

AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)
LOCAL PLAN
FOR THE
NEWARK WORKFORCE INVESTMENT AREA

This is the submission of the requested modification to the Newark Workforce Investment Board's 2004 Strategic Plan to meet the American Recovery and Reinvestment Act's immediate requirement for local reporting.

The Newark Workforce Investment Board

Submitted: June 30, 2009

AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)

LOCAL PLAN FOR THE NEWARK WORKFORCE INVESTMENT AREA

“The nation’s public workforce investment system is expected to not only increase services and training for workers facing unprecedented challenges but to retool, reinvigorate and create a more innovative public workforce system capable of spurring economic growth”¹

The submission of this modification to the Newark Workforce Investment Board’s 2004 Strategic Plan, is to meet the American Recovery and Reinvestment Act’s (herein referred to as ARRA) immediate requirement for local reporting. This document is not to be viewed as the modification to the five- year Strategic Plan that is mandated to be updated every five years. The planning process for the five-year revision is scheduled to begin after the ARRA Implementation Plan has been completed and approved by the State Department of Labor and Workforce Development (DOLWD) and the State Employment and Training Commission, (herein referred to as the State Workforce Investment Board).

BACKGROUND

The City of Newark was designated a workforce investment area by the State of New Jersey in 1999. The Chief Elected Official (Mayor) designated the Mayor’s Office of Employment & Training (MOET) now referred to as NewarkWORKS as the Operator of the One Stop Career Center.

The American Recovery and Reinvestment Act was signed into law on February 17, 2009 with the stated goal of preserving and creating jobs, promoting the nation’s economic recovery, and assisting those most impacted by the recession, including assisting workers who are facing unprecedented challenges to retooling their skills and re-establishing themselves in viable career paths.

The ability of customers to move easily between the labor market; further their education and training to advance in their careers; and, upgrade their skills is an identified priority in the New Jersey State Employment and Training Commission’s (SETC) Planning Guide and cited in the Training and Employment Guidance Letter (TEGL) No. 14-08. These opportunities are found in the stronger, more comprehensive One-Stop systems. The Newark Workforce Investment Board (NWIB) has embraced this

¹ SETC states one of the most important statements coming out of USDOL as it underscores expectations.

vision and the notion that ARRA funding, although a one-time allotment to stimulate the economy, is an opportunity to support the One-Stop Career Center System. The Board can provide policy oversight and guidance as the One-Stop builds its capacity to serve customers within its local workforce area. The separate tracking systems required for the ARRA also support the Board's goal of building greater efficiencies and effectiveness within the system.

VISION AND EXPECTATION

“To create a world-class workforce readiness system that is responsive to the needs of workers, potential employees and employers; and, provides access to opportunity by integrating resources of the One-Stop Career Center”.

The aforementioned vision was established by the Board in the last version of its Five- Year Strategic Plan. The revisions to the Five-Year Plan in 2004 were modifications based on the consolidation of “to work services.” Temporary Assistance to Needy Families (TANF) transitioned from the Department of Human Services to the Department of Labor; while WIA Title II Literacy (which includes Adult Basic Education and English as a Second Language programs) shifted from the Department of Education to the Department of Labor. These modifications required WIBs to develop strategies to integrate these programs into their Five-Year Strategic Plan for service delivery. Standing Committees for Welfare-to-Work and Literacy were established to provide oversight to the implementation of the Plan recommendations.

The City of Newark's Workforce Investment Board (NWIB) is committed to working with the Chief Elected Official, the Honorable Mayor Cory A. Booker, to ensure that the vision articulated by the Board is aligned with the goals and vision for a comprehensive workforce development system within the City of Newark. As CEO, the mayor appoints all full Board members and has a designated representative serving on the Board to ensure that the City of Newark and the NWIB implement a strategic plan that supports both the economic and workforce development goals of the City; while leveraging the resources within the community, including business, faith-based, and community based organizations. NewarkWORKS, the City agency for employment and training, is the Operator of the One-Stop Career Center as designated by the Mayor.

The members of the NWIB have been vigilant and true to the mission of improving the overall performance of the system. To ensure that an established process guides and supports current and new senior management staff in the annual planning process, the NWIB, through its contracted services, was presented with a strategic tool: *The Structured Performance Management Guide (SPMG)*.² SPMG is a blueprint that helps identify key elements of the planning process of planning cycles that occur in the operations and management of One-Stop programs. Given the Recovery Act principles, *The Structured Performance Management Guide* is timely and will aid in the planning process, identification of stakeholders, task assignment, and timeframes as decisions are made about resources and asset allocation.

² Developed by First Source Solutions

The middle-income and high-wage white collar workers have challenged the One-Stop to think proactively and creatively regarding outreach and service options to address the high volume of unemployment filings, coupled with the low number of dislocated workers presenting at the One-Stop. Several initiatives, including green jobs (discussed in Section II (4) of this document) are emerging as opportunities that require strategic planning and partnerships. The NWIB is actively developing programs to serve the priority populations in the manner described below:

- Dislocated workers
- Adults, with a priority on serving public assistance recipients and other low income individuals
- Youth disengaged from education and the workforce.

Based on feedback from the Acting WIB Director and One-Stop Operator, the Board reviewed specific policies related to the availability of services that would provide greater supportive services and options to the Dislocated and Adult Workers. As a result, the Executive Team recommended and presented Resolutions to the full Board to designate resources for on-the-job training (OJT) and supportive services to enable customers to take advantage of training or in some instances employment for a limited period of time. Supportive services can include but are not limited to transportation, childcare, equipment and supplies. The Board also passed a Resolution to transfer resources from the dislocated worker funding code to the Adult Worker fund. One-Stop staff wanted to ensure there were sufficient resources to continue serving the majority of the One-Stop customers presenting at the office. As the dislocated worker customer has increased significantly, a transfer of funds is not anticipated for this program year.

A fully integrated one-stop system is articulated as part of the vision for the One-Stop outlined in the 2004 Strategic Plan. The One-Stop Operator facilitates senior management team meetings to discuss operational issues and their resolution as a team. Integration meetings are held between counseling and placement staff of State, City and local partners co-located at the One-Stop. The Newark One-Stop has worked hard to achieve the goal of full integration through its One-Stop Operator and other on site partner agencies, such as the Labor and Workforce Development State Agency, NJ Division of Vocational Rehabilitation, NJ Job Corp., and the Unemployment Insurance office. In most instances customers are seen by cross functional teams focused on the service not the program. As an integrated team, staff attend meetings to discuss issues that may be specific to program (e.g., Wagner Peyser, DVR and WIA), and proceed to a resolution as a team.

For example:

- In 2008, the integrated interviewer and counseling team reduced the WIA waiting list of hundreds and improved response times;
- The WIA placement team assisted when Workforce New Jersey had a backlog of people seeking placement services;
- Recently, the integrated team was used to support UI, which augments the growing list of positive outcomes resulting from integration.

I. LABOR MARKET ANALYSIS: NEWARK

A. ECONOMIC OVERVIEW: REGIONAL AND LOCAL ECONOMY

Less than 15 miles west of Manhattan, Newark, New Jersey, is a dynamic city that offers a vibrant business climate; prime real estate at affordable rates; unparalleled market access through Newark Liberty International Airport, Port Newark; an extensive network of roads and rails; world-class arts and entertainment; multiple colleges and universities, and one-of-a-kind neighborhoods.³

The City of Newark is a metropolitan statistical area (MSA), which classifies Newark as an integral component of several regional economies (northern NJ; NY & Northern NJ). The recession that has been acknowledged to be in effect since December 2007, has impacted industries across regionally relevant counties (Essex, Union) and NY. The associated regional job losses have thrust Newark's unemployment rate to 13.3%,⁴ which is 29% higher than Essex County (9.5%) and 37% higher than the state's (8.4%).

April 2007			April 2008			April 2009*		
NJ	Essex	Newark	NJ	Essex	Newark	NJ	Essex	Newark
4.3%	5.3%	7.9%	5.1%	6.6%	9.6%	8.4%	9.5%	13.3%

*In addition to Regular UI Claimants, data for April 2009 includes counts of claimants receiving benefits under the federally-funded extended benefit program EUC08.

Year	Unemployment Rate
1999	9.5%
2000	8.0%
2001	9.5%
2002	12.6%
2003	12.6%
2004	10.9%
2005	8.3%
2006	8.5%
2007	7.9%
2008	9.6%
2009	13.3%

Source: Bureau of Labor Statistics

Since 1999, Newark's annualized unemployment rate has never been lower than 7.9%; only briefly experiencing a monthly unemployment rate of 7.2% in December 2006.

The NWIB recognizes that a thorough analysis of labor market information is critical to the development of a Plan that meets the expectations for implementation of the ARRA. As the new schematic for labor market information has been upgraded and revised to present data that is less of the 5 year projections and more of what is real today, staff training is a priority. Real Time on Demand job analysis is new to front-line staff, but a critical piece of how the One-Stop will guide customers and assist them in finding the information they need to make informed choices about their future.

³ Brick City Development Corporation <http://www.bcdcn Newark.org/index.php>

⁴ Bureau of Labor Statistics Local Area Unemployment Statistics

The sub-prime mortgage crisis has also negatively impacted the regional and local economies. In August 2008, The Federal Reserve Bank of New York released its **Facts & Trends** report documenting the severity of the subprime mortgage crisis' impact on New Jersey. The report identified that Essex and Union Counties accounted for 25% of the state's subprime mortgage foreclosures; with eleven Essex County zip codes accounting for 75% of the 25% subprime mortgage foreclosures for Essex and Union counties. Of those eleven Essex county zip codes, six were Newark zip codes (neighborhoods). The current rate of foreclosure in Essex County is 6.9%,⁵ while Newark hovers at 10.6%.⁶

The subprime mortgage turmoil coupled with the dismal unemployment rate threatens the stability of Newark residents, their families, the neighborhoods in which they reside, and the businesses that coexist with them.

