that inform the **North Jersey Partners Implementation Plan**. Additionally, the EGS determines to cause job growth in the state at a rate that exceeds the regional average, and aims to increase job growth in key growth sectors such as *transportation and logistics, financial services, information technology, and life sciences*.

The North Jersey Partners Implementation Plan is a dynamic document 'customized' for the Northern New Jersey region. It incorporates many of the ideas and precepts of the EGS, particularly in relation to target industries and strategies. While, it is designed to supplement and complement the EGS, it is not specifically an extension of the EGS.

OpportunityNewark - This 2006 report on Jobs and Community Development for the 21st Century is an economic development initiative designed to advance the City of Newark's progress. It is a specific market-driven economic model for creating jobs and wealth for Newark's residents by leveraging its competitive advantages to retain, attract and grow businesses. Its particular strength lies in its design to transform the basic infrastructure, so that the city competes in a structured and organized way that reduces, if not eliminates, fragmented efforts.

OpportunityNewark is very market-driven. It has identified four specific clusters upon which to focus resources, including *transportation, logistics and distribution; health services; education and knowledge creation; and entertainment, arts and retail*.

The North Jersey Partners Implementation Plan relies extensively on the cluster approach taken by OpportunityNewark. Because the local economy in the state's largest city directly or indirectly affects the economy of many areas of Northern New Jersey; the OpportunityNewark strategy was perceived to have a powerful effect on the Northern New Jersey region, and much of this work is incorporated into the Plan.

Profile of the NJ Meadowlands Regional Economy and Workforce - This is a 2007 report looking at the state of the economy of the Meadowlands economic region, encompassing 20 municipalities across two counties in the Northern New Jersey region. It analyzed the strength of this mini-region, and recommended that four key industry groups-- *supply chain industries (including transportation, warehousing and wholesale trade); manufacturing, corporate services and real estate; and hospitality and retail*-- be the focus of future economic development efforts in the area. Strategies would be aligned with the Governor's EGS and the local strategies of Bergen and Hudson counties.

The North Jersey Partners Implementation Plan utilized the outcomes and recommendations of the Meadowlands Profile in formulating its goals and strategies for regional development.

Local economic development plans, Comprehensive Economic Development Strategies (CEDS documents required by EDA); WIB Strategies; other local plans - These documents were reviewed, where available, to determine their alignment with the above strategies and with preliminary plans of **North Jersey Partners**.

In an effort to synthesize these documents into an effective approach for the Northern New Jersey region, the Steering Team paid particular attention to the alignment of the focus industries, with significant local feedback. Systematically reviewing and soliciting feedback helped inform the Steering Team's initial SWOT and Gap Analysis.

Not every cluster from every report is deemed to be the most appropriate use of energy and resources by **North Jersey Partners**, but the **North Jersey Partners Implementation Plan** has determined that the following 'targets' are the initial focus. North Jersey Partners acknowledges that technology, business models, workforce trends, and even global competition are rapidly altering the future growth of industries in the region. North Jersey Partners plans to identify and integrate new ideas that advantageously position the region for the transformation that is occurring. This will require deeper analysis of these industries. Furthermore, advisory councils around industry sectors will be developed to establish mechanisms for greater impact and sustainability of WIRED initiatives.

Transportation, Logistics and Distribution: Taking full advantage of the region's premier position nationally and globally, planned interventions to catalyze growth in this sector will have significant impact upon hundreds of thousands of jobs in the near future. This sector is undergoing dramatic change, with technology transforming the competitiveness of the industry and requirements of the regional workforce. North Jersey Partners investments are aimed at preparing the region for a modern logistics hub with a range of opportunities for residents in high-skill, high-wage occupations.

Health Care & Life Sciences: The role that health care institutions and health related jobs have in the everyday lives of residents is significant. The current labor shortage in allied health professions presents a workforce development opportunity offering entry level positions with clear career pathways for advancement that North Jersey Partners will accelerate. An extensive life sciences industry corridor starts in North New Jersey and stretches through the heart of the state. North Jersey Partners investments will identify opportunities and pathways to jobs throughout future health and biosciences industries.

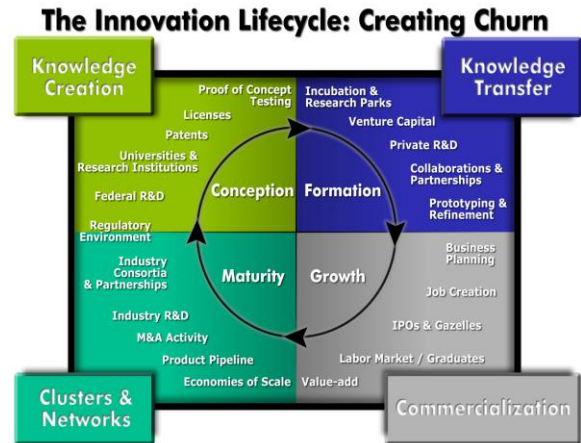
Furthermore, discovery-development-delivery pathways that connect the research, commercialization, industry-building, patient-support and hospital clinical services are all becoming intertwined. With the Governor's recent announcement of Stem Cell Initiatives, these career opportunities are only going to increase.

Entertainment, Arts, and Retail: North Jersey Partners plans to undertake a strategic initiative that studies how several current projects and initiatives can evolve into region-wide economic development initiatives. Major assets in the form of the Sports Complex at the Meadowlands, growing creative and artistic programs and venues in Newark, and accessibility to the arts, fashion, and financial center of New York City create a unique opportunity for a creative convergence in North New Jersey.

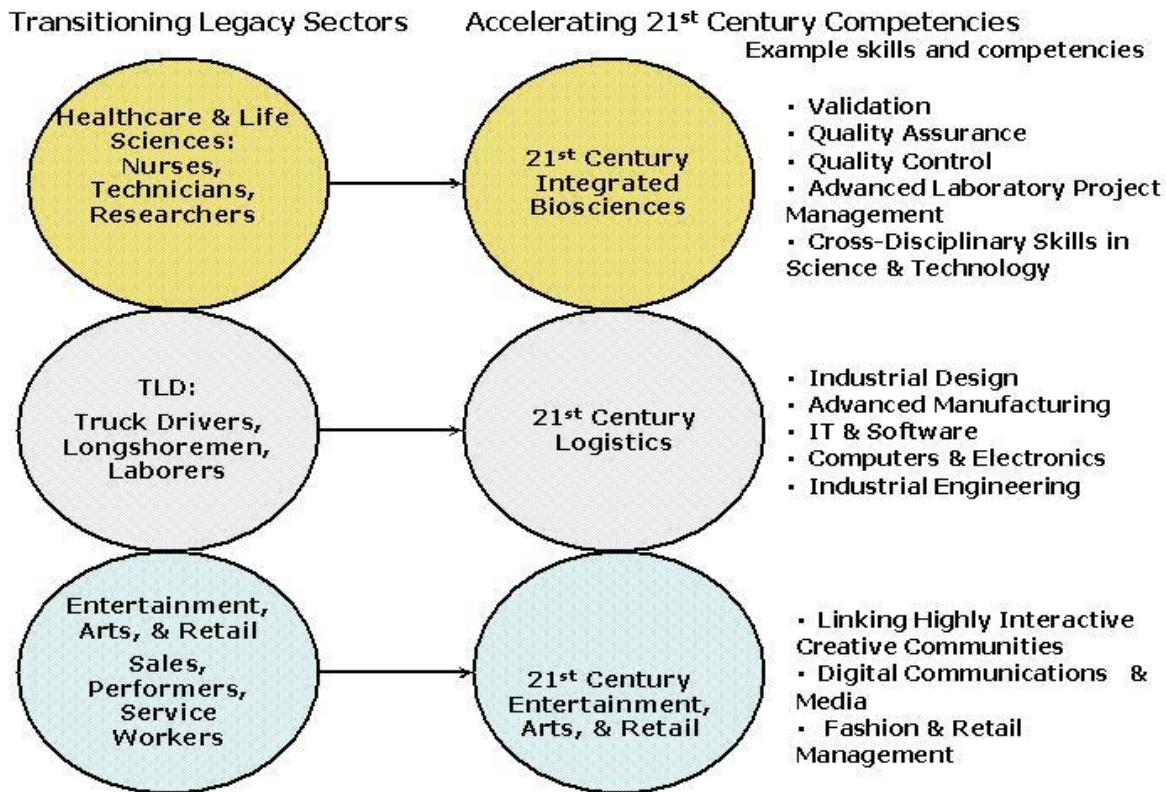
Entrepreneurship & Commercialization: Not an industry cluster, but the concept is a major underpinning and cross current theme across the entire initiative. Our emphasis on a culture of entrepreneurship and innovation will be a driver of the continued development of the regional economy for both technology based companies and small business growth. As such we look to the Innovation Lifecycle (see chart) to identify existing strengths and critical gaps requiring attention for a host of economic access opportunities for our citizens (transitioning employees, second-incomes, home-based start-ups, franchising, spin-offs, etc.).

Information Technology: The use of information technology cuts across multiple sectors and should be applied to each of the targets. As with the entrepreneurship target, certification programs can add immediate value to both workers and the workforce system. Another cross-cutting agenda will be the increased saturation and utilization of all-things information that improves customer response and services, project management, digital and internet tools and communications. Just as noted in entrepreneurship, all three sectors benefit by certifying employees as “information-ready” in the marketplace.

The **Innovation Lifecycle** is a model or lens through which innovation-based clusters can be viewed and assessed. The Innovation Lifecycle is a seamless, circular pattern with four stages: Knowledge Creation, Knowledge Transfer, Commercialization, and Clusters & Networks. It diagrams the elements involved in generating new ideas and developing profitable innovation ecosystems within regions in each of these quadrants. However, a region does not need to excel in all the elements to be innovative – it only needs access to all the elements. Churn is a term used to describe the economic output that is produced by the perpetual motion of the Innovation Lifecycle from one stage to the next and by the removal of barriers that limit continuous success.



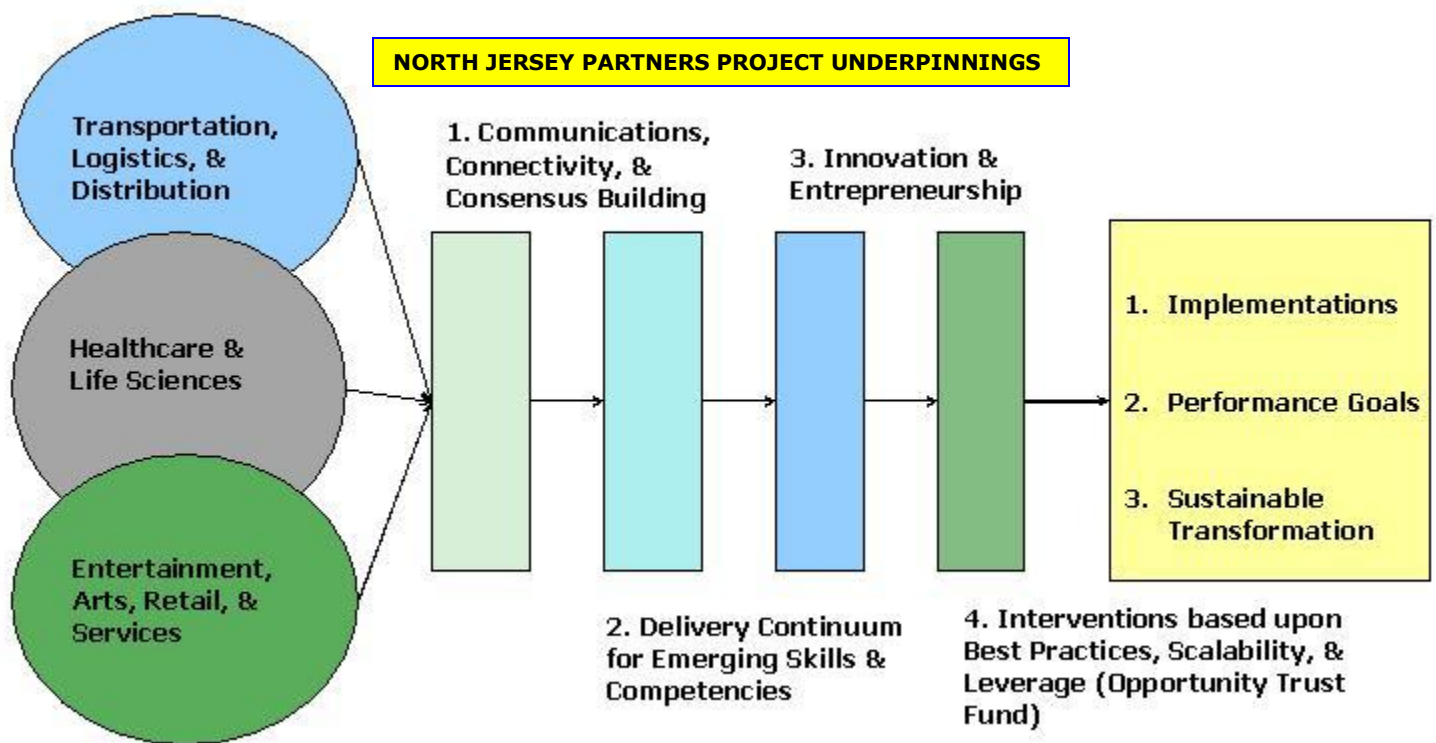
North Jersey Partners Targeted Industry Clusters



These targets represent the core of the strategy, but North Jersey Partners will also actively seek out the best opportunities for job creation and worker training through a formal vetting process and an Opportunity Trust Fund. The Fund is a mechanism which will allow North Jersey Partners to make strategic investments in the activities that will propel knowledge, competency, and workforce development in the targeted sectors for the demands of the 21st century. The Fund is also a strategic mechanism to sustain programs and initiatives through continued fundraising efforts.

In summary, the region has a prolific set of economic development, educational, and workforce development assets that can be seen as contributing to new opportunities across the region for both ends of the economic spectrum. **North Jersey Partners** goals are aligned with a carefully selected subsection of the growth sectors identified in the Governor’s Economic Growth Strategy and resources will be positioned to both sustain and grow the broad regional economy. A specific set of activities focused on implementing programs in the Healthcare & Life Sciences, Transportation, Logistics and Distribution, and Entertainment, Arts, and Retail sectors that better link unemployed and underemployed residents to greater economic opportunity will be explored as a means to close the economic divide among populations in the region. Overlaying these strategies, **North Jersey Partners** will implement entrepreneurial activities that spur the small business development that contributes to economic growth. An appropriate structure with a diverse group of stakeholders has been assembled to guide **North Jersey Partners** activities.

Implementation Model



North Jersey Partners will ensure regional transformation by submitting planned activities and investments through the rigors of the North Jersey Partners Implementation Model. **Transportation, Logistics, & Distribution, Health Care & Life Sciences, and Entertainment, Arts, & Retail** are key sectors that must be addressed for the region’s overall competitiveness. **Advisory councils** for each industry sector and for Innovation and Entrepreneurship will be utilized to support and assist in turning new ideas and activities from the WIRED implementation into regional realities. All of North Jersey Partners planned activities will meet the expectations of the Steering Team’s WIRED Underpinnings, which have been created to reach performance goals and drive the overall transformation.

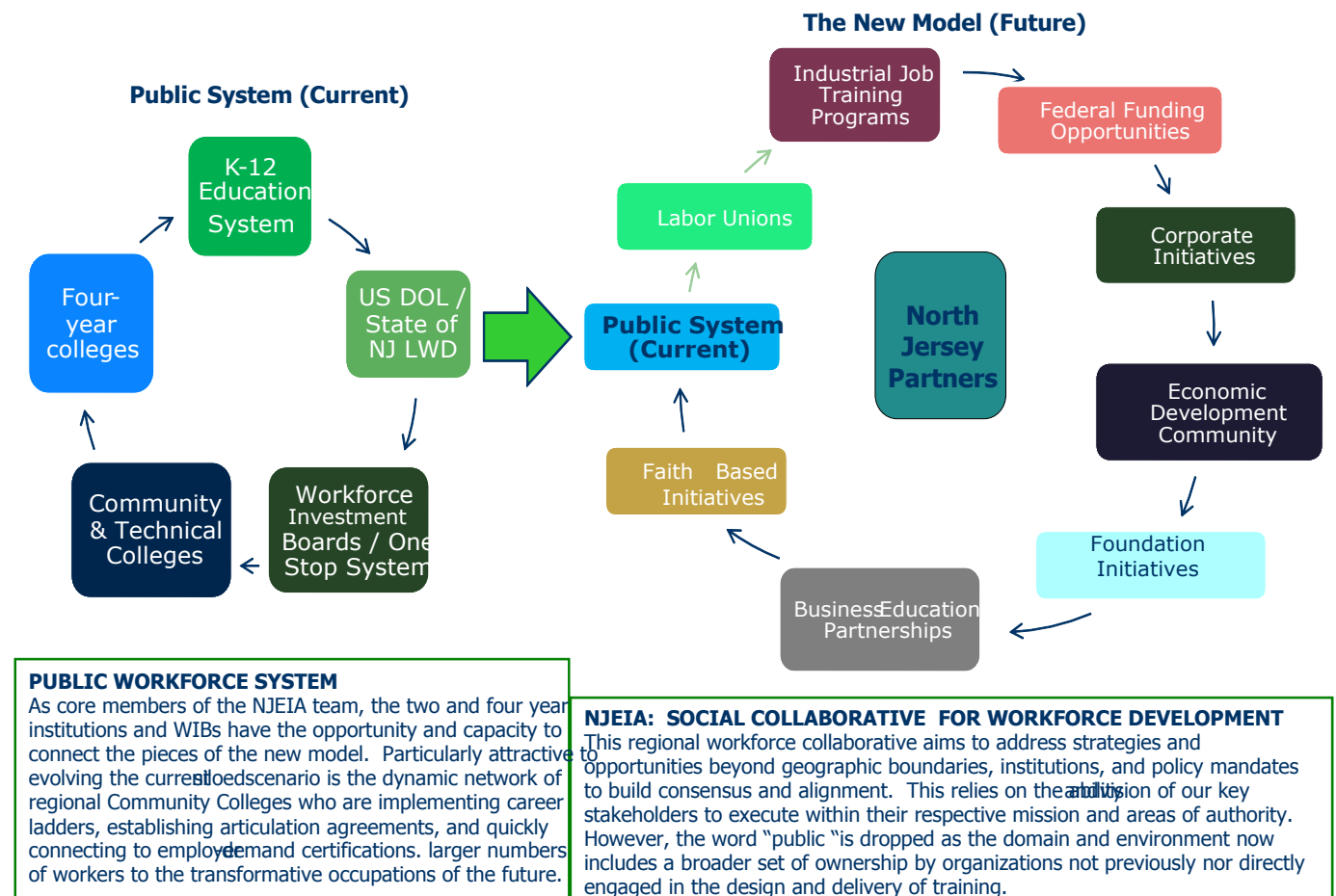
These underpinnings include:

Communications & Connectivity

- Innovative ways to communicate and connect the region through regional portals and new collaborations on pressing economic and workforce issues related to each industry will galvanize regional stakeholders on new opportunities.
- Industry Advisory Councils and the North Jersey Partners plan for operations are key pieces of the Communications & Connectivity underpinning

Delivery Continuum for Emerging Skills & Competencies

- In order to address the workforce and training gaps needed to advance regional economic growth opportunities, North Jersey Partners must identify and intensively develop regional skills and competencies that are driving 21st century industries.
- Competencies address the transferability of knowledge and capabilities across various industry sectors.
- Advancing the Continuum relies upon the ability to transition from the traditionally viewed public workforce system to include more expansive definitions of workforce training, adapting a more inclusive workforce continuum for the demands of 21st century industries.
- The North Jersey Partners partnership becoming a social collaborative for workforce development aims to address strategic issues and opportunities beyond geographic boundaries, institutions, and mandates that can build consensus for a strong regional vision for workforce.
- The scaling-up of knowledge sharing will be facilitated by making education and training available online, when applicable.



Innovation & Entrepreneurship

- Build the region's base for innovation and entrepreneurship through supporting the development of innovative new technologies, companies, and entrepreneurs and also broadening access and opportunities to larger groups of residents.
- Encouragement of small business development and entrepreneurship throughout the region can lead to a new class of jobs and opportunities
- North Jersey Partners planned programs to address innovation and entrepreneurship focus on growth of the targeted 21st century industries; (i.e. Logistics – Information Technology, Homeland/Port Security, Shipping Technologies; Healthcare/Life Sciences – Nanotechnology, Medical Devices, Information Technology; EAR – Digital Media, Creative Community)

Interventions based upon Best Practices, Scalability, & Leverage

- North Jersey Partners intensive research and cataloging of regional assets, best practices, and resources will lead to the identification of new opportunities or the identification and subsequent scaling of programs and initiatives that fit with North Jersey Partners mission.
- The focus of this activity provides North Jersey Partners with the best process for maximum resource allocation and leverage for the sustainability of programs and the development of new ones.

Through this transformational design, **North Jersey Partners** will foster significant economic impact in the region.

Transformational Impact Statements

Processes, tools and investments established by **North Jersey Partners** will have an impact on critical industry sectors by anticipating rather than reacting to regional economic growth. Aligning current delivery with new structures and ideas will also impact the way of doing business in the region as it relates to workforce and economic development. The following impact statements typify the transformational agenda.

- Transforming how the region's workforce is channeled into varying economic opportunities through new systems and ways of thinking about workforce skills will have a profound and lasting effect on the region's ability to anticipate the demands of 21st century industry.
- Developing North Jersey as a modern logistics and distribution hub fosters new classes of jobs in Supply-Chain Management, Information Technology, Light Manufacturing, Engineering and other occupations improving wages and the quality of life of citizens.
- Expanding opportunities to fill health care jobs and grow a workforce of health care professionals will allow the region to maintain quality of life, remain regionally competitive, and support the growth of all other industries in the region. The opportunity to link career pathways into the Life Sciences can retain and reaffirm this high-skill industry location in North New Jersey.
- Addressing regional collaboration on Entertainment, Arts, & Retail sector opportunities taps into the region's large creative class of human capital, institutions, and resources that allows North Jersey Partners to compete regionally and drive new economic activities.
- Focusing on innovation and entrepreneurship throughout the region and the targeted industry sectors is critical in developing the technology and human capital to keep high-wage jobs in the region.

- Establishing an Opportunity Trust Fund fosters the review, reward, propagation, and institutionalization of promising initiatives that will impact the region's core industries and strategies. It is a pool of funds to promote and encourage innovation and transformation.

North Jersey Partners Operations

North Jersey Partners has established both a plan for operations and governance structure to organize the many activities, information sharing and critical linkages to be developed and executed through the WIRED implementation.

The day-to-day **North Jersey Partners** WIRED activities will be executed by a WIRED Project Coordinator. The Newark Alliance, a non-profit organization focused on economic development and public education in the City of Newark, NJ, has been designated the Project Manager. The Newark Alliance in collaboration with the Steering Team will hire a Project Coordinator, financial management support and administrative support (three full time staff) to assist with implementation. These individuals will be housed at the Newark Alliance's office. The staff will be hired through a competitive recruitment process. The **North Jersey Partners** Project Coordinator will be responsible for driving the administrative operations of the WIRED implementation plan. The Project Coordinator will be supported by: the North Jersey Partners Executive Team, the decision-making body; the **North Jersey Partners** Steering Team, which was formed by the regional leadership and tasked with developing and steering the implementation of this plan; a Regional Data Team, that provides ongoing data support to all components of the implementation; and Strategy Working Groups. Each of these bodies will consist of key leaders and stakeholders from state and local government, economic development entities, industry representatives, educational institutions, workforce development systems, faith-based organizations and local community development and civic organizations.

The **North Jersey Partners Executive Team** (see Appendix A) currently consists of a board of 10 members who are leaders in various sectors including economic and workforce development, academia, and industry. The Executive Team, which was selected through the input of the Steering Team, serves as the decision-making body for the WIRED grant. The Executive Team will meet quarterly, in person, or by conference call, to provide guidance and oversight with respect to resource allocation and measures of progress. The Executive Team will be responsible for approving the allocation of resources for projects.

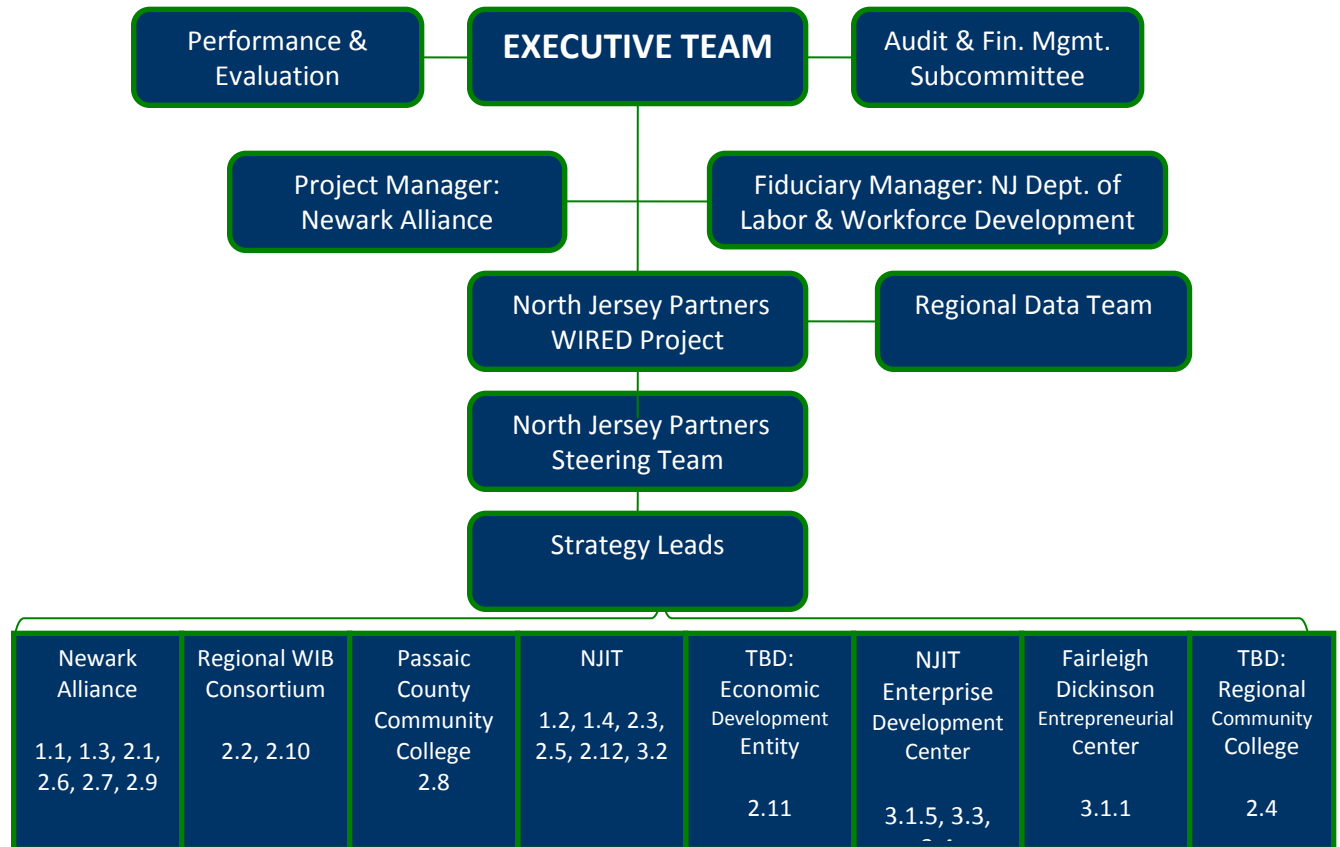
The **North Jersey Partners Steering Team** (see Appendix B) will work in conjunction with the **North Jersey Partners** WIRED Project Manager. The Steering Team was formed by regional leadership and tasked with developing the WIRED implementation plan. The Steering Team will remain as a working group to activate each strategy and activity under the implementation plan. Also, the Steering Team will serve as key leadership to oversee parts of the implementation as Strategy Leads and serve on the region's Strategy Working Groups.