Various development projects have been cancelled, put on hold, or delayed; which triggers layoffs and hiring freezes. From April 2008 to April 2009, the number of Newark unemployed insurance (UI) claimants jumped 35%. The industry distribution of unemployed claimants unfortunately (or fortunately) has remained consistent.

The construction and education and healthcare service sectors have experienced moderate annual decline in the number of UI claims; which should translate to the unemployed in those industries gaining employment. However, other industries have maintained a significantly high annual claimant rate: professional services (17.5%), retail trade (9.6%), and manufacturing (9.7%). Still, public administration and information services maintained the lowest annual claimant rates, with 1.2% and 1.7% respectively.

Industry Distribution of the Unemployed

	Apr 07		Apr 08		Apr 09	
UI Claimants	5,189		5,031		7,640	
Selected Industries						
Construction	487	9.4%	524	10.4%	665	8.7%
Manufacturing	449	8.7%	364	7.2%	739	9.7%
Transportation & Utilities	427	8.2%	394	7.8%	599	7.8%
Wholesale Trade	216	4.2%	238	4.7%	399	5.2%
Retail Trade	414	8.0%	479	9.5%	732	9.6%
Information	87	1.7%	88	1.7%	130	1.7%
Financial Activities	321	6.2%	170	3.4%	297	3.9%
Professional & Business Services	912	17.6%	911	18.1%	1,340	17.5%
Educational & Health Services	603	11.6%	594	11.8%	731	9.6%
Leisure and Hospitality	364	7.0%	241	4.8%	558	7.3%
Other Services	113	2.2%	135	2.7%	198	2.6%
Public Administration	75	1.4%	101	2.0%	92	1.2%
All Others & INA	721	13.9%	792	15.7%	1,160	15.2%

Source: NJ Department of Labor and Workforce Development

⁵ Neighborhood Stabilization Local Level Foreclosure Data tables <http://www.huduser.org/Datasets/nsp.html>

⁶ ibid

B. THE LABOR POOL: WHO’S FOR HIRE?

Approximately one-third (1/3) of Newark UI Claimants from 2007 through 2009 had less than a high school education, while 6% or less achieved a Bachelor’s or Graduate’s degree. During the same timeframe, the majority of claimants were overwhelmingly black (55%), male (55%), and more than half between the ages of 25-44 (55%).

	Apr 07		Apr 08		Apr 09	
Educational Attainment	5,189		5,031		7,640	
Less Than High School	1,654	31.9%	1,543	30.7%	2,288	29.9%
High School Graduate	2,508	48.3%	2,395	47.6%	3,624	47.4%
Some College or Vo-tech.	334	6.4%	328	6.5%	473	6.2%
AS/AA Two Years of College	450	8.7%	492	9.8%	802	10.5%
Bachelors Degree	162	3.1%	174	3.5%	242	3.2%
Graduate Degree	81	1.6%	99	2.0%	211	2.8%

Source: NJ Department of Labor and Workforce Development

The general population in Newark mirrors the UI claimant profile. Among adults 25+, more than 30% had not earned a HS diploma or GED. Additionally, a significant number of men and women released from prison return to Newark, with limited education and employability skills. Stagnant wage growth, joblessness, and poverty compound the existing employment challenges. **The Newark Kids Count 2008** report indicated that in 2007, 1 in 4 Newark residents lived below the federal poverty level (\$20,050 for a family of 4); while the median household income for Newark residents in 2007 was \$34,452, both Essex County (\$53,499) and the state (\$64,035) maintained a 36% and 46.2% advantage, respectively.

C. ECONOMIC OPPORTUNITIES

The Newark WIB has benefit of The Master Plan Re-examination and Vision Report issued in February 2009, which examines planning, zoning and land development issues. The report provides ample opportunity for the NWIB and the mayor’s office to link economic development and job training activities. The industries and occupations that could be targeted for training include: retail, transportation, and green industries.

The priorities outlined in the Report, when aligned with the NWIB’s overall training goals (which include identifying and providing opportunities for green jobs across various sectors/industries), could produce the projected job growth desired for the city and detailed in the report, including:

- **Maximize Growth at the Air and Sea Ports:** By 2025, increase the percentage of port and port-related jobs going to Newark residents from 22% to 33% → **up to 12K Jobs**
 - ✓ Effectively develop and redevelop vacant or underutilized land (construction)
 - ✓ Incorporate green building standards and mitigate the environmental and public health impacts of port related activities.

- **Recapture Newark’s Share of Regional Spending:** By 2025, increase the number of residents in retail jobs from 9,000 to 13,000 jobs to be on par with top retailing cities in the region. → **up to 4K Jobs**
 - ✓ Redesign and revitalize outdated strip shopping centers
 - ✓ Promote the creation of retail centers that generate opportunities for small local businesses and entrepreneurs along with hiring incentives that benefit Newark residents

- **Retain Land for Job Creating Enterprises:** Create jobs through expansion and incubation of new economy and green businesses in the City’s industrial lands. → **up to 4K Jobs**
 - ✓ Promote land uses and identify districts that attract and support:
 - ✓ Green Industries that include manufacturers using recycled materials, contractors using energy-efficient techniques, wholesalers/ distributors of alternative technologies;
 - ✓ Businesses using sustainable industrial practices by promoting energy efficiency, resource conservation, safe and skill-enhancing working conditions, low waste production processes, and the use of safe and environmentally-compatible materials
 - ✓ Create green building standards

- **Retain and Attract New Commercial Office Tenants and Headquarters:** Create new jobs through business development, attraction and expansion. → **up to 5K Jobs**
 - ✓ Promote development of 250,000 to 1 million SF each within a 10-minute walk of major transit hubs transit, Penn and Broad Street stations
 - ✓ Construct 2,000,000 SF new Class A office space

II. ARRA PLANNING

A. Planning Process

1. Identify all stakeholders/groups participating in the local planning process.

The Newark WIB established ad hoc committees to bring stakeholders to participate in the planning process. Standing Committees of the WIB use their various committees to communicate their business expertise to invite cooperation, brainstorming of ideas, and identification of additional resources.

(See attached list in appendix)

2. Describe the local and regional planning processes. How many planning meetings were held? What was discussed during these planning meetings and what were the results? Describe the opportunities for public input.

LOCAL PLANNING PROCESS

Several ad hoc groups were established to develop a strategic analysis of how Recovery Act resources will be expended. The following ad hoc groups were established:⁷

- Link and Leverage Committee (2 meetings)

⁷ Please see appendix for list of committee members.

Committee discussed how they could support NWIB goals in their efforts to foster greater collaboration between and among the service providers to improve overall performance of the One-Stop; Ad hoc members will provide NWIB with more detail on their programs; and advise if they were receiving funds through the Recovery Act. The goal was to ensure NWIB is able to leverage its resources in a manner that maximized program options and success for the customer.

- Small Business Leadership Committee (1 meeting)
 - ✓ Quick survey on business' understanding of services within the One-Stop and how to better support their employment goals;
 - ✓ Encourage business to complete all forms coming from the NJ DOLWD, so that the Real Time in Demand data.
 - ✓ Clarification of the types of assistance the One-Stop can provide.
 - ✓ Several public sessions were held and a Youth Mandatory Bidders Conference for summer youth (Recovery Act) was held on May 5, 2009.

Additionally, some Non-profit organizations that did not submit an RFP, but were operating active youth programs, were invited to a separate forum to become a host work site for summer employment. This forum, which was hosted in Council chambers, netted 117 enrollment sites.

REGIONAL PLANNING

The Newark WIB is a partner of The Regional WIB One-Stop Consortium, which is a strategic partnership consisting of key public workforce stakeholders from eight northern New Jersey counties (Bergen, Essex, Hudson, Morris, Passaic, Sussex, Union, and Warren counties); the State of New Jersey Department of Labor and Workforce Development; the State Employment and Training Commission (SETC); and the Newark Alliance, which is the lead agency.

The Consortium initiative aids in transforming the public workforce system by:

- Efficiently addressing shared challenges in the system;
- Sharing best practices, innovative ideas and technology within the region;
- Coordinating workforce development efforts in the region; and
- Jointly advocating and establishing policies that enhance the system and improve results within the Regional workforce system.

The NWIB also participates in Workforce Innovations in Regional Economic Development (WIRED).

The WIB has standing committees that utilize their meetings to discuss the current economic downturn and the impact on the growing number of unemployed persons. The following meetings transpired over the last few months in planning for the Recovery Act resources.

They are:

- Executive Committee (4 meetings)
- Labor Market Information Committee (3 meetings)
- Youth Investment Council (2 meetings)

- Literacy Committee (3)
- Welfare-to-Work (2)

3. What structures and processes have you put into place to support ongoing planning that will allow you to respond to changing needs and economic trends?

Businesses are key to the success of the One-Stops, therefore, the One-Stop must prepare customers to meet the skill requirements of local and regional employers in high growth occupations. The Planning Guidelines for Implementation of ARRP reinforce the notion that all programs and services must be fully aligned with economic and community development strategies if those needs are to be fulfilled. Again, this bodes well for the NWIB and the City, as the City’s workforce development agency (NewarkWORKS) is managed by their Department of Economic Development and Housing and Workforce Development.

In addition to the close ties with Economic Development, The City of Newark has developed an in-house system to track [Newark Recovery Act resources](#) which are kept current on the City’s website. Weekly meetings are scheduled, and include the Deputy Mayor for Economic Development and Housing and Workforce Development; Director of Operations, who attends all WIB Board meetings; and the One-Stop team comprised of the One-Stop Operator and her Deputy, the Acting WIB Director, Chief Financial Officer, and Assistant Director of the Youth Department.