*The Executive Team, with the Steering Team's support, is also specifically tasked with the identification and development of regional leadership to expand the **North Jersey Partners** concept/initiative, and to create the framework for sustainability and self-replication beyond the initial financial investments.*

The **North Jersey Partners Strategy Working Groups** will be comprised of members of the North Jersey Partners Steering Team and North Jersey Partners myriad of implementing partners, including representatives from industry. The Strategy Working Groups will be the collaborators and facilitators for implementing the **North Jersey Partners** strategies. Strategy Working Groups will organize around implementation strategies and activities, will meet as necessary, and will prepare a quarterly progress briefing to the Executive Committee. The activities of the Strategy Working Groups will be guided by the **Strategy Leads** (see next page for listing of Strategy Leads). The activities of the Strategy Working Groups will be guided by the four major project underpinnings previously referenced.

North Jersey Partners Regional Data Team will be assembled and engaged to provide ongoing support for North Jersey Partners projects and initiatives. North Jersey Partners realizes that many decisions must be supported by the necessary evidence in terms of economic, workforce, and other important data and information. This team will consist of individuals from State of New Jersey, The Heldrich Center for Workforce Development, and other individuals in the region identified for their experience and technical acumen in dealing with economic and workforce analysis. The New Jersey Department of Labor and Workforce Development will play an integral role on the Regional Data Team.

North Jersey Partners Project Management Chart



Key of Strategy Leads: Refer to the Goals and Strategies Matrix on the beginning of page 20 for a full description of each Strategy

Newark Alliance 1.1 Regional Capacity & Consensus Building; 1.3 Economic & Innovation Mapping 2.1 Industry Advisory Councils; 2.6 TLD Legacy; 2.7 TLD Transformative; 2.9 HC/LS Transformative;	NJIT 1.2 Connectivity & Communications Initiative; 1.4 Life Long Learning Region; 2.3 Innovative Partnerships Institute; 2.5 Project Management Academy; 2.12 STEM Initiative; 3.2 Entrepreneurial Collaboration Portal
Regional Workforce Investment Board Consortium 2.2 Integrated Workforce Delivery Continuum; 2.10 EAR Legacy	NJIT Enterprise Development Center 3.1.4 Entrepreneurial Training Academy; 3.3 Tech-based Business and Innovation Development 3.4 Integrating Entrepreneurship with Workforce Development 3.5 Capital Access Network
Regional County Community Colleges 2.4 High School Career Academies 2.8 – HC/LS Legacy – Passaic Community College	To Be Determined – Economic Development Entity 2.11 EAR - Transformative
North Jersey Partners Steering & Executive Team 4.1 Opportunity Trust Fund	Fairleigh Dickinson Entrepreneurial Center 3.1 Small Business Development

Strategy Leads have been designated as the implementing entities for North Jersey Partners WIRED strategies. The Strategy Lead must initiate budgeted activities for each strategy by submitting a funding proposal that outlines the scope of work to be performed, resource requirements, timeline and milestones, and performance measures to the North Jersey Partners Steering Team. The North Jersey Partners Steering Team will activate projects and report activities quarterly to the Executive Team.

North Jersey Partners Fiscal Management

The fiscal agent for the WIRED grant is the New Jersey Department of Labor and Workforce Development (NJ LWD). NJ LWD has contracted with the Newark Alliance, Inc. to serve as Project Manager for North Jersey Partners WIRED. As the Project Manager, the Newark Alliance will drive implementation of the North Jersey Partners WIRED plan and coordinate activities of both the North Jersey Partners Executive and Steering Teams. Operational procedures establishing North Jersey Partners protocols will be developed by the Newark Alliance in compliance with guidelines provided by NJ LWD and disseminated to North Jersey Partners WIRED members. Authorization responsibilities for North Jersey Partners WIRED has been delegated to the Executive Team (see Appendix A).

North Jersey Partners WIRED spending will be guided by an approved budget developed in compliance with the guidelines for uses of H-1B funds. The WIRED grants represent an approach to preparing America’s workforce for new and emerging occupations in regional economies.

The grants are funded by revenue collected under 8 USC §1356(s)(2) (commonly referred to as H-1B funds), as authorized by the American Competitiveness and Workforce Improvement Act of 1998, Pub.L.No. 105-277 (codified, as amended, at 29 USC § 2916a). Section 2916 a (2) of the U.S. Code establishes that U.S. Department of Labor WIRED (H-1B) funds are limited by law to the following:

- ❖ Provide job training and related activities to assist workers (including unemployed and employed workers) in gaining skills and competencies needed to obtain or upgrade career ladder employment positions in high growth industries and economic sectors.
- ❖ Assist in the development and implementation of model activities such as curricula to build core competencies and train workers, identify and disseminate career and skill information, and increase the integration of community and technical college activities with activities of business and the public workforce investment system.

Within the above parameters H-1B WIRED funds may be used to pay for the costs of training; curriculum development and dissemination; other career and labor market information; outreach and recruitment; tools, equipment and supplies used for training purposes; and other related costs.

North Jersey Partners Governance

A competitive procurement process will be followed and such actions documented for services to be provided under the grant, or for goods acquired for grant use. Organizations that were original partners to the grant will be exempt from the procurement process. A partner organization, as defined by ETA, is an organization that is an integral part of the WIRED effort and must have been a “partner” in the development of the initial application. It is an organization whose absence would lead to non-performance or failure since the work performed by “partner” organizations is integral to the successful operation and performance of the WIRED grant. Conversely, a service provider is an organization that may be procured to provide goods or services, but was not a party to the grant. All request for proposals

Risk Management & Mitigation System

Sound program and grant management according to the Operations and Fiscal Management structure over the life of the North Jersey Partners partnership will ensure success in accomplishing the overarching goals and simultaneously mitigate against any personal or organizational risk. To this end, North Jersey Partners risk management and mitigation system includes the following key elements.

- Process will be led by Audit and Financial Committee of the Executive Team
- Quarterly Progress Reports
- Annual Review/ Established North Jersey Partners Metrics
- Subcontractor Agreements with clawback provisions to repossess

or work to be performed by service providers will be governed by the Newark Alliance's Procurement Policy that will be in compliance with guidelines developed by NJ LWD. Executive Team members will abstain from voting on a project that they are involved in to prohibit any conflicts of interest.

When the Strategy Lead is ready to start a project in the implementation plan that has budgetary requirements, a formal proposal process ensues. The North Jersey Partners Project Coordinator will work with the Strategy Lead to submit funding proposals to the North Jersey Partners Steering Team. The North Jersey Partners Steering Team will activate projects by documenting approval of the funding proposal. The North Jersey Partners Project Coordinator will ensure the intent of the implementation plan is being maintained by developing strong partnerships among regional entities, the Regional Data Team and Strategy Leads. In order to receive the funding allocation, the funding proposal will include the following:

- Extensive list of activities to be undertaken
- Budget of line-item expenditures
- Performance Measures to ensure accountability (i.e. job training numbers for programs, user numbers for new systems, mechanisms and portals, & participant numbers at events)

The Strategy Leads will manage their area of the overall strategy and provide quarterly performance reports to the Steering Team. Important sustainability considerations will be managed with the Strategy Lead with support from North Jersey Partners Operating Structure. Additionally, the Newark Alliance in partnership with NJ LWD will be responsible for interim reporting, federal grant compliance and financial administration and oversight.

North Jersey Partners Communications

It is a critical project underpinning to connect the region in terms of the new knowledge, initiatives, and regional opportunities facilitated by the WIRED investments and overall process. North Jersey Partners list of members and partners will be the initial engine for the promotion of WIRED's plans and activities until North Jersey Partners planned web portal is launched through the implementation. The external portal is an important piece to display the region's vision and continuously articulate WIRED's activities and impact. Internal communications is a major responsibility of the WIRED project coordinator. At any given time, many activities will be occurring that must be communicated through North Jersey Partners extended partnership and throughout larger regional networks

Communicating Impact and Outcomes

Communicating the overall performance and impact of the WIRED initiative is also necessary. This will be done through a sound external communications strategy. Through the initiative, the Steering & Executive Team will have the opportunity to identify the important metrics in which the region is best positioned to compete on regionally and globally. The metrics will be built into a regional performance review that will be produced at the end of the third year of the WIRED initiative. The effort to collect the information for this review will be ongoing from the outset of WIRED, and will not only measure performance of the funding, but the impact of the initiative. These impacts must be strategically aligned and communicated through North Jersey Partners portal and at regional and national conferences and events. A proposed budget for allocating investments over a three-year period has been determined.

North Jersey Partners Budget Allocations

Constructing the budget has required alignment of the regional strategies in two regards. Each strategy is linked to one of three transformational goals and one of four specific outcomes. These outcomes are focused on investing 15 percent of WIRED funding in legacy sector occupations in order to transition them to be equipped for industry demands. The majority of the budget has been designed to align with WIRED's transformational agenda of advancing the understanding of new skills, knowledge, and competencies for the industries of the future, applying the knowledge to a regional alignment of the workforce delivery systems, and spurring job creation through innovation and entrepreneurship as a career path. Approximately 17 percent is required to administer the grant.

Furthermore, investments are designed to leverage additional public and private resources, and for those leveraged resources to have additional ‘spinoff’ financial effects throughout the region. A full budget, along with more extensive breakouts of leveraged funding and descriptions of each outcome is located in Appendix D.

North Jersey Partners Budget by Outcome

OUTCOME	North Jersey Partners <u>Budget</u> <u>Allocation</u>	North Jersey Partners <u>Leveraged</u> <u>Funding</u>
OUTCOME ONE: Transitioning Legacy Sector Occupations	\$791,500	<u>\$2,533,840</u>
OUTCOME TWO: Accelerating 21st Century Knowledge and Competencies	\$1,250,000	<u>\$6,491,000</u>
OUTCOMES THREE: Transforming Delivery, Communications, and Linkages	\$755,000	\$5,868,795
OUTCOME FOUR: Spurring Enterprise Development	\$590,000	TBD
OUTCOME FIVE: Opportunity Trust Fund	\$740,000	\$3,375,000
Administrative Costs	\$973,500	TBD
	\$5,100,000	\$18,268,365

North Jersey Partners Performance Metrics

Measuring Performance and Accountability

To measure success, guide the process, and serve as an accountability and risk management system, a process of measuring performance and outcomes has been constructed by the North Jersey Partners Steering Team. This process tracks performance, for each strategy, builds into the risk management and mitigation system, and meets the requirements of the Employment and Training Administration. ETA’s general goals and common measures are as follows:

WIRED Goals

To expand employment and advancement opportunities for workers while simultaneously catalyzing the creation of high-skill, high-wage jobs.

WIRED Common Performance Measures for Adult Programs (Required for all WIRED Regions):

- Entered Employment
- Employment Retention
- Average Earnings

Proposed metrics for each strategy are currently listed in the Goals & Strategies Matrix under the desired outcomes/metrics column. Tracking these metrics will follow the guidelines for measuring performance established by the Employment and Training Administration’s whitepaper Guide to Reporting

Information for Grantees of the Workforce Innovation in Regional Economic Development (WIRED) Initiative. North Jersey Partners plans to report on performance as follows:

Training

Impacts in this category address individuals that will enter WIRED funded training programs for the targeted sectors. Aggregate targets for funded projects are as follows:

# Began Job Training Activities	1,889	Based on estimated cost per person
# Completed Job Training activity	1,511	Assume 80% completion rate
# Placed in Jobs	1,,209	Assume 80% placement and retention rate
# with Increased Wages	1,209	Assume 80% success rate plus impact on incumbent workers

Curricula

Impacts in this category address individuals that will enter WIRED funded curricula that may lead to certification and ultimate employment in target sectors. Aggregate targets for funded projects are as follows:

# Certified Programs Created	5	Actual count in Plan
# Enrolled in Degree or Certificate Programs	1,325	Based on estimated cost per person
# Attained Degree or Certificate Programs	1060	Assume 80% success rate
# Placed in Jobs & Retained	1060	Assume 80% placement and retention rate
# with Increased wages	1060	Assume 80% success rate

Outreach

Outreach measures are intended to create new relationships, new ways of doing business and funding streams that increase pipelines to employment. Aggregate targets for funded activities are as follows:

# Events Held	24	Actual count in Plan
# of Industry Leaders Engaged	1,500	
# of Individuals Reached	1 million	Assume 1/4 of regional pop.
\$ amount of Leveraged Grants secured	\$18.2 million	Actual count in Plan
# of new job pipelines created	25	Pipeline is defined as an activity that evolves to a sustainable structure in the region, e.g, Industry Advisory Council that link employers to job seekers and One Stop activities

Business Impact / Entrepreneurship

The business impacts in the plan are intended to spur small business development and to energize the region around entrepreneurial activities. Aggregate targets for funded projects are as follows:

# of Business Incubation and Acceleration Services	5	Actual count in Plan
# of Businesses Served	1,250	Based on event attendance & services provided
# New Business Starts and Expansions	10	
Amount of New Risk Capital Funding	TBD	Report on actual basis
# of Jobs Created & Retained	25	Ratio to new business starts & expansions

Process for Performance Evaluation:

As overall Project Manager, the Newark Alliance, in concert with the New Jersey Department of Labor and Workforce Development, will report on all US Department of Labor required metrics. A review of progress will be conducted by the Performance and Evaluation Sub-Committee of the Executive Team to ensure that the return on investments of the WIRED funding is in line with the goals and objectives as

outlined in the implementation plan. Outcomes and metrics will be attached through each sub-contractor agreement with Strategy Leads. These include objectives achieved, expectations reached, and specific performance measures related to worker training and other outcomes. The Performance and Evaluation Sub-Committee reserves the right to repossess funding based on the ongoing performance review of these projects.