The WIBs of Newark and Essex County, with their combined One-Stop staffs, have initiated joint planning sessions as recommended in their respective 2004 plans. Both Boards are collaborating on class size contracts for dislocated and adult workers, summer employment programs for youth, and other areas that will be discussed in the Program Planning section. A Memorandum of Understanding has been signed by Mayor Cory A. Booker and is awaiting final signature from the Chief Elected Official for Essex County.

The commitment of the NWIB has continued and is evidenced by the manner in which the Board has initiated planning sessions that are bi-weekly Executive Committee meetings. In addition, their full Board initiated monthly meetings in lieu of their regular quarterly meetings to ensure that an adequate planning process leads to development and oversight of innovative and effective service delivery strategies to be outlined in this document.

In addition to the local intermediaries, from a regional perspective, WIRED sponsored the North Jersey Business Plan and identified the following trends for the northern region.

Key Trends Impacting the Workforce

- Current economic crisis include home foreclosures, credit crisis and rising unemployment rates
- Veterans returning home and needing job assistance/placement
- New federal executive administration impacts policy direction at all levels
- As the recession deepens, poverty increases at a greater rate

- Need to engage k-12 level as a way to help launch entry level workers, including preparing students academically and socially with soft skills
- Outsourcing work to other countries
- High rate at which technology is replacing jobs
- Change of manufacturing jobs

New Jersey recently launched a new and innovative labor market tool, Real Time Jobs in Demand, which identifies jobs in demand *right now*. These are jobs in which employers are currently hiring and do not have a surplus of workers increasing the unemployment rates. The tool provides accurate and more timely labor market information which should guide the local areas more effectively.

4. Describe your intention for planning efforts concerning green jobs.

Title X of the 2007 Energy Independence and Security Act defines green jobs largely within the clean energy sector. The Newark WIB is in the process of identifying and analyzing the specific occupations within this sector that are mostly likely to provide significant opportunities for employment in both the local and regional economies.

NewarkWORKS together with the City of Newark Sustainability Office and the Environmental Commission are also convening a collaborative of ‘on the ground’ training providers.

The City’s strategy for this initiative is to partner with workforce intermediaries to convene, manage, and advance a coalition of employers, researchers, and trainers to advance clean energy sector jobs for Newark residents.

Three primary intermediaries—NewarkWORKS, Northern NJ Workforce Innovation in Regional Economic Development (WIRED), and the Newark Workforce Investment Board— together form a network, which with stimulus green jobs support, can be geared to match the energy sector’s demand-driven needs with a supply of ‘ready to go’ green workers.

The Department of Economic Development, Housing and Workforce Development within the City has taken the lead in convening a “green team” consortium to prepare for multiple federal solicitations related to green industries. This collaborative provides a forum for coordination to strengthen and inform local efforts. The meetings began in June and more recently the team convened on July 8 and 15, and will continue to meet biweekly.

The initial planning team will be comprised of designees from the appropriate City Departments, colleges and universities, local and regional unions, community organizations, clean energy sector industry and representatives that have:

- knowledge or experience operating successful green job training
- programs;
- conducted research on the potential expansion of the green economy; and
- a vested interest in the local and regional economies.

Planning efforts will establishing collaborative partnerships, if needed, to minimize inefficient competition to maximize the resources within the local and regional economies. Additional efforts will include:

1. Targeting specific green jobs and developing regional data;
2. Linking job training and economic development activities
3. Using energy programs to produce green jobs
4. Identifying and establishing partnerships
5. Establishing measures for program success
6. Articulating green career ladders, or “pathways out of poverty”

Additional partners for the planning team are being recruited to begin to detail the goals and objectives of defining a green jobs initiative that will provide employment paths for Newark residents; reduce the unemployment rate; increase income, while also reducing the poverty level in Newark; and encourage both youth and adults to pursue education and training. There is also an emphasis on creating green job pathways for the re-entry population.

a. Goals

The Executive Committee of the Workforce Investment Board has established itself as the One-Stop Oversight Committee and has met twice a month since October to provide greater oversight to the Newark One-Stop Career Center system. They review updates on One-Stop performance; fiscal and program data; tracking procedures; anticipated barriers to achieving goals; and implementation of new programs. Throughout the planning process the Board has been guided by the four principles outlined in the General Policy Guidelines:

1. Transparency and accountability in the use of Recovery Act Funding
2. Timely spending of the funds and implementation of activities
3. Increasing workforce system capacity and service levels
4. Using data and workforce information to guide strategic planning and service delivery

The ARRA requires local areas to work with three priority populations: Dislocated Workers, low-income Adults and individuals on public assistance, and Youth who are disengaged from education and the workforce. The following goals have been established for serving each of these key groups:

i. Dislocated Workers

Engage as many employers as possible in serious conversations and planning sessions related to their current employee needs as well as long-term projections for recovery of their industry.

- ✓ Utilize Real Time Jobs in Demand for placement activity;
- ✓ Screen for appropriate candidates for Bulk Training;
- ✓ Refer applicant to community college offerings developed to match the needs of our customers;

- ✓ Ensure that staff understand the new services under the Recovery Act and can make referrals to stand alone classes and/or certifications that will enhance customers' employability skills;
- ✓ Make appropriate referrals to the National Emergency Grant;
- ✓ Successfully negotiate the opening of a Professional Service Group for Dislocated Workers.

This is a population that traditionally has not used the One-Stop as intensely as the Adult workers population. Newark is faced with a tremendous growth in unemployed white collar and middle income workers who are now accessing the One-Stop in large numbers. They are beginning to register for unemployment benefits, seek employment and/or training, frequent self-service areas that include computer access in the waiting areas or performing on-line job search and résumé uploading with the support of a designated staff person.

National data, and specifically utilizing New Jersey unemployment claims data, one of the unique attributes of this recession is its impact on the professional, high- skilled workforce. Between April 2007 and April 2009, the number of continued unemployed claimants with at least a bachelor's degree increased by 137 percent to a level of 36,323 (up from 15,336).

Service Delivery Activities

National Emergency Grant (NEG) - The Newark Workforce Investment Board has also received the announcement of funds generated from a National Emergency Grant (NEG); a tri-state proposal submitted by the States of New Jersey, Pennsylvania and New York. Newark is one of the major cities from NJ slated to receive funding from the proposal. The NEG grant is (see appendix F) targeted to the financial sector. It identifies the companies whose employees will qualify for a myriad of services, most of which are identified on a spreadsheet. The grant is managed by the State and the Newark One-Stop simply enrolls any eligible applicant by notifying the State of an interested applicant.

The financial sector recorded substantial job loss due to the sub-prime mortgage debacle. Employment in financial activities was down by 15,300 including job losses at mortgage companies, banks, securities and commodities brokers, and investment houses. Other sectors with job loss were leisure and hospitality (-6,100) and information (-4,400). Reported growth areas are good for this local area as they include education and health services, which added 14,700 jobs, driven by the continuing demand for health care workers.

Professional Service Group - As resources are included in the NEG grant for establishment of Professional Service Groups (PSG's), the Newark WIB has requested that Newark be considered for assistance in start-up of a PSG. This group is a self-sustaining group of professionals who have a designated room with computers, printers and telephones to assist with personal daily job searches.

As professionals they understand how to manage the process with the assistance of a staff person. Many of them find employment through contacts they meet in their daily attendance, thus the name Professional Service Group. They support and connect each other to employer contacts in their mutual job search. The NWIB would leverage start-up costs from the NEG grant to combine with other resources. The location would be a site other than 990 Board Street because of the current volume of customers at 990. Essex County College administration has agreed to host the PSG if the Newark WIB secures the funding. This is ideal as they also host the West Caldwell PSG and are familiar with the necessary set-up. We are awaiting approval from the DOLWD to open this site.

ii. Low Income Adults and individuals on public assistance

The NWIB focused on how to gain a better understanding of the needs of both of its customers, the job seeker which includes the newly emerging white collar workers and the employers; both seeing the longest post-war downturn in American history. Yet, the Board is equally concerned about how to increase options and ensure that those customers who are the most disadvantaged are not left out of the planning for recovery. This is why the Board has endorsed the provision of supportive services which may include transportation, childcare, uniforms and/or equipment when the lack of these supports will prevent the customer from taking advantage of a service that has the potential to transition the unemployed low-skill—low wage customers into a high skill/high wage occupation. The Board supports the use of ARRA resources for these services. The following represents the goals the Board would like to achieve during the planning process:

- ✓ Prioritize services to low-income Adults and individuals on public assistance;
- ✓ Expand training services;
- ✓ Support the joint Newark-Essex Literacy Committee in its identified goal of getting Title II providers to link basic skills directly to training and employment needs;
- ✓ economic self sufficiency through the attainment of literacy and language skills;
- ✓ Increase outreach to public housing residents; and
- ✓ Provide expanded job search activities within the One-Stop.

iii. Youth

- ✓ Obtain commitment and support for summer youth work experience that supports attainment of work readiness skills, mentoring, and job shadowing;
- ✓ Provide leadership to faith-based and community based organizations that have a commitment to serving the most disengaged from school and work by giving them a voice in the Recovery Planning Process;
- ✓ Recruitment of veterans and/or spouses to participate in summer employment;
- ✓ Provide a positive summer employment experience that stimulates interest in a career;
- ✓ A significant number of the older youth take steps to continue their education by taking advantage of some of the specialized programs at Essex County College;
- ✓ Provide 50 high school students with an academic enrichment study program on a college campus that includes a work experience;

- ✓ Motivate youth to continue their education (returning to high school or going on to college, trade school or occupational training);
- ✓ Increase employment opportunities.