APPENDIX A

North Jersey Partners Executive Team Members

Name	Organization	Title
Robert Altenkirch	Representing the four-year Universities and Colleges	President of NJIT
Al Koepp	Newark Alliance	President & CEO
Caren Franzini	NJ EDA	CEO
Susan Bass Levin	Port Authority of New York / New Jersey	Deputy Executive Director,
Tammy Molinelli	Regional WIB Consortium Representative	Bergen WIB Director
Jane Oates	NJ Commission on Higher Education	Executive Director
Stefan Pryor	City of Newark	Deputy Mayor for Economic Development, Workforce Development, Housing & City Planning
Henry A. Plotkin	State Employment and Training Commission	Executive Director
Designee from NJ Commerce	Office of Economic Growth	
Steven Rose	Representing the Community Colleges	President, Passaic County College
David Socolow	New Jersey Department of Labor and Workforce Development	Commissioner

APPENDIX B

North Jersey Partners Steering Team Members

Name	Organization	Title
Gary Altman	NJ LWD	Director, One Stop Coordination and Support
Sivaraman Anbarasan	Sussex County Community College	Dean, Corporate and Community Education
Rodney Brutton	Newark WIB	Executive Director
Jennifer Cleary / Aaron R. Fichtner, Ph.D.	John J. Heldrich Center for Workforce Development	Representative from Heldrich Center
Anthony Corsi	Hudson WIB	Executive Director
JoAnn Hammill* *Retired June 2007	NJ LWD	Asst. Commissioner
Albertus Jenkins	Essex WIB	Executive Director
William Inglefield	County of Union	Senior Economic Advisor
Lanisha Makle	Passaic WIB	Director
Lorie McGee	NJ Office of Economic Growth	
Tanya Mitchell	Newark Alliance	CFO
Tammy Molinelli	Bergen WIB	Director
James Moore, Jr., Ph.D.	NJ LWD, Labor Planning and Analysis	Assistant Commissioner
Jack Patten	Morris/Sussex/Warren WIB	Director
Michelle Richardson	NJ LWD	Asst. Commissioner
Judith Sheft	NJIT	Associate Vice President, Technology Development
Gale Tenen Spak, PhD	NJIT	Associate Vice President, Continuing and Distance Education
Kathy Weaver	Newark Alliance	VP of Programs
TBD	North Jersey Transportation Planning Authority	Intermodal Planning

* As the initiative moves further to implementation additional members will be determined and added to the Team.

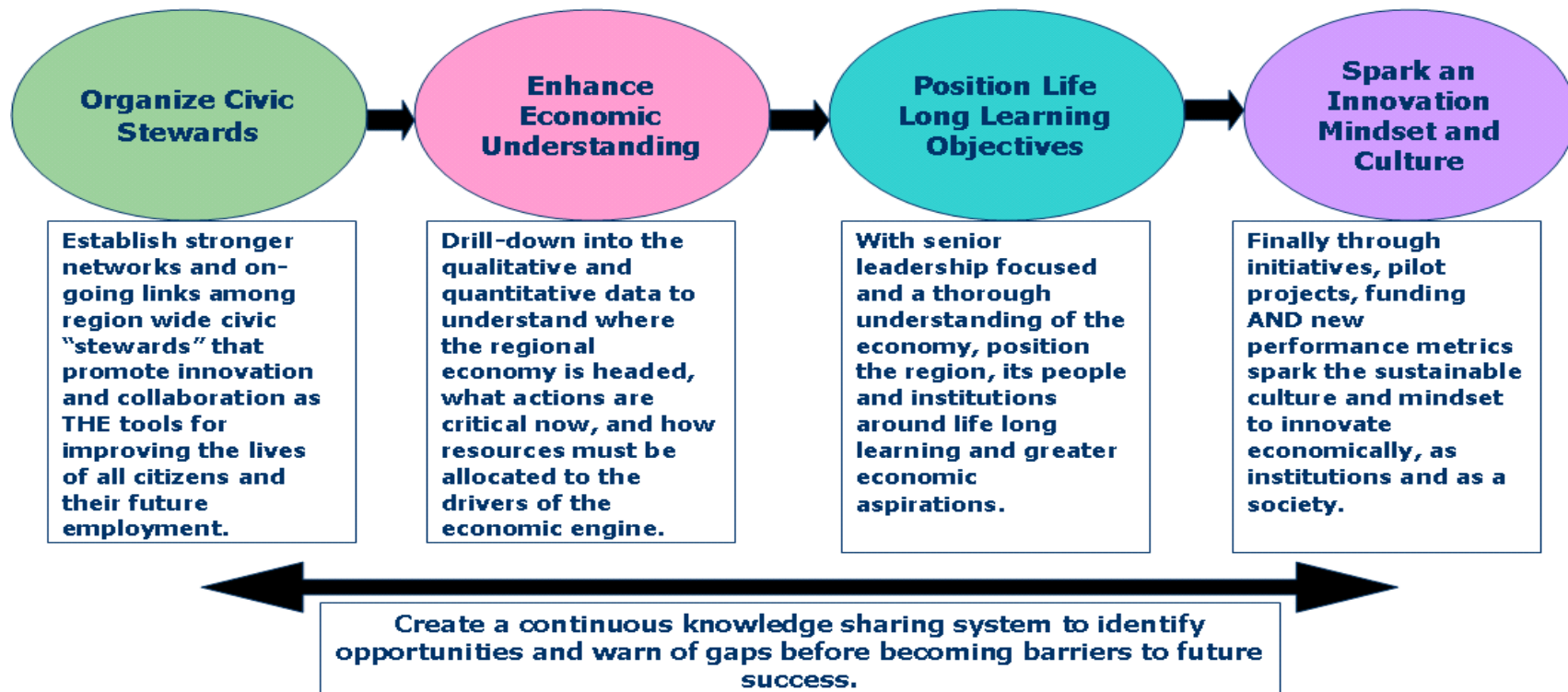
APPENDIX C: GOALS & STRATEGIES MATRIX

The Goals & Strategies matrix outlines the plan to invest the initial \$5 million WIRED seed funding. The goals and strategies outlined will be implemented through a regional network of key strategy leads and partners that share the overarching WIRED mission.

The matrix is presented by goal and strategy and specific activities to be undertaken by each. Estimated timeframes, resources, and outcomes of the implementation are also included. Please note that these columns represent, in some respects, the ‘best current thinking’ of the North Jersey Partners WIRED planning partners. A core element of the implementation is widespread learning and information sharing throughout the regional partnership: this strategy, alone, will result in better informed strategies and continuous improvement to the implementation plan.

All strategies that will be undertaken are listed, including any resources initially planned for allocation. Some strategies remain unfunded, but will be addressed by the planning and organization of North Jersey Partners processes. Upon award of WIRED funding per strategy, the North Jersey Partners operating model will initiate.

Goal One Summary: Connecting the WIRED Region for Transformation



Goal One: COMMUNICATIONS, CONNECTIVITY, CONSENSUS BUILDING - Create and foster an environment where stakeholders within the region collaborate to proactively leverage physical, intellectual, and human capital assets that help sustain and grow the regional economy.

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
<p>1.1 Regional Capacity & Consensus Building for WIRED - Regional mobilization of education, economic development, workforce and industry stakeholders.</p>	<p>1.1.1 Galvanize leadership</p> <p>1.1.2 Leverage already existing regional planning, positioning & aligning of related economic and workforce development activities</p> <p>1.1.3 Develop a detailed plan to capture the region’s competitive advantages in economic activity, workforce composition, innovation, and assets</p> <p>1.1.4 Promote North Jersey Partners as an effective vehicle for communication and dissemination of information about the regional WIRED initiative</p> <p>1.1.5 Use initial North Jersey Partners efforts as THE platform to initiate a larger regional collaboration and growth effort</p> <p>1.1.6 Coordinate participation of leadership at regional academies to promote a vision for the region and to share new ideas, strategies, mechanisms, and opportunities</p> <p>1.1.7 Begin building strategy for fundraising and sustainability with leadership</p>	<p>Strategy Lead: Newark Alliance</p> <p>Partners: Regional Planning Group; Key Regional Economic Development Leadership; Community Colleges; Education; Workforce Development; Industry</p>	<p>3rd qtr of 2007 - Hire WIRED Project Coordinator FTE (admin) to work with key stakeholder groups to leverage existing branding and positioning efforts with North Jersey Partners goals for North Jersey Region.</p> <p>4th qtr of 2007 Establish leadership forum and conduct inventory of existing plans 2008 and 2009 Develop and Implement Collaborative Marketing Plan</p>	<p>WIRED Funding: Budget included in \$973,500 expenses under administrative</p>	<p>1. Leadership organizes to align regional efforts</p> <p>2. Leadership concur on regional branding / positioning platform and strategy</p> <p>3. North Jersey Partners ‘s transformational identity is leveraged into one that is recognized and owned by the region’s people and institutions</p>
<p>1.2 Connectivity & Communications Initiative - Develop and implement regional connectivity strategy overseen,</p>	<p>1.2.1 Define North Jersey Partners overall communication plan both for potential users of North Jersey Partners services and for North Jersey Partners collaborators with differentiated components germane to TLD, HC/LS and EAR goals/projects to create a forum for sharing, linkage-making and creative operational problem solving among and between partners</p>	<p>Strategy Lead: NJIT</p> <p>Partners: Steering Team - Execution of this strategy will require input from all team members regarding the design of the website</p>	<p>2007 – Connectivity of projects; Website created; Databases underlying listserv(s) will be developed maintained and regularly expanded.</p> <p>Podcasts and webinars</p>	<p>WIRED Funding: \$200,000</p>	<p>1. Website hits/traffic every month according to traffic reports</p> <p>2. Utilization of podcasts</p>

Goal One: COMMUNICATIONS, CONNECTIVITY, CONSENSUS BUILDING - Create and foster an environment where stakeholders within the region collaborate to proactively leverage physical, intellectual, and human capital assets that help sustain and grow the regional economy.

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
<p>designed, and executed by North Jersey Partners Steering Team in concert with larger regional partnership</p>	<p>(a) Host 3 focus groups from TLD, HC and EAR Advisory Councils to inform definitions and plan design</p> <p>1.2.2 Develop North Jersey Partners Web Portal, infuse Portal with existing and new TLD, HC/LS EAR and Entrepreneurship specific podcasts, webinars, links, and resources</p> <p>(a) Design, maintain, and update North Jersey Partners website</p> <p>(b) Establish general and TLD, HC/LS, EAR, and Entrepreneurship differentiated listserv(s) of regional stakeholders</p> <p>(c) Build landing pages for specific TLD, HC/LS, EAR and Entrepreneurship projects</p> <p>(d) Create online materials, as needed, for North Jersey Partners funded projects and for existing best practices supported by North Jersey Partners Hold online chats and real time webinars to promote specific TLD, HC/LS, EAR, Entrepreneurship, and Integrated Workforce Delivery Continuum projects</p> <p>(e) Inventory existing TLD, HC, EAR</p>	<p>and contact management database; Industry Sector Partners</p>	<p>for industry sectors will be designed; 1 webinar will be lead for TLD.</p> <p>2008 – Website will be populated with branding and positioning materials sprouting from work in 1.1; Podcasts and webinars will be created throughout the year.</p> <p>2009 – Continued branding and positioning - New podcasts and webinars created and existing ones updated</p>		<p>increases per month (tracked by downloads)</p> <p>3. Utilization of webinars increase per month</p> <p>4. Opportunities that link and/or connect the region become housed on portal</p> <p>5. The region views the portal as a platform for economic growth</p>

Goal One: COMMUNICATIONS, CONNECTIVITY, CONSENSUS BUILDING - Create and foster an environment where stakeholders within the region collaborate to proactively leverage physical, intellectual, and human capital assets that help sustain and grow the regional economy.

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
	<p>and Entrepreneurship portals/websites and proactively establish linkages</p> <p>(f) Work with IT communication specialists to create, change and manage advanced branding and information collecting, sharing and archiving tools for TLD, HC, EAR Advisory Councils and Entrepreneurship activities (See 3.2.3)</p> <p>1.2.3 Brand and position via print and advertising</p> <p>(a) Develop campaigns for by North Jersey Partners rams</p> <p>(b) Print advertising and local business and trade papers</p> <p>(c) Develop a One-pager/Fact Sheet on the North Jersey Partners initiatives</p> <p>1.2.4. Identify and select web-based contact management tool for use by North Jersey Partners Project Coordinator and assist in tool's maintenance and use</p>				
<p>1.3 Economic & Innovation Mapping - Support the regional</p>	<p>1.3.1 Asset mapping of the region's innovative capabilities including physical infrastructure as well as programs, networks, and resources.</p>	<p>Strategy Lead: Newark Alliance</p> <p>Partners: NJ LWD, Regional Data Team,</p>	<p>3rd & 4th qtr 2007 – Hire TA firm to conduct targeted economic and innovation mapping,</p>	<p>WIRED Funding: \$250,000</p> <p>Leveraged Funding: Technical Assistance</p>	<p>1. Asset mapping completed and informs all WIRED strategies</p> <p>2. Workforce</p>