The ultimate goal is to convene key stakeholders and provide them with an overview of the Recovery Act, its goals, anticipated outcomes and an opportunity to provide feedback to the process. The WIB must utilize its Board, the community and the City's senior staff and advisors to seek ways to find and implement creative solutions to the unprecedented stress factors that weigh heavily on the future of so many who are unemployed.

C. Describe how all the partners will re-tool the One-Stop Career Centers to better serve the needs of local business, as well as the needs of the three priority worker populations.

The region is faced with jobs that are leaving that may never come back. Concurrently, too many residents of Newark, similar to other major cities, lack the education and training they need to advance in the workforce and contribute to a growing economy. On the positive side, although small, the data shows that the less than high school rate moved down from 31.9 in 2007 to 29.9 in April 2009.

Completion of high school, vocational technical schools and advanced degrees are high on the ladder of service options, because almost a third of the population has deficient educational and/or skills. The NWIB will review more specific options such as Bulk Training, class-size contracts and other specialized training programs. The WIB is going to maximize the use of its newly formed Business committee, its ongoing Labor Market Committee, WIRED, North Jersey Partners and the myriad of resources within those two groups.

A Professional Service Group (PSG) will be an asset to the Dislocated Workers who will have a location to come to on a daily basis. Their professional experience will assist them in managing their own job search process and using their contacts to support their peers as well. Temporarily, Essex County WIB has offered their site in West Caldwell.

Bulk Training will support the Dislocated and Adult Workers. Class offerings will include basis preparation classes as well as preparing workers with higher skills for high skill - high demand occupations.

The National Emergency Grants (NEG) will benefit those who were displaced in the financial sector. Upon identification of individual displaced from this industry, the WIB staff will utilize funding from the NEG resources.

The customer priority in the Adult Worker program is individuals on public assistance, as well as, other low income individuals.

As the system better prepares the youth through summer work engagement, businesses will look more favorable when youth sent to them have a proven track record of stable employment with references. This is the first year that the Essex county College has been involved in recruitment and taking on such large numbers. At the same time they are known to host several large job fairs that may benefit the youth.

During their work readiness training, students will have an opportunity to network with business and hopefully both the student and the business representatives will see this as a positive experience.

D. Describe any new projects and/or expansions of existing projects you and/or your partners are planning that will be innovative and transformational.

College Experience. The partnership with the community college is allowing the youth to take advantage of a college experience combined with a work experience which has not happened in the past.

The College will offer a 4-day **work readiness** component, which is the only skill attainment required by the ARRA. A pre-test at entry and post-test prior to exit will be administered to all students.

An Employee Development Day for summer youth participants is mandated for those experiencing difficulty on the job or who are fired. They will be unable to return to work or be reassigned until they complete the half-day workshop. In addition, all pay will cease until they attend the half-day session that is only offered on Wednesday of each week.

Students will obtain work assignments at the college, with an opportunity to earn a credential based on successful completion of the Microsoft Office Suite certification training course. Another option is to be engaged in a simulated office work experience that assigns an individual to a supervisor from a computer, and work assignments start and end in traditional workday timeframe. This interactive program monitors progress and provides feedback to the worker after each work assignment.

Bulk Training – The Newark WIB will enter a partnership agreement with the County College Consortium-Based Training. The NJ Department of Labor and Workforce Development initiated this arrangement to assist the local areas in obtaining training in an efficient manner. Courses are predetermined and the curriculum was developed based on jobs in demand. There is also a cost savings due to additional matching dollars (not dollar for dollar) coming from the State. Course curricula will also include courses for customers requiring work preparation courses.

North Jersey Partners. An innovative regional partnership of public, private, and government organizations collaborating to ensure that a talented and skilled workforce will help drive economic growth in northern New Jersey, of which the Newark One-Stop is a member as one of the cities within the 8 counties previously listed. The lead agency is the Newark Alliance. A

Strategic Business Plan funded by Workforce Innovation in Regional Economic Development (WIRED) was recently facilitated for the North Jersey Partners⁸.

Career Pathways. Utilize new information from WIRED, Real Time Jobs in Demand and other resources to focus on jobs with career pathways for low income and those on public assistance which includes the Adult and Dislocated workers and Youth who are the most vulnerable and in need of career guidance to re-engage them in school or work.

Professional Service Group located in the City of Newark would expand services to the professional Dislocated worker.

Essex County College Partnership – Collaborate with the community college to hire a part-time counselor who will report to and be housed onsite at the Newark Essex County College campus and be responsible for conducting outreach throughout the college in an effort to recruit potential WIA customers. Many eligible individuals do not visit the Newark One-Stop, due to a variety of reasons, but are eligible for the services.

Newark Public Library – The Library partnership will expand the already existing computer skills training classes. Programs such as Navigating the Internet, Word Processing, Resume Writing, PowerPoint, and Excel will be offered to more Newark residents, with additional courses such as Basic Computer and Interviewing Etiquette utilizing video camcorders will be available.

Workforce Learning Link – Due to the success of the Link a plan to expand locations throughout the City of Newark is under consideration. The use of digital technology, video, the Internet and printed material to provide interactive training has made it one of the most successful tools for delivering instruction in reading, writing, financial literacy and employability and life skills training. Based on the recent reduction in WLL funds the NWIB is reviewing the possibility of using ARRA funds.

Public Housing – Take training to the residents. Collaborate with Newark Housing Authority to build on the already successful Family Success Program by providing Work Readiness and Basic Skills Training onsite to residents;

- Work Readiness classes will provide a pathway to job referrals to job shadowing or on-the-job training opportunities and direct job placement; and
- Basic Skills Training will provide a pathway to occupational skills training at the community college.
- WIA funds provide the current funding that basically covers staff salaries. However, as actual programs are implemented, the funding shift to using TANF or ARRA funds will be initiated based on the customers served.

III. PROGRAM PLANNING

Alex J. Plinio & Associates, LLC IN partnership with Aperios, LLC.

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Dislocated Workers

A. Describe the planning process (level of WIB and/or Committee participation, planning with Community Colleges and other educational entities including vocational technical schools, higher education, organized labor and business/industry).

The Newark Workforce Investment Board through its Executive Committee has taken a major leadership role in ensuring that the vision for expenditures of Recovery Act resources would engage partners with a proven track record as well as those that bring new resources to the table. Documentation of meetings speak to this concern.

The Planning Process has engaged both customers, the job seeker and the employer community as well as a collective group of stakeholders that include faith-based and community based organizations; Statewide and regional WIB Boards; community colleges as well as 4 year institutions; State and local government agencies and the private sector; organized labor and business and industry. The State DOLWD has provided leadership to expanding the relationship between the community colleges to the extent that they have reserved a pool of resources to be released and applied to each local individual participant as enrolled at a rate to be determined by the State (Bulk Training).

The NWIB spearheaded new conversations with the business community and launched a new Business Committee with a mission different than that of the existing Labor Market Committee. The Business committee is charged with identifying the strengths of the One-Stop in the labor exchange process as well as how the businesses can become more engaged in providing more direct feedback from a human resource perspective. The Board acknowledges that job matching only works if the employee has both the soft skills and knowledge about the job for which they are hired to increase the performance or productivity of the company.

B. Describe any innovative and/or transformational projects and/or activities you are presently planning. See Section II: Goals: D

C. Describe any regional planning and/or regional projects you are presently planning.

The Regional WIB One Stop Consortium is a strategic partnership consisting of key public workforce stakeholders from eight northern New Jersey counties (Bergen, Essex, Hudson, Morris, Passaic, Sussex, Union, and Warren counties). A strategic business plan has been developed for this group by WIRED and will assist with its planning.

D. Describe specific populations to be served under this funding stream including specific outreach efforts to ensure all population segments are knowledgeable about accessing services. Also address how you will re-tool the One-Stop Career Center services and programs to meet the needs of Veterans and higher-skilled dislocated workers.

The Newark One-Stop will conduct bi-monthly outreach to individuals collecting unemployment. In collaboration with the Employment Service, mass mailing will be sent out inviting customers to the One-Stop for a series of special orientations. In the orientations customers will be informed of all of the services that are available and how they can be accessed. Opportunities within “Green” jobs will be presented along with other high demand occupations such as Allied Health and Education. Special days will be set aside to conduct TABE testing for those customers interested in enrolling into training.

The Division of Vocational Rehabilitation Services (DVRS) was more involved with the summer youth employment program than in previous years. Most of the summer youth workers were enrolled by the Newark Public School System. The extended age range allowed us to recruit out of school youth directly from DVRS.

The One-Stop recognizes that the use of the ARRA supplemental funds can be used in instances where there are not sufficient resources to obtain the service that is needed to gain self sufficiency in high skill/high wage jobs. Single heads of households have very limited resources and the staff will be more conscious of how the use of additional funds, when appropriate, may allow the customer to achieve the desired results to lead them out of poverty. This can be applied to other customers as well, as this is just one example.

The Board has expanded its outreach to ensure that more stakeholders gain clarity on how the additional resources may be used to support populations it failed to have sufficient resources for in the past. The youth program expansion to older summer youth employment is another example of an expanded pool of customers that required an extension of the traditional outreach. The Board’s immediate action in expanding its mandated committees to numerous new committees is an example of how serious it is about ensuring all population segments are knowledgeable about accessing services.

Training on preference priority is occurring throughout the system. The most recent visit from the Federal Veteran’s Administration reinforced the goals of this preference including how spouses have been added to the eligibility for veteran’s preference.

E. Describe your allocation of funds on the chart provided by LWD Budget and Accounting. See Appendix A.

F. Please indicate how the WIB and their partners intend to structure One-Stop Career Center services and programs to meet the needs of the dislocated workers and adults in line with the vision and expectations of ARRA. For each of the following 5 items.

1. Bulk Training – Conversations have taken place related to the appropriate courses, locations and the relevancy of the programs to the Dislocated Population. A list of courses will become part of the course offerings dislocated workers can consider. They may consider this in conjunction with all of the services they are eligible for; choice will be

maintained. Counselors have courses as a list of options available to dislocated workers and adult workers. High skill/high wage in demand occupations are available as well as basic educational courses for non-professional low literacy adults.

2. Use of local WIB developed contracting for specific industries – These customers will be given sufficient information to make a decision based on the information presented that includes performance and placement.
3. Use of Individual Training Accounts – Dislocated Workers will maintain this option.
4. Use of On-The-Job Training – It will be a viable option which the Board voted on a few months ago.
5. Use of apprenticeships – Special attention will be focused on this area because of the volume of construction jobs that will be funded through the Recovery Act resources independent of the WIA resources.

Adults

- A. **Describe the planning process (level of WIB and/or Committee participation, planning with Community Colleges and other educational entities including vocational technical schools, higher education, organized labor and business/industry).**

Planning has occurred on multiple levels as evidenced in appendix B. The Acting Director has worked with the WIB Chair to establish appropriate planning meetings and new committees to widen access to the appropriate stakeholders. At the State level, the Board has linked to Webinars and conference calls related to Bulk training. The New Jersey Chamber of Commerce was invited and did attend one of the mandatory bidders conference to gain a better understanding of how they might be of assistance moving forward.

The Board chair has actively organized labor members on the Board to play a greater role as the Board more closely reviews green jobs and the many construction projects. The WIB is actively discussing and considering the type of Resolutions, recommendations or policy oversight decisions needed to support the success of low income and public assistance individuals. The WIB Committee, Link and Leverage, is chaired by the Dean of Continuing Education who has been a tremendous asset in working with all of these groups.

- B. **Describe any innovative and/or transformational projects and/or activities you are presently planning.** See Section II: Goals: D

- C. **Describe any regional planning and/or regional projects you are presently planning.**

The Regional WIB One-Stop Consortium is a strategic partnership consisting of key public workforce stakeholders from eight northern New Jersey counties (Bergen, Essex, Hudson, Morris, Passaic, Sussex, Union, and Warren counties). A strategic business plan has been developed for this group by WIRED and will assist with its planning. The organization is

actively engaged in determining how to proceed regionally with some of the projects. Current regional projects include health care and Transportation, Logistics and Distribution.

- D. Describe specific populations to be served under this funding stream including specific outreach efforts to ensure all population segments are knowledgeable about accessing services. Also address how you will re-tool the One-Stop Career Center services and programs to meet the needs of Veterans and higher-skilled dislocated workers.**

The Newark One-Stop will conduct bi-monthly outreach to individuals collecting unemployment. In collaboration with the Employment Service, mass mailing will be sent out inviting customers to the One-Stop for a series of special orientations. In the orientations customers will be informed of all of the services that are available and how they can be accessed. Bulk training is a major service designed and developed for the professional white collar workers who are currently unemployed but had advanced education and high-skill/high-wage jobs. The curricula design was developed for this type of worker.

Opportunities within “Green” jobs will be presented along with other high demand occupations such as Allied Health and Education. Special days will be set aside to conduct TABE testing for those customers interested in enrolling into training. Integrated team meetings have allowed the team to address recruitment of Veterans and higher skilled dislocated workers. The above recruitment is an example of how the One-Stop is beginning to re-tool its services and programs.

The Professional Service Group is an option the NWIB would like to see implemented at Essex County Collge, Newark and will work towards that goal.

Training on preference priority is occurring throughout the system. The most recent visit from the Federal Veteran’s Administration reinforced the goals of this preference including how spouses have been added to the eligibility for veteran’s preference.

North Jersey Partners regional collaboration has focused on increasing employment opportunities within the region and feel that higher-skilled dislocated workers will be more likely to take advantage of these opportunities since they are in demand high-skill/high wage jobs. WIRED has helped the region develop a strategy for serving

- E. Describe your allocation of funds on the chart provided by LWD Budget and Accounting (Appendix A).**
- F. Please indicate how the WIB and their partners intend to structure One-Stop Career Center services and programs to meet the needs of the dislocated workers and adults in line with the vision and expectations of ARRA for each of the following 5 items.**

1. **Bulk Training** – The WIB and its partners have selected bulk training as one of many options to be available for dislocated and adult workers. It has made recommendations to the community college about the type of course offerings that would meet the needs of its dislocated and adult workers, defining the differences required, in demand high-skill jobs, as well as, more basic entry level programs and job search activities for low-income, low -skilled customers. Dislocated workers will take advantage of bulk training programs and courses offered locally, regionally and state-wide. Conversations have taken place related to the appropriate courses, locations and the relevancy of the programs to the Adult workers. A list of courses and programs will become part of the service matrix for the newly unemployed and priority populations needing more basic courses will be directed to the local community college.
2. Use of local WIB developed contracting for specific **industry sectors** will be based on in demand occupations and the customer profiles. The relationship with WIRED provides additional data collection and support.
3. Use of **Individual Training Accounts** –The Newark and Essex County WIBs are going to partner in their offerings of class sized contracts to make sure classes will be filled. However, this can be class size or ITA and Dislocated Workers will continue to have the ability and option of choices which include the use of ITA's.
4. Use of **On-The-Job Training (OJT)** – A few months ago, the Board approved a Resolution to reserve a specific amount of resources to be extended to Adult and Dislocated Workers for the regular WIA resources. This established process of reserving funds will accelerate the OJT strategic process with Recovery Act resources.
5. Use of **Adult Other Initiatives** resources are included to ensure there are sufficient funds for supportive services and other special initiatives to be defined, some of which could include the expanded literacy services or any additional resources that may support the implementation of a PSG.
6. Use of **Apprenticeships** – Special attention will be focused on this area because of the volume of construction jobs that will be funded through the Recovery Act resources independent of the WIA resources. Construction is just one of the apprenticeship options. The NWIB is exploring other pre-apprenticeship options. The community college will be offering credential programs for adult workers.

G. Identify the intended methods to be utilized to serve populations, and the details where applicable specifying:

See the aforementioned, Section II: Program Planning: Adults: F.

Projects envisioned are not finalized but are in progress. They will include Bulk training in which dislocated or adult workers may select a course of study that will prepare them to enter or re-enter the employment ranks.

The Newark WIB is still mapping out the final details of the various projects that will allow us to complete some of our goals in light of the fact that RFP's are being issued.

Policies connected to needs related payments and supportive services will be undertaken by the Board with recommendations from staff.

The Newark WIB has no other grants or foundation resources, however, they have a partnership with WIRED and have been able to leverage funds for 3 health care coordinators who provide access to appropriate health care training and placement,

The National Emergency Grant also has funds Newark will leverage for the financial sector.

Low level literacy is a major concern based on the population served at the One-Stop. A concerted effort is underway to request more contextual learning for customers served through the Adult worker resources by issuing class size contracts.

Youth aging out of foster care and those who are trying to re-enter society can take advantage of these supplemental funds that can be merged with formula funds when it is in the best interest of the customer and allows them to obtain services that will lead to employment.

Quarterly Projections of Service Levels

	Apr-Jun 2009	Jul-Sep 2009	Oct-Nov 2009	Jan-Mar 2010	Apr-Jun 2010	Jul-Sep 2010	SUM
# of Dislocated Workers Enrolled LWD Bulk Training	0	1	1	2	3	3	10
# of Dislocated Workers Enrolled Local Classroom industry strategies	00	4	2	5	2	2	15
# of Dislocated Workers Enrolled ITAs	20	2	4	3	1	1	31
# of Dislocated Workers Enrolled OJT	0	0	2	2	2	0	6
# of Dislocated Workers Enrolled in Apprenticeships	0	0	0	2	2	1	5
# of Dislocated Workers Enrolled Other Initiatives	0	0	5	10	0	0	15

	Apr-Jun 2009	Jul-Sep 2009	Oct-Nov 2009	Jan-Mar 2010	Apr-Jun 2010	Jul-Sep 2010	SUM
# of Adults Enrolled LWD Bulk Training	0	1	1	2	3	3	10
# of Adults Enrolled Local Classroom industry strategy	00	15	0	15	15	0	45

Youth

The WIA youth program is expanding services from ages 14-21 to 14-24; a population that is experiencing tremendous employment risk during these harsh economic times. The City of Newark has continued to operate stand-alone summer youth work experiences for in-school youth age 14-18, while WIA funds were limited to funding youth enrolled in year-round programs only. This is the reason the NWIB is able to jump start programming for youth utilizing resources from the Recovery Act.

The newly formed Youth Investment Council recently met to discuss the development of their Strategic Plan. In attendance at the meeting with community based organizations, major foundations, juvenile justice representatives, churches, hospitals, entertainers, youth organizations, constructions trades representatives, labor, City of Newark representatives, and a host of others committed to developing a system that is structured on collaboration and partnerships. The City has been instrumental in pulling stakeholders together to share in the Youth Council's mission to:

- A. Organize, collaborate and coordinate all youth service providers in Newark; to assure that the youth 14-21 will have access to the opportunities and supports they need to develop to their maximum potential in order to become successful and productive adults.**

The next meeting is not until July, but the council is well on it ways to establishing standards such as:

- Comprehensive Assessment Process
- Career Exploration and Planning
- Case Management and Counseling Support
- Programs and Services
- Employment Facilitation

Setting standards for youth service delivery has been identified as a critical element, and will ensure that programs administered by a variety of agencies are coordinated and providing consistently high levels of service to Newark youth.