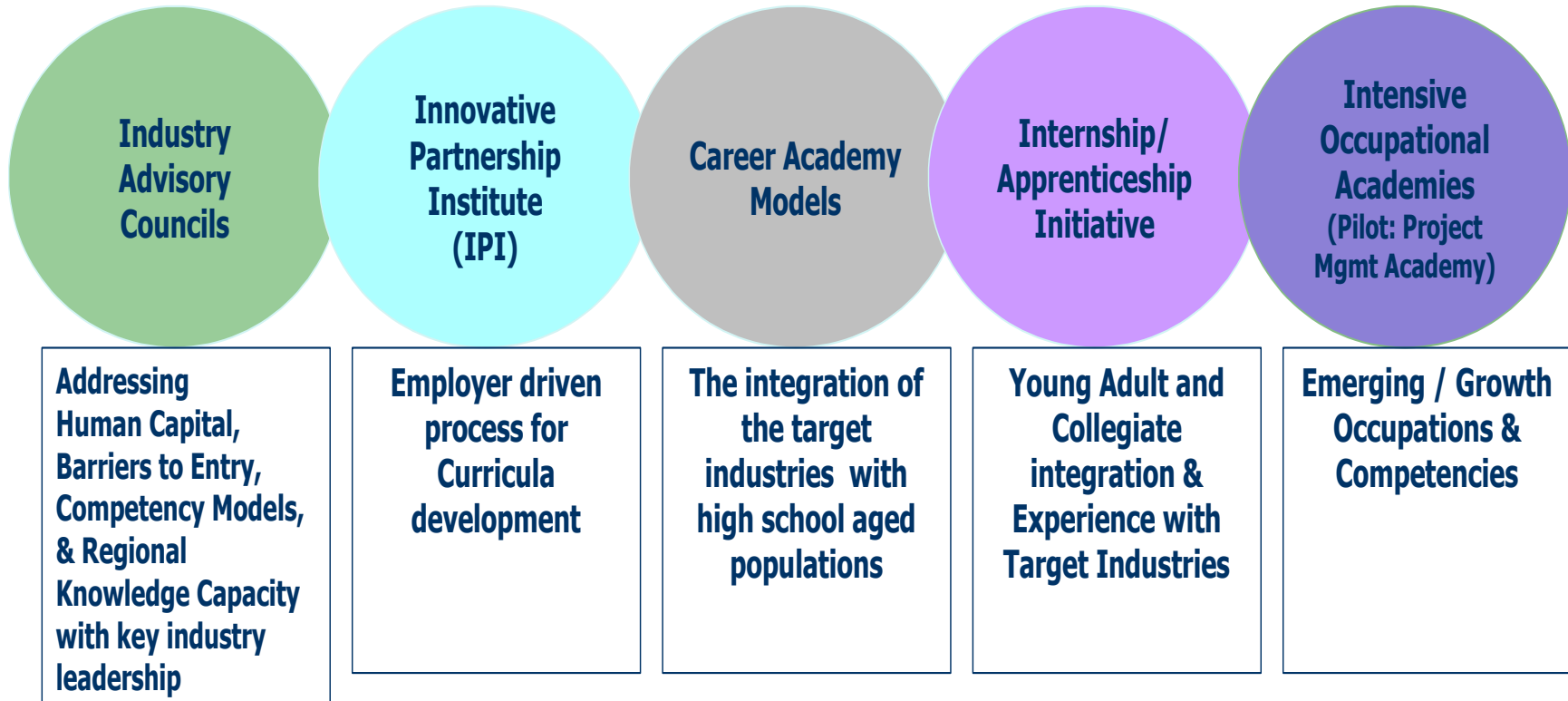
Goal One: COMMUNICATIONS, CONNECTIVITY, CONSENSUS BUILDING - Create and foster an environment where stakeholders within the region collaborate to proactively leverage physical, intellectual, and human capital assets that help sustain and grow the regional economy.

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
<p>understanding of competitive advantages and capacity for innovation through a study of the region's industries, assets, and business climate; This will assist in informing and aligning local, county, regional and state economic development plans and workforce demands</p>	<p>1.3.2 Mapping of the region's concentration of workforce competencies to inform workforce delivery continuum</p> <p>1.3.3 Study innovative metrics that are precursors to developing the regional innovative system; metrics can include patents, r&d numbers, sbirs, venture capital, etc.</p> <p>(a) Each university currently tracks separately own metrics. Pooling resources will allow the region to identify and promote current levels of innovation capacity. Information sources to be tapped include NJIT, NJCST, HINJ, NJTC, and the R&D Council of NJ</p> <p>1.3.3 Develop a set of metrics the region wants to measure and compete on to build a Radar of the Economy, or the ability to monitor trends in the attempt to be proactive about regional economic opportunities.</p>	<p>Heldrich Center, NJIT, NJCST, HINJ, NJTC, and the R&D Council of NJ</p>	<p>competency analysis, and metric determinations.</p>	<p>funding available from the ETA</p>	<p>competencies defined and disseminated to inform integrated Workforce Delivery Continuum</p> <p>3. Institutions identify and share regional performance/ innovation metrics</p> <p>4. Regional entities are aligned under around a singular Radar of the Economy on existing and emerging challenges as they relate to innovation and competitiveness</p>
<p>1.4 Life Long Learning Region</p>	<p>1.4.1 Develop online "tool kit" for Chief Learning & Innovation Officers (CLIOs) and HR heads at stakeholder organizations and train them so that they can promote lifelong learning.</p> <p>(a) Create "Top 50 Ways to become</p>	<p>Strategy Lead: NJIT</p> <p>Partners: CLIOs in each organization represented on North Jersey Partners</p>	<p>2007 - Tool Kit developed and integrated into North Jersey Partners Portal</p> <p>2008 - Promote toolkit</p>	<p>WIRED Funding: \$15,000</p>	<p>1. 200 leaders trained as CLIOs building the human capital for transformation</p>

Goal One: COMMUNICATIONS, CONNECTIVITY, CONSENSUS BUILDING - Create and foster an environment where stakeholders within the region collaborate to proactively leverage physical, intellectual, and human capital assets that help sustain and grow the regional economy.

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
	<p>a Learning Organization” checklist</p> <p>(b) Develop template of news release announcing employee’s educational achievements which CLOs will be encouraged to adapt to celebrate their own people’s successes</p> <p>(c) Prepare guidelines for maintaining an up-to-date database of employee skills and how to get their employees to access resources created in (d) below</p> <p>(d) Create linkages to all relevant local credit and non-credit courses offered in North Jersey Partners region</p> <p>(e) Promote availability of online Tool Kit</p> <p>(f) Convene ½ day seminar for North Jersey Partners Executive and Steering committee members re Tool Kit use and one 1-day seminar for North Jersey Partners WIB members and four 1-day seminars for CLIOs of any organization benefiting from North Jersey Partners funding</p> <p>(g) Administer pre and post “Dimensions of Learning Organization” questionnaire to employees and management at selected organizations</p>	<p>Executive and Steering Committees, industry members on North Jersey Partners WIBs, One Stop Centers, and principal investigators (PIs) of each North Jersey Partners -funded TLD, HC, EAR, and Entrepreneurship project</p>	<p>via website to all employers in North Jersey Partners region.</p> <p>2008 and 2009 - Administer pre and post administration and results is accomplished in Year 1 at 1 entity; Year 2 at 2 entities; and Year 3 at 3 companies</p> <p>http://www.partnersforlearning.com/questions2.asp.</p> <p>Conduct (4) 1-day seminars for CLOs of any organization benefiting from North Jersey Partners funding</p>		<p>2. Ongoing database established for leveraging CLIOs into industry sector activities, workforce development, and entrepreneurship of WIRED</p> <p>3. Engage CLIOs in meetings and as leaders and facilitators</p> <p>4. Track institutional investments in employees</p> <p>5. Use Dimension of Learning Organization questionnaire to measure outcomes</p>

Goal Two Summary: Integrated Workforce Delivery Continuum "Strategic Handoffs"



Transformational Goal #2

Goal Two: INTEGRATED WORKFORCE DELIVERY CONTINUUM - Build a regional coalition of economic development, education, workforce systems and industry to align programs to link unemployed and underemployed residents in the region to fill jobs in industry sectors with existing shortages and anticipated growth to bridge the regional economic divide.					
Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
2.1 Industry Advisory Councils	<p>2.1.1 Build on and connect with existing leadership to mobilize leadership and build a platform for implementation and construct a structures for extended process</p> <p>2.1.2 Partner with existing and new opportunities in region to best respond to upcoming workforce demands in the 3 targeted industry sectors</p> <p>2.1.3 Identify the current and future regional workforce competencies and gaps / barriers in the targeted sectors</p> <p>2.1.4 Convene industry councils on emerging / transformative forces in the respective industry sectors and their perceived impact on North New Jersey including technology, business models, and global competition</p>	<p>Strategy Lead: Newark Alliance</p> <p>Partners: WIBs, One Stop Centers, Vocational Institutions, Community colleges, faith-based, social welfare groups, One-stop operator, Higher education, Unions, Industry Leaders, Economic Developers, 4-Year Universities</p>	2007- Convene Forums and Establish Councils	WIRED Funding: \$50,000	<ol style="list-style-type: none"> 1. Industry Advisory Councils are engaged quarterly to receive reports, provide guidance, and offer new information 2. Advisory Councils produce information and provide guidance on critical workforce gaps and barriers for WIRED to address 3. Industry initiatives under GOAL TWO are informed by new trends and ideas and feedback that impact strategy direction 4. Track number of new ideas that come out of council representations
2.2 Integrated Workforce Delivery Continuum	Utilize existing sources, pursue new sources of knowledge, organize the Regional Data Team to understand current and future regional workforce competencies to fully inform and align the region	<p>Strategy Lead: Regional WIB Consortium</p> <p>Partners:</p>	2007 – Regional Data Team is formed; Region-wide analysis initiates, Competency	<p>WIRED Funding: \$60,000</p> <p>Leveraged Funding: \$70,000 from Regional</p>	<ol style="list-style-type: none"> 1. Competency approaches to workforce development are designed for the

Goal Two: INTEGRATED WORKFORCE DELIVERY CONTINUUM - Build a regional coalition of economic development, education, workforce systems and industry to align programs to link unemployed and underemployed residents in the region to fill jobs in industry sectors with existing shortages and anticipated growth to bridge the regional economic divide.

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
Build on input from Industry Advisory Councils and Economic, Innovation, and Asset Mapping to identify the current and future regional workforce competencies and gaps in the region's legacy and transformative industries. Establish North Jersey Partners as a social collaborative for workforce development to map and coordinate the region's emerging delivery continuum.	<p>2.2.2 Utilize the Industry Advisory Council process to learn of barriers / gaps in 3 targeted industry sectors and then to map the Workforce Delivery Continuum</p> <p>2.2.3 Inform competencies through relevant portals and venues (web portals, regional meetings) across industry sectors to the important suppliers of the Integrated Workforce Continuum</p> <p>2.2.4 Organize a "fast-tracking" event for companies hiring and career counselors with workforce delivery system representatives</p> <p>2.2.5 Train regional workforce to meet the needs of the determined regional competencies</p> <p>2.2.6 Design regional internships and apprenticeships initiative based on findings of workforce competencies analysis</p> <p>2.2.7 All partners will participate in the process of preparing RFPs for small grants for pilot training programs which fill gaps and which give weight to curriculum on workforce competencies (This RFP Process will become a part of the Opportunity Trust Fund described in GOAL FOUR)</p>	Regional Data Team, Four-year colleges, K-12 education, Labor unions, Community & Technical Colleges, NJ LWD, SETC, One-stops, Newark Alliance, Faith-based initiatives, Representatives of 3 targeted industry sectors	<p>descriptions established per industry sector</p> <p>2008 – Competency materials developed and disseminated; Events are designed and initiate</p>	WIB Consortium \$2,818,795 can be linked to for large Information Technology focused apprenticeship system (National Information Technology Apprenticeship System)	<p>region's targeted industries</p> <p>2. Partnerships to address key workforce barrier/ gaps are formed based on new knowledge of Current and Future Workforce Delivery Continuum</p> <p>3. Regional apprenticeship/ internship programs are designed to engage 1,000 students per year</p>
2.3 Innovative Partnership Institutes – integrating the employer driven process and model	2.3.1 Leverage New Jersey Innovative Partnership Institutes (IPI) initiative that develops modules to include in existing HS, 2 and 4 year curricula so graduates can meet workforce needs by partnering with with BioPharma IPI for HC-related modules	<p>Strategy Lead: NJIT</p> <p>Partners: WIRED team members, industry, two and four-year</p>	<p>2008 – Integrated Biosciences IPI</p> <p>2009 – Advanced Logistics IPI</p>	<p>WIRED Funding: \$50,000</p> <p>Leveraged Funding: \$200,000 expected from partnership with State</p>	<p>1. Two new IPI's are designed specifically for North Jersey Partners</p> <p>2. Execution of three</p>

Goal Two: INTEGRATED WORKFORCE DELIVERY CONTINUUM - Build a regional coalition of economic development, education, workforce systems and industry to align programs to link unemployed and underemployed residents in the region to fill jobs in industry sectors with existing shortages and anticipated growth to bridge the regional economic divide.

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
to convert and/or translate current or new curriculum for industry targets	<p>2.3.2 Work with the State of New Jersey's Office of Economic Growth to design an IPI for the creative community sector of the Entertainment, Arts, & Retail sector</p> <p>2.3.2 Work with the State of New Jersey's Office of Economic Growth to design and implement an Advanced Logistics focused IPI – melding concepts of the Information Technology IPI for a Logistics focus</p>	colleges, CLIOs, universities and high schools	2009 – Creative Community IPI	of New Jersey	IPI's that connect and inform the region 3. 300 key industry leaders in the targeted industry sectors are engaged on regional curricula development
2.4 High School Career Academies – integrating High School students into emerging career pathways	<p>2.4.1 Assess the use of career academies for the targeted sectors (TLD, HC/LS, EAR/Creative Community and Entrepreneurship) and their relative linkage to industry</p> <p>2.4.2 Seek to implement new academies based on findings</p>	<p>Strategy Lead: Community Colleges</p> <p>Partners: Community colleges, industry partners, K-12</p>	<p>2007 - Study for industry targets and put proposals together</p> <p>2008 - Roll-out new programs</p>	<p>WIRED Funding: \$50,000 if new program is implemented</p> <p>Leveraged Funding: \$50,000 expected from partnership with State of New Jersey if program is implemented.</p>	<ol style="list-style-type: none"> Career Academy models are established for targeted sectors RFPs are constructed for new academies 4 regional career academies engage over 1,500 regional students
2.5 Project Management Academy	<p>2.5.1 Assess existing delivery of Project Management in the Region to determine the feasibility of launching a Virtual Project Management Academy between Community colleges and 4-year institutions</p> <p>(a) Critical need identified by existing regional Innovative Partnerships Institute (IPI) stakeholders</p>	<p>Strategy Lead: NJIT</p> <p>Partners: NJ Community College Consortia for Workforce and Economic Development, industry partners, NJ DOE, Commission on Higher Education,</p>	2008 - Roll-out new program	WIRED Funding: \$165,000	<ol style="list-style-type: none"> Train 300 people over 2 years Increase to the percentage of individuals taking and passing the PMI examination NJ Community

Goal Two: INTEGRATED WORKFORCE DELIVERY CONTINUUM - Build a regional coalition of economic development, education, workforce systems and industry to align programs to link unemployed and underemployed residents in the region to fill jobs in industry sectors with existing shortages and anticipated growth to bridge the regional economic divide.