The planning process for youth has been extensive and well managed. The staff is experienced at running summer programs as the City has continued to run its own program in spite of the lack of federal support for stand-alone summer programs. Corporate Staffing Services, a professional contracted payroll service did an excellent job last year, its first time. Therefore, they were contracted to do the payroll for seasonal workers and the students. The electronic debit process worked extremely well. The level of partnership was extensive, as stated in many instances. A new Youth Investment Council was recently installed and has been very engaged in the process.

- B. Goals for the Summer – 1,000 ARRA youth (see Newark Works Summer Program in Appendix).The goals for the summer program are as follows:**

1. **Recruit and enroll eligible out of school youth** who are disengaged from school and work.
2. 100% of enrolled youth will participate in a work readiness skill attainment activity; pre and post-test to be administered at the beginning of the summer experience and prior to the end.
3. 90% will take and pass post test exam

4. Establish veterans as a priority in all of our youth recruitment activities
5. In the City of Newark there are five (5) funded programs serving youth. Programs through the Recovery Act are one of the five. Given the overwhelming number of unemployed youth, particularly older youth, the goal is to coordinate efforts with all of the 5 summer employment programs to maximize the number of students placed in summer employment (programs are listed below). Youth staff have actively recruited the following Youth.

16-18 In – 264	16-18 Out – 306	Total In – 303
19-24 In – 39	19-24 Out – 500	Total Out – 806
Total Participants - 1109		

Staff has developed an extensive recruiting process that is led by the Youth Manager. High Schools, community college, public information, TV and radio, outreach has been positive. Staff has reached out to many non-profits, FBCOs, and the federal government by way of phone calls, mailings, and meetings. Successful partnerships include Urban Safe Haven and the Weequahic Park Association, who have been more than willing to assist by providing training and work experiences for Newark youth. Weequahic Park Association decided to run a program specifically geared towards youth offenders. NewarkWORKS continues to leave its doors open for organizations who look to assist the City by providing training and different work experiences. These partnerships provide the opportunity for the most disengaged youth to feel like there is a chance for them.

The challenge with the host site agreements is getting the host site to stay interested. Unfortunately, many change their minds about taking on summer youth which leaves staff scrambling at the end. This is one of the reasons staff register many more sites than they need.

The Youth Department is serving ages 16-24, both in-school and out-of-school. They have the capability to serve all youth within that age range, whether they are offenders, aging-out, veterans, or have disabilities. Staff has been reaching out to the youth via elementary schools, high schools, vocational schools, flyers, mailings, and community program meetings, while also making applications available through schools, the One Stop, community organizations, and City Hall. The community program meeting was one of the more innovative and effective ways to touch the youth. Outreach included organizations that service at-risk youth or has existing programs, such as Aspira, Essex County College, Unified Vailsburg Services Organization (UVSO), and International Youth Organization (IYO). This was important because these organizations have constant contact with a large number of youth.

The community organizations not only provide services to youth, but some also serve as work sites. This translates into youth employed for the summer, able to return to the site they came from for various programs and work experiences. These programs are created to increase basic skills, offer work readiness training, provide work experience, and increase employability.

The boost to the community is the ability to enroll eligible older youth ages 18-24 in a work experience defined as a structured learning experience that takes place in a workplace for a

limited period of time since the City did limit its program to in-school youth 14-18. The City in the worst of times has a vision for youth which made them continue to fund summer employment for its youth 14-18 at the same level as last year, 1500 students. None of the Recovery Act resources will be used for this population.

The Mayor's Safe Summer Initiative became operational in 2006, and formed broad based partnerships which sought to drive down crime, increase community activities and expand opportunities for youth and adults. The City's overall commitment to keeping the young people off the streets during the summer months precipitated their efforts to provide internships and jobs for students in local businesses, non-profits and community based organizations; more than 1500 youth were provided with an opportunity to learn and earn.

The partnership with Essex County College's Star Program projects to touch at least 750 youth. Essex County College will enroll 400 youth in a seven (7) week program that will provide basic skills training, job readiness, and work experience. An additional 50 high school students provided by Newark Youth One Stop Career Center, will also participate in the seven (7) week program. The remaining 300 youth, also provided by NYOSCC, will be a part of the first four (4) days of the program which specifically hones in on their basic skills. After that, those youth will be placed at a work site for the remainder of the summer.

Green Jobs

The NWIB will convene a meeting to bring the stakeholders in green jobs to the table in a meeting hosted by the Link and Leverage Committee Chair. The meeting would focus on building a consortium and strategy around green jobs in Newark. The multiple committees meetings have begun to raise questions about where the green jobs are as well as what are green jobs. Some of the members particularly those who are working in construction have begun to identify jobs and the need for greater collaboration with the City of Newark's projects related to green jobs. The Board has tasked its Acting Director to work closely with the lead staff person in City Hall who is positioning the City to respond to Request for Proposals.

The Chair of the Board who is a program officer at Prudential Foundation has requested a meeting with key staff at PSEG to discuss the role the NWIB should play as they go into the community to promote projects and jobs in weatherization and energy. The key question: "how does the WIB work with PSEG to ensure Newark residents are trained and/or hired directly for these emerging positions." The NWIB will provide a conduit for Newark residents seeking Leadership in Energy and Environmental Design (LEED) Green Building Rating System certifications and training support.

The NWIB will begin to focus green training opportunities in areas where funding has been allocated via various federal and national grants. The green jobs strategy will include defining occupations in local demand, which will result in focusing on specific occupations with wage and career advancement opportunities.

- ***Occupations in demand in our local economy include:***

The New Jersey Energy Master Plan (EMP) anticipates the creation of 20,000 jobs by 2020. Meeting the 2008 EMP's aggressive targets for energy efficiency (EE), renewable energy (RE), demand response, and new generation will require green jobs in sectors such as solar manufacturing, energy auditing, HVAC installation, and smart grid technology installations as well as design, manufacture, installation, operation, and/or maintenance of new EE and RE technologies.

At peak creation, approximately 8,300 will come from installation and construction jobs; another 7,400 in operations and maintenance jobs and over 4,000 in ancillary jobs. To realize the State's ambitious goals, the City of Newark has embarked upon an energy initiative to engage the municipal, commercial and residential sectors in energy efficiency and clean power choice, through these activities, as well as through incenting of green building, the City is supporting market creation and labor demand.

- ***Specific clean energy economy jobs/occupations we will focus upon include:***
Our emphasis is on career path job placement and enhancing the capacity of our contractors to participate in the EE and RE activity. We will focus on pathways will be selected based on labor demand identified by the labor market assessment and matched to our population's characteristics. Based on preliminary research, these occupations include transit and alternative fuels production, supply and maintenance operators and technicians; weatherization and retrofit workers; and RE installers and maintenance personnel.

- ***Wage and benefit structures and career advancement opportunities:***
The wage and benefit structures will vary according to program area, however all programs will emphasize career advancement pathways. For entry-level placements, where applicable, an on the job training wage subsidy will be offered to facilitate entry into the field. Priority will be given to supporting programs that facilitate entry into related Unions that offer placement, benefits and career advancement pathways. Furthermore, support for customized training will be offered to companies that offer living wage jobs and have made a significant investment in Newark.

The available data indicates that pursuing development of a green economy will shore up good family supporting jobs across a range of skill sets. A recent report of current employment data for green jobs in our region indicated that clean energy jobs comprise significant employment areas and pay living wages.

IV. STAFFING

Position	Conditions
Account Clerk	Temporary
Accounting Procedures Analyst	Temporary
Administrative Assistant	Temporary
Community Relations Aide	Temporary
Employment Counselor Trainee	Temporary
Employment Test Monitor	Temporary
Fiscal Technician	Temporary
MIS Specialist	Temporary

V. CAPACITY BUILDING

Real Time in Demand – Labor market information that is customized to local labor market areas is value added to the interviewer/counselor/placement specialist, However, training on how to use the information is needed.

Working with white collar workers with earnings that often are significantly higher than the staff is a challenge for both the placement personnel and the customer. Training on the new tool, Real Time in Demand is essential to staff's day-to-day contact with customers as they review this information or describe the process to customers.

At the same time, a smooth transition to new reporting of joint formula and ARRA activities in Future Works is critical for MIS staff capturing data that will document achievement of goals. Training on the new tracking forms and monitoring procedures for both programmatic and fiscal are recommended.

Monitoring

The ARRA separate tracking systems will require more frequent and intense monitoring. The Board has placed a high priority on establishing a monitoring and review process that meets the standard of ARRA. The Board is currently reviewing several options for establishing a monitoring and review process that will provide a level of quality control that does not currently exist.

Currently, The Board has fiscal consultant services under contract to support the permanent staff. The contractors have a long history in fiscal oversight of WIA funds and are providing technical assistance and quality review support to the multiple internal and external reports for ARRA. In addition, the Board has contracted services to facilitate the extensive planning process described in this Plan. Multiple meetings shaped the development of a Plan that reflects the vision of the CEO, Board members, and stakeholders as they reviewed current data and information documenting the rapid onset of a recession. Implementation and continuous policy oversight of ARRA projected activities may require timely modifications to the Plan to ensure that the service delivery and spending targets are achieved.

VI. TRANSPARENCY AND REPORTING

The TEGL 14-08 cites the following responsibilities related to oversight of ARRA funds:

- Pursuant to WIA regulations at 20 CFR 667.410, each state recipient and sub recipient of Recovery Act funds must conduct regular oversight and monitoring of its WIA and Wagner-Peyser Employment Services activities and those of its subrecipients and contractors in order to determine that expenditures have been made against the appropriate cost categories and within the cost limitations.
- Oversight and monitoring should determine whether or not there is compliance with programmatic, accountability, and transparency provisions of the ARRA and the TEGL, as well as the regular provisions of WIA and the Wagner-Peyser Act, as amended by WIA, and their regulations and other applicable laws and regulations.