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
	<ul style="list-style-type: none"> (a) Partner with Governor’s Economic Growth Initiative to develop for each of the State’s High Growth Sectors (b) Boot camp introductory classes; target incumbent adult populations (c) Nationally recognized certifications (d) Training models to be developed and adopted at all levels (high school, community college, four-year college, and graduate level) (e) Train-the-trainer concept for continued integration and sustainability (f) Models will become available at NJIT, 8 community colleges, and others and available on-line <p>2.5.2 Design of 2-3 other occupational focused academies from findings throughout the Integrated Workforce Delivery Continuum engagement</p>				<p>College Consortium reorganizes academic programs at the 8 community colleges</p> <p>4. Project management utilized and promoted by employers for the three regional industry sectors</p>
Transitioning Traditional Industry Sectors to Transformative Industry Sectors (The Engines of Regional Innovation)					
2.6 Transportation Logistics & Distribution – Legacy Sector Focus	<p>2.6.1 Partner with Heldrich Center and Port to inform regional stakeholders on Heldrich findings on job demands</p> <ul style="list-style-type: none"> (a) Determine appropriate entry-level programs that give hands-on experience in industry sector <p>2.6.2 Scale up existing truck driver mentoring and training pilot program that reduces the 2 year experience requirement for entry into the profession (6 months in lieu of 2yrs)</p>	<p>Strategy Lead: Newark Alliance</p> <p>Partners: NJ Institutes of Social Justice, NJ LWD, NJ DOBI, One Stop Career Centers, WIBs, NY/NJ Port Authority, Bi-state Motor Carriers Assoc.</p>	Fall 2007 Open One-Stop Career Center	WIRED Funding: \$250,000 for Mentoring Program	1. Increase in number of insured truck drivers with less than two years of experience(450 jobs filled in 3yrs)

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Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
	<p>2.6.3 Broaden participation of trucking companies to address licensing and insurance issues that present barriers to employment as truck drivers; approximately 500-700 existing jobs; most significant workforce issue currently at regional Ports</p> <p>2.6.4 Leverage the One-Stop Office at the Port, that employs and services job seekers throughout the region, to address regional workforce development issues as follows:</p> <ul style="list-style-type: none"> (a) Building relationships with employers to create and maintain the job pipeline; (b) Assessing, recommending training and placement of job seekers; (c) Identifying funding streams for general and customized training in the TLD Cluster 				
<p>2.7 Transportation Logistics & Distribution – Transformative Sector Focus</p>	<p>2.7.1 Partner with Heldrich Center and Port to inform regional stakeholders on Heldrich findings on job demands</p> <ul style="list-style-type: none"> (a) Design programs and initiatives around transformative occupations <p>2.7.2 Determine requirements of the future Advanced Logistics sector</p> <ul style="list-style-type: none"> (a) This requires the infusion of new technologies, technical skills, and applied knowledge and other factors learned from Industry Advisory Council meeting on Workforce issues as well as 	<p>Strategy Lead: Newark Alliance</p> <p>Partners: NJ LWD, NJ DOBI, One Stop Career Centers, WIBs, Community Colleges, NJ Commission on Higher Education, NY/NJ Port Authority, Bi-state Motor Carriers Assoc., Heldrich Center,</p>	<p>Fall 2007 - Open One-Stop Career Center</p>	<p>WIRED Funding: \$300,000</p>	<ol style="list-style-type: none"> 1. Increase in available training opportunities in TLD sector 2. Increase in the number of TLD-related jobs in Northern New Jersey 3. Publication of programs,

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Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
	<p>emerging / transformative technologies and global trends</p> <p>2.7.3 Add a broader range of degree/certificate options for Logistics (AA with certificate up to Ph. D. programs)</p> <p>2.7.3 Establish an Associate and Bachelors degrees for Supply Chain Management for Occupations in Logistics Management, Warehouse Management (Integration of both Technical and Soft Skills)</p> <p>2.7.4 Enhance partnerships with community colleges and four-year schools to establish articulation programs for accelerated training</p> <p>2.7.5 Explore the impact and utilization of occupational academies for an Advanced Logistics regional cluster. Potential impact areas: (a) Homeland & Port Security workers (b) Logisticians & Operations Analysts (c) Industrial Designer & Manufacturers</p> <p>2.7.6 Develop, connect, and regionalize entrepreneurial symposia for new and emerging business opportunities in printing & packaging, exports and international business, manufacturing, and logistics operations to build/connect the base of entrepreneurship in Logistics</p>	<p>Economic Development entities in the region, NJEDA, Industry Partners, NJIT</p>			<p>opportunities, and successes on the regional portal</p> <p>4. Number of relevant programs at higher education and shifts to curricula</p>

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Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
2.8 Healthcare & Life Sciences - Legacy Sector Focus	<p>2.8.1 Expand existing Advisory Committee of key stakeholders in the Health Sector (employers, training providers and workforce intermediaries) for regional focus. This Advisory group will set policy and establish the job readiness criteria and oversee the performance of the lattice when operational</p> <p>2.8.2 Coordinate and implement the career lattice model. Primary responsibilities include:</p> <ul style="list-style-type: none"> (a) Coordinating the Advisory Committee (b) Building relationships with employers to identify and maintain the job pipeline; (c) Assessing, recommending training and placement of job seekers; (d) Operationalizing the career lattice model (e) Identifying funding streams for general and customized training in the allied health profession <p>2.8.3 Regionalize Passaic Community College HGJT initiative</p>	<p>Strategy Lead: Passaic Community College</p> <p>Partners: WIBS, One Stop Centers, Industry, healthcare leaders, community colleges</p>	Year 1 - hiring of 2 regional site coordinators	<p>WIRED Funding: \$200,000</p> <p>Leverage Funding: \$2M can be leveraged from Passaic Community College Community Based Job Training Grant</p>	<ol style="list-style-type: none"> 1. Increases in health care training program enrollment 2. Increase in participants for health care training programs 3. Number of incumbent workers trained 4. Increases to retention rates of program participants 5. Reductions in recruitment and training costs for health sector employers
2.9 Healthcare & Life Sciences – Transformative Sector Focus	2.9.1 Pharmaceutical Technical Training Project: Expand capacity of program created by eleven pharmaceutical companies in Northern New Jersey to serve as a vehicle to develop individuals in careers as skilled technical specialists	<p>Strategy Lead: Newark Alliance</p> <p>Partners: TTP, Inc., (9) Pharmaceutical companies, Essex County College</p>	3 rd & 4 th qtr 2007 Complete inventory 2008 – Hire 2 FTEs to increase training capacity. 2008 and 2009 train 50 students	<p>WIRED Funding: \$350,000</p> <p>Leveraged Funding: \$1.9 M can be leveraged by partnering with</p>	<ol style="list-style-type: none"> 1. Best practices program inventory developed for the region 2. Attraction of new resources and

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Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
	<p>2.9.2 Pilot program in Health & Bioscience Innovations</p> <p>(a) Engaging life sciences industry with research, entrepreneurship, community-based organizations, health systems providers in selecting a disease or health focus/issue for immediate convergence and collaboration</p>			UMDNJ (IT Training for Health Sciences) and NJIT (Merging of Medicine, Robotics, and IT) to inform emerging occupation requirements	<p>regional expansion of best practice programs</p> <p>3. Track number of jobs and earnings (higher pay grades)</p>
<p>2.10 Entertainment, Arts, & Retail - Legacy Sector Focus</p> <p>21st Century Customer Response/ Service / Technical Assistance</p>	<p>2.10.1 Build on existing programs to create a Regional Center for customer service/soft skills training</p> <p>2.10.2 Expand retail skills center initiatives to focus on core customer service competencies across the targeted sectors</p> <p>2.10.3 Analyze, utilize and develop-as-needed 'customized' curricula for the region's targets</p> <p>2.10.4 Create a process for regional access to models of integrated adult education and workforce development services developed in NJ and other states to help workers perform customer service jobs in a number of industries</p> <p>2.10.5 Create an infrastructure of professional staff that is equipped with expertise and other resources required to apply these approaches to selected workers and industries over the life of the grant, and</p>	<p>Strategy Lead: Regional WIB Consortium</p> <p>Partners: Bergen, Hudson, and Union Community colleges</p>	<p>2007: Determine large regional partnership; conduct curriculum assessment; staffing</p> <p>2008: Implementation of Training programs</p>	<p>WIRED Funding: \$341,500</p> <p>Leveraged Funding: \$379,620</p> <p>National Retail Federation: Retail Skills Center</p>	<p>1. Website presence is established and maintained for regional training center</p> <p>2. Track number of individuals who enter and complete training i per month/week/year in program</p> <p>3. Track change in numbers of programs at community colleges and changes to workforce programs/curricula</p> <p>4. Track number of program participants who</p>

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Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
	<p>beyond.</p> <p>2.10.6 Benchmark existing programs at Jersey Gardens for retail and fashion management and related jobs</p> <p>(a) Review similar programs at FIT and Parsons for fashion; National Retail Federation; Juilliard for Arts</p> <p>(b) Implement retail management training at high school level</p> <p>2.10.7 Develop a single point of contact system in partnership with community colleges to best serve retail sector; Regionalize single point of contact system for other retail opportunities</p> <p>(a) Primary focus is to address acknowledged gap between certifications and programs and management opportunities</p> <p>(b) Transition certifications and experience levels to credits in higher education</p>				<p>enter employment in the field</p> <p>5. Track employment who entered employment in the field programs</p> <p>6. Increased overall training capacity in the region</p>
<p>2.11 EAR: Creative Community Collaborative – Transformative Sector Focus</p>	<p>2.11.1 Using findings on EAR in Meadowlands Report & Opportunity Newark project:</p> <p>(a) Identify competencies of the regional creative community</p> <p>(b) Develop a plan to leverage regional EAR assets as alternatives to NYC; Start with asset inventory of the</p>	<p>Strategy Lead: TBD Economic Development Entity</p> <p>Partners: Regional Business Partnership, Media Outlets</p>	<p>2007 Determine partnership for regional study and implementation</p> <p>2008 Explore feasibility of Creative Community Collaborative</p>	<p>WIRED Funding: \$250,000</p>	<p>1. A new strategy is established for retail and fashion management programs in the region</p> <p>2. Changes in perception measured by recurring</p>

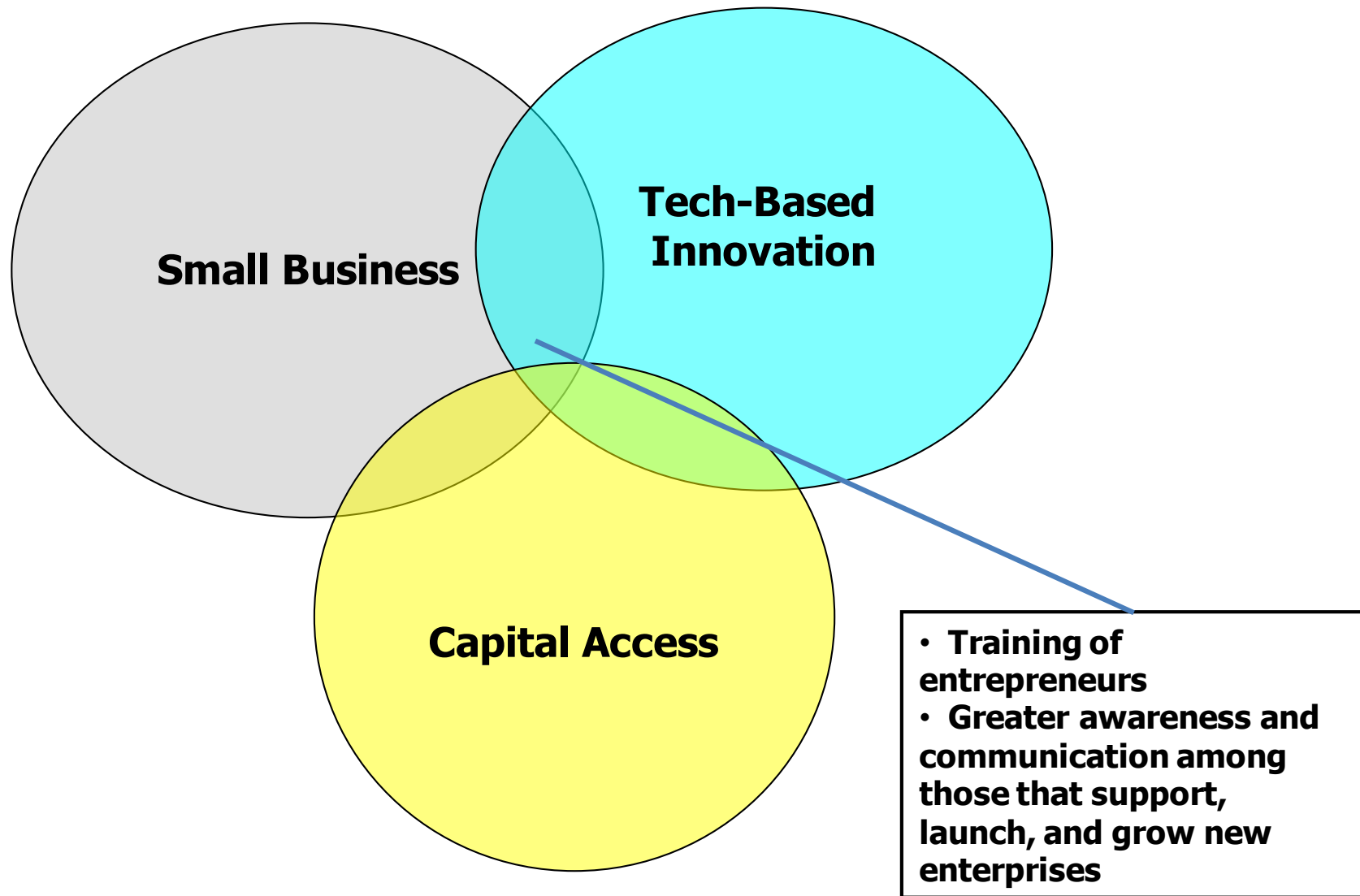
Goal Two: INTEGRATED WORKFORCE DELIVERY CONTINUUM - Build a regional coalition of economic development, education, workforce systems and industry to align programs to link unemployed and underemployed residents in the region to fill jobs in industry sectors with existing shortages and anticipated growth to bridge the regional economic divide.