In addition to the monitoring described above, local Workforce Investment Boards are expected to conduct oversight of the progress and implementation of their local plan to achieve full enrollment and expenditure of funds in an effective and efficient manner.

Key areas of local WIB Oversight include:

- Occupations selected for training are aligned to local and regional labor market demand as defined in this economy;
- On track for training enrollments by quarter as projected and placements;
- Ensuring substantial increases in One Stop services as well as training and placements;
- Youth Funds allocated to summer programs and transitional services to education and work;
- Transparency and accountability in reporting training, job creation and placements and expenditure of funds;
- On track for full expenditure of funds by end of stimulus.
- Oversight of ARRA budget, ensuring obligations/expenditures in line with requirements;
- Coordination and effective utilization of PY '09 WIA, WDP, TANF, adult education and other funding sources with ARRA;
- Development of strategies for industry sector involvement;
- WIB role in outreach, networking and developing relationships with key employers to secure training and placement opportunities.

The New Jersey State Employment and Training Commission will be conducting oversight of local plan implementation with required scheduled reports. They also reserve the right to request periodic updates on any aspects of the plan described herein at any time.

It is important that all client information be processed quickly and accurately. ARRA reporting requirements make it necessary that all client records be data entered in real time for the sake of accurate statistical reporting.

As federal and state guidance is provided on the reporting and transparency requirements, the SETC may request additional information from local WIBs describing their local processes in meeting these new requirements.

The Newark Workforce Investment Board agrees to full disclosure and transparency. The Board will perform its duties as outlined by the TEG 14-08.

VII. Required Signatures

Signature	Date
<hr/> Honorable Mayor Cory A. Booker	
<hr/> Mary Puryear, Chair Newark Workforce Investment Board	
<hr/> Patricia Cooper Acting NWIB Director	
<hr/> Patricia Sermon, Executive Director, One –Stop	

Appendix

Appendix A: Newark WIB ARRA Financial Plan - **Adult**

	FY 2009	FY 2010	FY 2011	
Adult Budget Amounts	Apr - Jun 2009	Jul - Jun 2010	Jul - Jun 2011	Total
Adult 10% Administration	0	69,050	69,050	138,100
Adult LWD Bulk Training	0	100,000	50,000	150,000
Adult Classroom Industry Strategy	0	275,000	100,000	375,000
Adult ITAs	0	219,603	219,603	439,206
Adult OJT	0	91,800	0	91,800
Adult Other Initiatives	0	325,000	0	325,000
Total Adult:	0	1,011,403	369,603	1,381,006
% of Adult Budget per Year	0%	73%	27%	100%

(1) Includes supportive services.

Appendix A: Newark WIB ARRA Financial Plan – **Dislocated**

	FY 2009	FY 2010	FY 2011	
Dislocated Workers Budget Amounts	Apr - Jun 2009	Jul - Jun 2010	Jul-Jun 2011	Total
Dislocated Workers 10% Administration	9,073	36,292	36,292	81,657
Dislocated Workers LWD Bulk Training		100,000	50,000	150,000
Dislocated Workers Classroom Industry Strategy		175,000	75,000	250,000
Dislocated Workers ITAs	80,000	105,000		185,000
Dislocated Workers OJT		61,600		61,600
Dislocated Workers Other Initiatives		88,313		88,313
Total Dislocated Worker:	89,073	566,205	161,292	816,570
% of Dislocated Worker Budget per Year	11%	69%	20%	100%

(1) Includes support of services.

Appendix A: Newark WIB ARRA Financial Plan – Youth

	FY 2009	FY 2010	FY 2011	
Youth Budget Amounts	Apr - Jun 2009	Jul - Jun 2010	Jul-Jun 2011	Total
Youth 10% Administration	30,390	210,888	0	241,278
Youth in Private Sector Employment and/or organized labor	0	0	0	0
Youth in Summer Work Experience with not-for-profits, FBCOs, government, etc.	0	1,964,755	0	1,964,755
Youth in Academic Learning	0	483,000	0	483,000
Youth in Local WIB Classroom/Industry Based Training	0	350,000	0	350,000
Total Youth:	30,390	3,008,642	0	3,039,033
(1) Includes supportive services.	1%	7%	0%	0%

Summer Employment Budget Amounts	Apr - Sep 2009	Oct 2009 - Jun 2011	
Summer Employment	3,039,033	0	

Appendix A

DISLOCATED WORKERS

	Apr-Jun 2009	Jul-Sep 2009	Oct-Dec 2009	Jan-Mar 2010	Apr-Jun 2010	Jul-Sep 2010
# of Dislocated Workers Enrolled LWD Bulk Training	00	00	14	30	24	20
# of Dislocated Workers Enrolled Local Classroom industry strategies	00	00	15	15	15	0
# of Dislocated Workers Enrolled ITAs	05	08	06	15	07	05
# of Dislocated Workers Enrolled OJT	00	00	02	05	03	00
# of Dislocated Workers Enrolled in Apprenticeships	00	00	00	00	00	00
# of Dislocated Workers Enrolled Other Initiatives	00	06	15	15	00	00

ADULT WORKERS

	Apr-Jun 2009	Jul-Sep 2009	Oct-Dec 2009	Jan-Mar 2010	Apr-Jun 2010	Jul-Sep 2010
# of Adults Enrolled LWD - Bulk Training	00	00	10	20	20	20
# of Adults Enrolled Local Classroom industry strategy	00	00	10	15	15	10
# of Adults Enrolled - ITAs	00	12	28	42	15	12
# of Adults Enrolled - OJT	00	03	08	05	05	04
#of Adults - Enrolled in Apprenticeships	00	00	01	01	03	00
# of Adults Enrolled - Other Initiatives	00	00	15	20	20	15

YOUTH

	Apr-Jun 2009	Jul-Sep 2009	Oct-Dec 2009	Jan-Mar 2010
# of Youth Enrolled in Private Sector Employment and/or organized labor	00	00	00	00
# of Youth Enrolled in Summer Work Experience with not-for-profits, FBCOs, government, etc.	00	540	00	00
# of Youth Enrolled in Academic Learning	00	450	00	00
# of Youth Enrolled in LWD Bulk Contracting	00	00	00	00
# of Youth Enrolled in Local WIB Classroom/Industry-Based Training	00	110	00	00

Total Amount of Funds For Summer Youth

Total amount to be spent by September 30, 2009	\$3,039.33
Total amount to be spent after September 30, 2009	\$0

GREEN JOBS

# Green Jobs	Apr-Jun 2009	Jul-Sep 2009	Oct-Dec 2009	Jan-Mar 2010	Apr-Jun 2010	Jul-Sep 2010
Currently Available	0	0				
Expected to Become Available	0	10				
Adults Enrolled	0	0				
Dislocated Workers Enrolled	0	0				
Youth Enrolled	0	90				

Temporary Staff

<u>Job Description</u>	<u>Start Date</u>	<u>End Date</u>	(A)	<u>Hourly Rate</u>
Account Clerk	06/22/09	06/30/11		\$14.29
Accounting Analyst	06/22/09	06/30/11		\$19.23
Administrative Assistant	06/15/09	06/30/11		\$18.68
Test Monitor	06/22/09	06/30/11		\$12.09
Employment Counselor Trainee	05/26/09	06/30/11		\$20.60
Employment Test Monitor	07/06/09	06/30/11		\$15.38
Fiscal Technician	06/22/09	06/30/11		\$16.48
Program Operation Specialist	07/01/09	06/30/11		\$31.25

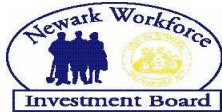
(A) We anticipate need for temporary staff for the duration of Recovery Plan. Temporary staff will assist with a variety of tasks; IT Support, financial analysts and reporting, etc.



Appendix B: ARRA Stakeholders

American Recovery Reinvestment Act Planning Meetings

<u>Meeting</u>	<u>Attendee</u>	<u>Organization</u>	<u>Date</u>
Link and Leverage	Charles Lovallo	Essex County College	03/20/09
Link and Leverage	Terrance Bankston	Newark Youth One-Stop Career Center	03/20/09
Link and Leverage	William Spear	Newark Youth One-Stop Career Center	03/20/09
Link and Leverage	Patricia Cooper	Newark Workforce Investment Board	03/20/09
Link and Leverage	Nancy Fisher	Jewish Vocational Services	03/20/09
Link and Leverage	Mitra Choudhury	Essex County College	03/20/09
Link and Leverage	Windy White	Edison Job Corp	03/20/09
Link and Leverage	Kirsten Giardi	Goodwill Industries	03/20/09
Link and Leverage	Arcelio Aponte	City of Newark	03/20/09
Link and Leverage	Rafael Zabala	Urban Enterprise	03/20/09
Link and Leverage	Robert Clark	Newark Youth Build	03/20/09
Link and Leverage	Tyronda Walden	Newark Workforce Investment Board	03/20/09
Link and Leverage	Morris Murray	Department of Labor & Workforce Development	03/20/09
One-Stop Partners	Patricia Cooper	Newark Workforce Investment Board	4/17/09
One-Stop Partners	Patricia Sermon	Newark One-Stop Career Center	4/17/09
One-Stop Partners	Judy Goldman	Department of Labor (DVR)	4/17/09
One-Stop Partners	Morris Murray	Department of Labor & Workforce	4/17/09
One-Stop Partners	Michael Mclean	Department of Labor (Trade Act)	4/17/09
One-Stop Partners	Josephine Rice	Unemployment Insurance	4/17/09
Link and Leverage	Charles Lovallo	Essex County College	5/20/09
Link and Leverage	Rafael Zabala	Newark Urban Enterprise Zone	5/20/09
Link and Leverage	Mitra Choudhury	Essex County College	5/20/09
Link and Leverage	Phil Linfante	Essex County College	5/20/09
Link and Leverage	Mary Puryear	Prudential Foundation	5/20/09
Link and Leverage	Barbara Lozow	Essex County WIB	5/20/09
Link and Leverage	Patricia Sermon	Newark One-Stop Career Center	5/20/09
Link and Leverage	Patricia Cooper	Newark Workforce Investment Board	5/20/09
Link and Leverage	Morris Murray	Department of Labor and Workforce	5/20/09
Link and Leverage	Tyronda Walden	Newark Workforce Investment Board	5/20/09