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
	<p>relevant assets</p> <p>(c) Begin to package, promote and sell regional EAR assets</p> <p>(d) Develop a proposal to the federal EDA to fill gaps in regional (physical) assets</p> <p>(e) Partner with regional newspapers</p> <p>(f) Begin to leverage NYC tourism for the economic benefit of North New Jersey Region</p> <p>(g) Establish feasibility between regional joint marketing plan between attractions and regional tourism bureaus</p> <p>2.11.2 Creative Community Collaborative</p> <p>(a) Identify the core creative community elements of the region's human and physical assets (Entertainment, Arts, Multimedia, Graphics, Design)</p> <p>(b) Develop linkages between physical assets involved in the Creative Community</p> <p>(c) Leverage Meadowlands Complex and new opportunities in Newark to align with new creative community ideas</p> <p>(d) Promote and enhance entrepreneurship as a career track within the creative community by partnering with organizations such as the Urban League and others</p>		2009 Implement creative community initiatives and programs		<p>surveys</p> <p>3. Number of positive articles in local and national media about the region</p> <p>4. Number of new events and conventions brought to the region</p> <p>5. Student fashion shows / artistic presentations done in conjunction with schools and malls</p>
2.12 STEM Initiative	2.12.1 Inventory and connect all STEM-related projects relevant to TLD, HC/LS and Entrepreneurship skills development in the North Jersey Partners region and develop a strategy to leverage existing strength into a	<p>Strategy Lead: NJIT</p> <p>Partners: Rutgers, Organizations currently managing</p>	<p>2007 - Produce video clips and write blogs for 5 engineering professions</p> <p>2008 - Incorporate</p>	<p>WIRED Funding: \$100,000</p> <p>Leveraged Funding: \$1.5 M planned from</p>	<p>1. Increased numbers of students in STEM majors, improved pool of candidate</p>

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Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
	<p>Communications Campaign to raise awareness of residents regarding North Jersey Partners job opportunities and careers.</p> <p>(a) Inventory and maintain clearinghouse of existing electronic materials (e.g. Videos, blogs, portals) developed by professional associations, K-16 organizations and foundations of engineering and computing disciplines germane to TLD, HC/LS, EAR and entrepreneurship projects as a means of creating better understanding of STEM professions among 6-12 graders and develop new videos and blogs to address gaps in North Jersey Partners important cluster areas.</p> <p>(b) Develop campaign to direct all North Jersey Partners School districts to North Jersey Partners website to access these resources</p> <p>(c) Determine major STEM impact areas (i.e. computational engineering impact on information technology and logistics)</p> <p>(d) Take STEM focus broader than K-12; Engage national associations like ASME, IEEE, ASCE, Sloan Foundation and others on regional entrepreneurial opportunities for engineers</p>	<p>STEM programs and organizations willing to implement their own based on best practices (4- and 2-year colleges, high schools); Partner with the American Society of Mechanical Engineers on STEM</p>	<p>into N North Jersey Partners portal and do one campaign to announce to schools districts 2009 - Implement 2nd marketing campaign to announce</p>	<p>applying for federal and foundation resources and linking to local resources</p>	<p>employees for NJ companies</p> <ol style="list-style-type: none"> 2. Reduced vacancy rates at companies in identified fields 3. Tracking participation in national STEM initiatives 4. Ongoing STEM content updated on project website/portal

**Goal Three Summary:
Accelerating Entrepreneurs & Innovators for Job & Wealth Creation**



Transformational Goal #3

Goal Three: INNOVATION & ENTREPRENEURSHIP - Accelerate regional economic revitalization by sparking innovation, small business development and entrepreneurship and create partnerships among industry, academic and capital sectors.

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
3.1 Small Business Development	<p>3.1.1 Conduct Asset Inventory (Link to 1.3)</p> <p>3.1.2 Implement a business process/facilitator to support small/mid-size businesses with developing and executing a growth plan. Components of this program include:</p> <p>(a) Participating in a 9 month program of course work & advance management assistance</p> <p>(b) Counseling from a network of business professionals & volunteers</p> <p>(c) Tracking of economic and social impact of participating companies for 4 years</p> <p>(d) Strengthening linkages between participating companies and existing sources of equity and debt funding</p> <p>(e) Strengthening linkages between participating companies & various public/private sector procurement offices</p> <p>3.1.3 Explore the opportunity to construct a resource guide for the regional entrepreneurial community (Leverage with NJ State Business Portal Activity)</p>	<p>Strategy Lead: Fairleigh Dickinson University Entrepreneurial Center</p> <p>Partners: Regional SBDCs, Regional DPTACs, SCORE, IFEL, NJIT – EDC, Picatinny Incubator, Jersey City Incubator, Rutgers Business School, NJIT – SOM, VANJ, NRBP, Various Chambers of Commerce, NJ EDA, and Community Colleges</p>	<p>Initial Leadership Meeting 4Q 2007</p> <p>On going support for small businesses</p>	<p>WIRED Funding: \$100,000</p> <p>Leveraged Funding: Leverage Small Business Development Centers and various regional incubator operations</p>	<ol style="list-style-type: none"> 1. Economic and social impact of participating companies 2. Greater visibility of regional resources for entrepreneurs 3. Increase capital to small businesses from third parties 4. Increase in the number of minority start-ups 5. Increase in the number of woman-owned businesses
	<p>3.1.4 Entrepreneurial Training Academy: Training and certificate programs for early stage entrepreneurs that have completed programs such as PYEP, NFTE etc. This training will be targeted for entrepreneurs in the 3 target industry</p>	<p>Strategy Lead: NJIT EDC</p> <p>Partners: Regional SBDCs, Regional DPTACs,</p>	<p>2007 for planning phase Execution in Years 2 and 3</p>	<p>WIRED Funding: \$115,000</p> <p>Leveraged Funding: \$30,000 from a</p>	<ol style="list-style-type: none"> 1. Increase in entrepreneurial activity in North Jersey Partners region to support for regional talent

Goal Three: INNOVATION & ENTREPRENEURSHIP - Accelerate regional economic revitalization by sparking innovation, small business development and entrepreneurship and create partnerships among industry, academic and capital sectors.

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
	sectors.	SCORE, IFEL, NJIT – EDC, Picatinny Incubator, Jersey City Incubator, Rutgers Business School, NJIT – SOM, VANJ, NRBP, Various Chambers of Commerce, NJ EDA, and Community Colleges		combination of state and federal resources	development 2. Track number of academy attendees
3.2 Entrepreneurial collaboration portal	<p>3.2.1 Collaborate with current organizations and systems working on technology development and commercialization</p> <p>3.2.2 Inventory capabilities at schools and universities to propel a business forward (Link to 3.1.3)</p> <p>3.2.3 Build the region’s capacity for global market analysis through the engagement of students at schools and universities (a) Steer student focus to global industry analysis of logistics/shipping, bioscience industries, and EAR related industries</p> <p>3.2.4 Work with IT communication specialists to create, change and manage advanced branding and information collecting, sharing and archiving tools for TLD, HC, EAR Advisory Councils and Entrepreneurship activities</p> <p>3.2.5 Develop opportunities to link regional research base and technology-based businesses</p>	<p>Strategy Lead: NJIT</p> <p>Partners: Rutgers, UMDNJ, Stevens, FDU, Montclair State, Jersey City University, Community Colleges, NJCST, NJTC, HINJ, BCNJ</p>	2007: To be completed with initial website and portal work	WIRED Funding: Funding included in Strategy 1.2	<p>1. Increase in the number of collaborations in the region</p> <p>2. Track students involved in programs related to international trade and logistics and other market analysis</p>

Goal Three: INNOVATION & ENTREPRENEURSHIP - Accelerate regional economic revitalization by sparking innovation, small business development and entrepreneurship and create partnerships among industry, academic and capital sectors.

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes / Metrics	
3.3 Tech-based businesses and innovation development	3.3.1	Implement a NJ Center for Innovation Acceleration	<p>4Q 2007 Center Initiated Counseling beginning 4Q 2007 and ongoing</p> <p>Annual Fast-Tracking event beginning in 2008</p>	<p>WIRED Funding: \$344,000</p> <p>Leveraged Funding: State of NJ funding from NJCST Fees for services performed by NJ Center for Innovation Acceleration Leverage EDC location</p> <p>Leverage consultants and other programs NJCST SBIR training Leverage location of fast-tracking event</p>	<ol style="list-style-type: none"> Increase in federal grant proposals from program participants Increase in federal grants won in the region SBIR/STTR funding opportunities become more visible for regional researchers and companies Public workforce system becomes more knowledgeable to the needs of technology-based businesses 	
	3.3.2	<p>Create stronger linkage to federal grant opportunities that focus on the following targeted technologies as well as others</p> <p>(a) Track and trace, Radio Frequency Identification (RFID), homeland security and other technologies to grow new firms that support the port's activities</p> <p>(b) Stem Cells and Biomedical Research</p> <p>(c) Advances in nanotechnology and information technology</p>				<p>Strategy Lead: NJIT Enterprise Development Center</p> <p>Partners: NJIT – EDC, Newark Innovation Zone, NJEDA, Regional SBDCs, Regional DPTACs, SCORE, IFEL, Picatinny Incubator, Jersey City Incubator, Rutgers Business School, VANJ, Regional small businesses, Rutgers, UMDNJ, Stevens, FDU, Montclair State, Jersey City University, Community Colleges, NJCST, NJTC, HINJ, BCNJ, R&D Council of NJ</p>
	3.3.3	Support entrepreneurial companies that are pursuing SBIR/STTR funding opportunities as a path to commercialization				
	3.3.4	Engage regional Chief Science, Chief Technology, and Chief Research Officer on a Discovery-Development-Deployment strategy to more efficiently move research				

Goal Three: INNOVATION & ENTREPRENEURSHIP - Accelerate regional economic revitalization by sparking innovation, small business development and entrepreneurship and create partnerships among industry, academic and capital sectors.

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes / Metrics
	from laboratory and industrial development				
3.4 Integrating Entrepreneurship & Workforce Development	<p>3.4.1 Develop a tool kit to help WIBs be more effective in dealing with entrepreneurial companies</p> <p>3.4.2 Organize a “fast-tracking” event between WIBs and entrepreneurial companies</p>	<p>Strategy Lead: NJIT Enterprise Development Center</p> <p>Partners: NJIT – EDC, Newark Innovation Zone, NJEDA, Regional SBDCs, Regional DPTACs, SCORE, IFEL, Picatinny Incubator, Jersey City Incubator, Rutgers Business School, VANJ, Regional small businesses, Rutgers, UMDNJ, Stevens, FDU, Montclair State, Jersey City University, Community Colleges, NJCST, NJTC, HINJ, BCNJ, YEO, YPO, CLIOs, WIBs, One Stop Centers</p>	Annual Fast-Tracking event beginning in 2008	<p>WIRED Funding: \$50,000</p> <p>Leveraged Funding: \$30,000 from a combination of federal and state resources</p>	1. Public workforce system becomes more knowledgeable to the needs of technology-based businesses
3.5 Capital Access network	<p>3.5.1 Inventory current sources of capital active in the region</p> <p>Partner with multiple North NJ institutions to develop regional business plan competitions</p> <p>Partner and develop investment fairs to increase access to capital</p> <p>Linkages to portal to develop a regional capital access network</p>	<p>Strategy Lead: NJIT Enterprise Development Center</p> <p>Partners: NJEDA, VANJ, NJEN, NJEF, GNBDC, Banks, UMDNJ Foundation, Rutgers Business School, FDU, NJIT – SOM, CLIOs, NJ DOBI</p>	<p>Inventory conducted as part of Goal 1 (1.3) assessment</p> <p>Information made available on North Jersey Partners portal Goal 1 (1.2)</p> <p>SBIR information as part of Goal 3 above</p>	<p>WIRED Funding: \$146,000</p> <p>Consist of - Capital Investment Fairs - \$50K</p> <p>North Jersey Innovates - \$50K</p> <p>Business Plan competitions -</p>	<p>1. Inventory on available financial resources and programs is spread throughout the region incubators and technical service providers</p> <p>2. First annual North Jersey Innovates conference is held</p> <p>3. Investment fair</p>

Goal Three: INNOVATION & ENTREPRENEURSHIP - Accelerate regional economic revitalization by sparking innovation, small business development and entrepreneurship and create partnerships among industry, academic and capital sectors.

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
	<p>Hold an annual North Jersey Innovates Conference to link small business and entrepreneurs with resources</p> <p>(a) Host federal interagency working group on entrepreneurship (INEAPP – 100 federal agencies and subprograms) with regional representatives from universities, community colleges, CLIOs, and industry to learn about all opportunities in federal funding related entrepreneurship.</p> <p>3.5.6 Share information on national SBIR/STTR funding available – link with activities in 3.3</p>			<p>\$46K</p> <p>Leveraged Funding: Leverage partner locations and various SBDC and incubator resources. Use sponsorships and admission fees to assist in the underwriting of events</p>	<p>participation</p> <p>4. Regional business plan competition model is developed</p> <p>5. Regional investment fair model is developed</p>

Opportunity Trust Fund: Vetting Process

The Fund is a mechanism to incorporate interventions based on the ongoing learning that will occur from WIRED, throughout the region and as a part of the National WIRED network of regions. Many potential investment opportunities will surface through North Jersey Partners activities. North Jersey Partners will establish a process of the Steering Team that will review new opportunities and send funding recommendations to ETA then to the Executive Team for approval. The Steering Team's Vetting Process is important to systematically deal with new opportunities that will arise.

Furthermore, the Opportunity Trust Fund is not structured to invest in any new opportunities in the region. To receive investment, the opportunity must demonstrate the critical gap or activity in the Implementation that is being addressed and how the investment will be integrated with all other WIRED activities. The Fund is also founded upon the principles of Best Practices, Scalability, and Leverage.

- Best Practices: Investment opportunities should be viewed as a model in its structure, approach, and ultimately the delivery to the region.
- Scalability: Investment opportunities are required to demonstrate how the program can be regionalized across the eight counties of North Jersey Partners
- Leverage: Investments require 1:1 matching funding from sources other than the Opportunity Trust Fund and other WIRED dollars
- Knowledge sharing: Where applicable, investments that develop new educational elements and material for curriculum will be required to convert their content for online use

OPPORTUNITY TRUST FUND STRATEGY

Key Strategies	Activities	Responsible Parties	Timeframes	Resources Needed	Desired Outcomes/ Metrics
<p>4.1 Opportunity Trust Fund</p> <p>Review promising practices in the region and release RFPs for relevant projects. Criteria for projects to be considered include:</p> <ul style="list-style-type: none"> ○ Program has strong linkages to industry ○ Program has strong record of placement and retention ○ Program addresses shortages in demand occupations 	<p>4.1.1. Pool of investment capital available for the development of training programs for both new and emerging occupations within the region.</p>	<p>Strategy Lead: North Jersey Partners Executive and Steering Teams, ETA</p>	<p>Trust Fund Phases</p> <p>Phase 1: \$35-50K – Feasibility & Due Diligence</p> <p>Phase 2: up to \$250K – Design and Launch</p> <p>Phase 3: up to \$65K – operational budget for years 2 & 3</p> <p>3rd & 4th qtr 2007 Complete inventory 1st & 2nd qtr 2008 to design and let out RFP 3rd & 4th qtr 2008 into 2009 to make grants</p>	<p>WIRED Funding: \$740,000</p> <p>Leveraged Funding: \$3.375 M coming from the required matching funds as well as additional funding to be raised for greater impact and sustainability</p>	<ol style="list-style-type: none"> 1. Track entered employment, employment retention 2. Investments in determined number of programs that will yield new jobs 3. Regionalization of current best practice programs 4. Number of education and training programs available online is increased

Appendix D: Budget

BY BUDGET OUTCOME	North Jersey Partners <u>Budget Allocation</u>	North Jersey Partners <u>Leveraged Funding</u>
OUTCOME ONE: Transitioning Legacy Sector Occupations	\$791,500	<u>\$2,533,840</u>
OUTCOME TWO: Accelerating 21st Century Knowledge and Competencies	\$1,250,000	<u>\$6,491,000</u>
OUTCOMES THREE: Transforming Delivery, Communications, and Linkages	\$755,000	\$5,698,795
OUTCOME FOUR: Spurring Enterprise Development	\$590,000	TBD
OUTCOME FIVE: Opportunity Trust Fund	\$740,000	\$3,375,000
Administrative Costs	\$973,500	TBD
	\$5,100,000	\$18,098,365

Budget and Leveraged Funding Detail

Outcome One: Transitioning Legacy Sector Occupations			
North Jersey Partners <u>Strategy</u>	North Jersey Partners <u>Budget Allocation</u>	North Jersey Partners <u>Leveraged Funding</u>	<u>Funding Source</u>
2.6 Transportation, Logistics, & Distribution – Legacy	\$250 K	\$50 K	▪ Newark Alliance Grant
2.8 Healthcare & Life Sciences - Legacy	\$200 K	\$2 M	▪ Passaic County College: Community Based Training Grant
2.10 Entertainment, Arts, & Retail - Legacy	\$341,500	\$ 379,620	▪ National Retail Federation: Retail Skills Center
	\$ 791,500	\$2,429,620	

Outcome Two: Accelerating 21st Century Knowledge and Competencies

North Jersey Partners <u>Strategy</u>	North Jersey Partners <u>Budget Allocation</u>	North Jersey Partners <u>Leveraged Funding</u>	<u>Funding Source</u>
1.3 Economic & Innovation Mapping	\$250 K	\$75 K	<ul style="list-style-type: none"> Employment & Training Administration
2.7 Transportation, Logistics, & Distribution – Transformative	\$300 K	\$ 2M \$ 1M	<ul style="list-style-type: none"> International Intermodal Transportation Center National Center for Transportation & Industrial Productivity
2.9 Healthcare & Life Sciences - Transformative	\$350 K	\$ 916K \$ 1M	<ul style="list-style-type: none"> IT Training Program for Health Sciences Merging of Medicine Robotics and Information
2.11 Entertainment, Arts, & Retail - Transformative	\$250 K	-	
2.12 STEM Initiative	\$100 K	\$ 1.5 M	<ul style="list-style-type: none"> Planned awards from federal and foundation resources and linking to regional initiatives Harris Summer Science Camp
	\$ 1.25 M	\$6,491,000	

Outcome Three: Transforming Delivery, Communications, and Linkages

North Jersey Partners <u>Strategy</u>	North Jersey Partners <u>Budget Allocation</u>	North Jersey Partners <u>Leveraged Funding</u>	<u>Funding Source</u>
1.2 Connectivity & Communications Initiative	\$200 K	TBD	
1.4 Life Long Learning Region	\$15 K	TBD	

2.1 Industry Advisory Councils	\$50 K	TBD	
2.2 Integrated Workforce Delivery Continuum	\$60 K	\$70 K \$2,818,795	<ul style="list-style-type: none"> ▪ Regional WIB Consortium Funding ▪ National Information Technology Apprenticeship System
2.3 Innovative Partnerships Institute	\$50 K	\$200 K	<ul style="list-style-type: none"> ▪ State of New Jersey Funding
2.4 NJ Career Academy	\$50 K	\$50 K	<ul style="list-style-type: none"> ▪ State of New Jersey Funding ▪
2.5 Project Management Academy	\$165 K	TBD	
3.1.4 Entrepreneurial Training Academy	\$115 K	\$30 K	<ul style="list-style-type: none"> ▪ Combination of State and Federal Funding and Fee for Service Models
3.4 Integrating Entrepreneurship & Workforce Development	\$50 K	\$30 K	<ul style="list-style-type: none"> ▪ Combination of State and Federal Funding and Fee for Service Models
	\$755 K	\$3,198,795	

Outcome Four: Sparking Enterprise development			
North Jersey Partners Strategy	North Jersey Partners Budget Allocation	North Jersey Partners Leveraged Funding	Funding Source
3.1 Small business development	\$100 K	TBD	
3.3 Tech-based business and innovation development	\$344 K	TBD	
3.5 Capital Access Network	\$146 K	TBD	
	\$590 K	\$0	

Opportunity Trust Fund			
North Jersey Partners <u>Strategy</u>	North Jersey Partners <u>Budget Allocation</u>	North Jersey Partners <u>Leveraged Funding</u>	<u>Funding Source</u>
Opportunity Trust Fund	\$740 K	\$3.375 M	<ul style="list-style-type: none"> ▪ Required matching funding to receive investments ▪ Forecasted investments for sustainability

Administrative Costs			
North Jersey Partners <u>Strategy</u>	North Jersey Partners <u>Budget Allocation</u>	North Jersey Partners <u>Leveraged Funding</u>	<u>Funding Source</u>
Administrative Costs	\$973,500	TBD	<ul style="list-style-type: none"> ▪ Required matching funding to receive investments ▪ Forecasted investments for sustainability

Budget Narrative

This budget addresses the spending of \$5.1 million which is the combined total of the \$600,000 planning grant and the follow up \$4.5 million for North Jersey Partners *Wired* projects.

Transitioning Legacy Sector Occupations (\$791,500) (16%)

Funds have been allocated to further develop existing workforce initiatives for legacy or existing demand occupations for the three targeted sectors. Within the Transportation, Logistics & Distribution (TLD) Sector \$250,000 has been allocated to fully implement and expand the Truck Driver Mentoring Program to provide pipelines for existing truck driver jobs at the Port – one of the major impediments to growth at the port; \$200,000 has been budgeted to hire two Site Coordinators to implement a Regional Health Services Career Lattice to better coordinate the needs of Health Services employers, education, and workforce development to move incumbent workers into better paying jobs within the sector; and, \$341,500 is being invested in soft skills/customer service training and career latticing given the growth projected in the Entertainment, Arts & Retail Sector. The region will continue to invest in these demand occupations while simultaneously focusing on future workforce initiatives and competencies in line with 21st century needs.

Accelerating 21st Century Knowledge & Competencies – (\$1,250,000) (25%)

Activities in this category include investing \$250,000 in obtaining a baseline understanding of the region’s existing strengths through asset mapping and studies to fully inform our strategies. Additionally we will invest \$250,000, \$300,000 and \$350,000 in transforming our targeted sectors – TLD, Healthcare & Life Science, and EAR, respectively. The primary focus in this area is to determine future occupations and the related skill needs and engage key stakeholders (economic & workforce development, industry and education) in developing ongoing sustainable structures to ensure that workforce resources address future needs.

Lastly, \$100,000 will be invested to spur STEM in the region as an underpinning to the readiness of the future workforce since technology is a key driver in both development and delivery of most products as well as supporting operations. As a result, most future jobs will require knowledge in science and math and as such we will leverage our investment to promote broader STEM education initiatives up to \$1.6 million.

Transforming Delivery, Communications, & Linkages – (\$755,000) (15%)

Several projects are budgeted (\$200,000) to build organizational capacity and communication linkages among the various educational, economic development, workforce and industry partners in the region. Funding will be expended on building an identity, a management/information system and a website with functionality that allows ongoing communication and collaboration across county borders as well as across the various partner organizations. This website will present a consolidated view of the region that will serve as a mechanism to drive change and transformation within the region and will provide resources for entrepreneurs.

Additionally, funding has been provided for specific activities to transform the delivery of workforce development to meet 21st Century needs as follows:

- Creating a *Life Long Learning Region* to raise the visibility of the urgency of learning as “business as usual” \$15,000 has been allocated to pilot a Chief Learning Officers Toolkit. This project is intended to heighten the awareness of institutions of the need to have an individual responsible for learning. This concept is modeled after the concept of the Chief Technology Officer that grew out of the continued integration of technology in business.
- Establishing *Industry Advisory Councils* consisting of education, industry workforce and economic development representatives to provide ongoing input into the workforce system – on a sustainable basis \$50,000 is being budgeted to fill this role.
- *Integrated Workforce Delivery Continuum* – \$60,000 is being budgeted to provide a part time staff to facilitate the coordination of regional strategies among the eight participating WIBs to identify the current and future workforce competencies within the region for the targeted sectors. Additionally, this resource will facilitate/coordinate activities that support regional strategic planning and project implementation. This budget calls for a cost sharing with the WIBS in year 2 & 3 with anticipation of full sustainability by the WIBs in Year 4.
- *Innovative Partnership Institutes (IPI)* – Leverage work currently underway in the region under the IPI Financial Services project that engages industry, workforce development and education to define skill needs/gaps and develop curricula to address the gaps. \$50,000 is budgeted to expand the IPI project to the targeted sectors.
- \$50,000 is being budgeted to assess the use of *High School Career Academies* for the targeted sectors and the relative linkages to industry. The objective is to strengthen linkages to industry and community colleges, where appropriate, as well as build High School Career Academies into the workforce delivery continuum.
- *Project Management Academy* - \$165,000 is budgeted to implement a program (curriculum development and staff) to address project management skill gaps identified in the North Jersey Region in the Innovation Partnership Institute focus groups. This budgeted item represents the cost of a project manager to develop and implement the program for a consortium of the region’s eight Community Colleges and NJIT. This program will be in partnership with the international Project Management Institute (PMI) and offer a national certification in Project Management to incumbent workers.
- *Entrepreneurial Training Academy* - \$115,000 is being budgeted to implement training and certificate programs for early stage entrepreneurs in the targeted sectors.
- *Integrating Entrepreneurship & Workforce Development* - \$50,000 has been budgeted to better integrate regional entrepreneurial activities to workforce development. Specific planned activities include developing a tool kit to assist WIBs with effectively dealing with entrepreneurial companies; organizing a fast-tracking event between WIBs and entrepreneurial companies; and, supporting entrepreneurial companies that are pursuing SBIR/STTR funding opportunities as a path to commercialization.

Sparkling Enterprise Development – (\$590,000) (12%)

Several initiatives are budgeted to stimulate entrepreneurial activities in the region as follows: Developing programs of technical assistance to entrepreneurs with high growth potential businesses (\$100,000); Developing a Center of Innovation Acceleration to enhance viability of tech based business start ups as measured by revenue growth, jobs, third party investment, and linkages to university technology (\$344,000); and, developing a capital access network (\$146,000).

Opportunity Trust Fund – (\$740,000) (15%)

The Opportunity Trust Fund is being established to promote promising workforce development programs that have been in existence and have the potential to scale up and new programs that address future workforce needs. The Fund will be administered by the Executive Committee and has established criteria for evaluation. Projects for the Opportunity Trust Fund will be sourced through a Request For Proposal (RFP) format.

Administrative - \$973,500 (19%)

Approximately 19% of the total budget will be spent on administrative cost associated with executing the grant. This administrative fee will be split between the NJ Labor and Workforce Development (LWD) and the Newark Alliance, the designated Project Manager. LWD will receive 2.5% (\$130,000) and the Newark Alliance will receive 16.5% (\$843,500) for administering the grant. LWD's fee will cover the cost of a One Stop Support Staff and Staff and other services needed to provide labor market information to North Jersey Partners. The Newark Alliance will receive \$151,420 for oversight and administration of the grant; \$592,080 for three (3) incremental staff which include – a Project Coordinator and Financial Management support and one administrative staff. Travel expenses for the North Jersey Partners Team are budgeted at \$100,000.