Appendix B: ARRA Stakeholders

American Recovery Reinvestment Act Planning Meetings

<u>Meeting</u>	<u>Attendee</u>	<u>Organization</u>	<u>Date</u>
Labor Market	Kathy Weaver	Newark Alliance	01/15/09
Labor Market	Arcelio Aponte	City of Newark	01/15/09
Labor Market	Tamara Clark	Unlimit Horizons	01/15/09
Labor Market	Evanthia Corrado	Department of Labor & Workforce Development	01/15/09
Labor Market	Kirsten Giardi	Goodwill	01/15/09
Labor Market	Shavon Harris	Newark One-Stop Career Center	01/15/09
Labor Market	Amir Hashemi	Capricorn	01/15/09
Labor Market	Luigi Monaco	CAC of NJ/Frontline Academy	01/15/09
Labor Market	Kelly Robinson	Rutgers	01/15/09
Labor Market	Saudra Rodgers	Council Airport Opportunities	01/15/09
Labor Market	Len Schneider	Jewish Vocational Service	01/15/09
Labor Market	Tyronda Walden	Newark Workforce Investment Board	01/15/09
Labor Market	Kathy Weaver	Newark Alliance	03/11/09
Labor Market	Dr. Zackary Yamba	Essex County College	03/11/09
Labor Market	Marjorie Perry	MZM Construction	03/11/09
Labor Market	Tamara Clark	Unlimit Horizons	03/11/09
Labor Market	Evanthia Corrado	Department of Labor & Workforce	03/11/09
Labor Market	Windy White	JobCorp	03/11/09
Labor Market	Shavon Harris	Newark One-Stop Career Center	03/11/09
Labor Market	Itai Karellic	Nicholson Foundation	03/11/09
Labor Market	Kirsten Giardi	Goodwill	03/11/09
Labor Market	Morris Murray	Department of Labor & Workforce Development	03/11/09
Labor Market	Luigi Monaco	CAC of NJ/Frontline Academy	03/11/09
Labor Market	Saundra Rodgers	Council Airport Opportunities	03/11/09
Labor Market	Len Schneider	Jewish Vocational Services	03/11/09
Labor Market	Teddy Bomzer	Department of Labor	03/11/09
Labor Market	Evanthia Corrado	Department of Labor & Workforce Development	03/11/09
Labor Market	Al Toe, Sr	Essex County WIB	03/11/09
Labor Market	Maurice Brown	Verizon	03/11/09
Labor Market	Eric Freeman	Elegant Stone & Stucco	03/11/09
Labor Market	Patricia Cooper	Newark Workforce Investment Board	3/11/09
Labor Market	Amir Hashemi	Capricorn Enterprises, Inc	04/09/09

Labor Market	Tamara Clark	Unlimit Horizons	04/09/09
Labor Market	Shavon Harris	Newark One-Stop Career Center	04/09/09
Labor Market	Itai Karelic	Nicholson Foundation	04/09/09
Labor Market	Kelly Robinson	Rutgers	04/09/09
Labor Market	Kirsten Giardi	Goodwill	04/09/09
Labor Market	Morris Murray	Department of Labor & Workforce Development	04/09/09
Labor Market	Luigi Monaco	CAC of NJ/Frontline Academy	04/09/09
Labor Market	John Perry	Council Airport Opportunities	04/09/09
Labor Market	Elvy Vieira	Essex County College	04/09/09
Labor Market	Patricia Cooper	Newark Workforce Investment Board	04/09/09
Labor Market	Tyronda Walden	Newark Workforce Investment Board	04/09/09
Labor Market	Kathy Weaver	Newark Alliance	04/09/09

Newark Workforce Investment Board

<u>Name</u>	<u>Organization</u>
Andralyn Johnson	Newark Public Schools
Arcelio Aponte	City of Newark
Robert Altenkirch	NJIT
Caren Freyer-DeSouza	Parson's Brinckerhoff, Quade & Douglas
Claudia Granados	City of Newark
Corby Ellis-Mare	City National Bank
Donald Viapree	Cablevision
Fr. Edwin Leahy	St. Benedict's Prep School
Gerard Garcia	UMDNJ
James Pearson	Audible
Jeffrey Walpov	Distribution Solutions
Julaine J Bianculli	Metal Management
Joe Tysk	Essex County Vocational Schools
John B. Perry	Council for Airport Opportunity
Jonathan Roitman	Continental Airlines
Josephine Rice	Unemployment Insurance
Judith Celistine	Essex County College
Judy Goldman	NJ Dept of Labor & Workforce Development
Kathy Weaver	Newark Alliance
Keith Kinard	Newark Housing Authority
Kirsten Giardi	Goodwill

Lee Matthews	Edison Job Corp
Marjorie Perry	MZM Construction
Maria Vizcarrondo	Newark Health and Human Services
Mark Hoover	The Nicholson Foundation
Marty Schwartz	Essex County Labor Council
Mary Puryear	Prudential Foundation
Monica Slater Stokes	Continental Airlines
Michael T. Gilfillan	Brick City Sports Capital
Nancy Fisher	Jewish Vocational Services
Patricia Campos	Unitehere
Pedro Belo	BCP Bank
Rev, Perry Simmons	Abyssinian Baptist Church
Ramona Blake	PSEG
Rebecca Doggett	New Jersey Institute for Social Justice
Robin Kaye	School of Careers
Roy Pickenhoff	Gateway Security
Samuel Delgado	Verizon
Seth Grossman	Ironbound Business Improvement District
Stan Holland	Berkeley College
Stefan Pryor	Newark Economic Housing Development
Vivian Cox Fraser	The Urban League of Essex County
Zachary Yamba	Essex County College
Zack Lipner	Newark Beth Israel Medical Center

Appendix C: Bulk Training

Newark WIB

based on 75/25 split and 75/50 slots max.

	LPA Data			Slots (See Notes Page)	Total Class Cost (E)	Total LWD Cost (25%) (F)	One Stop Costs Per Client				Cost for all Slots @ Minimum Enrollment		
	Labor Shortage (A)	# of claimants w/ High School or Less (B)	Employment at 2nd Quarter 2008 (C)				Participant Cost @ Minimum Enrollment (G)	Books (H)	Certification (I)	Total (G+H+I) (J)	LWD Cost Per Client (K)	One-Stop Cost (D x J)	LWD Cost (D x K)
Computer Support Specialist	141			50	\$56,000	\$14,000	\$3,000	\$300	\$1,000	\$4,300	\$1,000	\$215,000	\$50,000
Cost Per Enrollment	Min						Max						
Clients	14	15	16	17	18	19	20						
One Stop Cost Per Client	\$3,000	\$2,800	\$2,625	\$2,471	\$2,333	\$2,211	\$2,100						
LWD Cost Per Client	\$1,000	\$933	\$875	\$824	\$778	\$737	\$700						
Total One Stop Cost - 75%	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000						
NJDOL Commitment - 25%	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000						
Total Class Cost	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000						
Computer Network Administration	258			50	\$48,000	\$12,000	\$3,000	\$300	\$700	\$4,000	\$1,000	\$200,000	\$50,000
Cost Per Enrollment	Min						Max						
Clients	12	13	14	15	16								
One Stop Cost Per Client	\$3,000	\$2,789	\$2,571	\$2,400	\$2,250								
LWD Cost Per Client	\$1,000	\$923	\$857	\$800	\$750								
Total One Stop Cost - 75%	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000								
NJDOL Commitment - 25%	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000								
Total Class Cost	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000								
Computer Network Engineering Specialist	255			50	\$37,200	\$9,300	\$2,325	\$300	\$500	\$3,125	\$775	\$158,250	\$38,750
Cost Per Enrollment	Min						Max						
Clients	12	13	14	15	16								
One Stop Cost Per Client	\$2,325	\$2,148	\$1,993	\$1,860	\$1,744								
LWD Cost Per Client	\$775	\$715	\$664	\$620	\$581								
Total One Stop Cost - 75%	\$27,900	\$27,900	\$27,900	\$27,900	\$27,900								
NJDOL Commitment - 25%	\$9,300	\$9,300	\$9,300	\$9,300	\$9,300								
Total Class Cost	\$37,200	\$37,200	\$37,200	\$37,200	\$37,200								

Appendix C: Bulk Training

Newark WIB

based on 76/25 split and 76/50 slots max.

	LPA Data				One Stop Costs Per Client							Cost for all Slots @ Minimum Enrollment	
	Labor Shortage (A)	# of claimants w/ High School or Less (B)	Employment at 2nd Quarter 2008 (C)	Slots (See Notes Page) (D)	Total Class Cost (E)	Total LWD Cost (25%) (F)	Participant Cost @ Minimum Enrollment (G)	Books (H)	Certification (I)	Total (G+H+I) (J)	LWD Cost Per Client (K)	One-Stop Cost (D x J)	LWD Cost (D x K)
Computer Programming Specialist	10			5	\$53,200	\$13,300	\$2,660	\$950	\$300	\$4,000	\$950	\$20,000	\$4,750
Cost Per Enrollment	Min						Max						
Clients	14	15	16	17	18	19	20						
One Stop Cost Per Client	\$2,660	\$2,660	\$2,404	\$2,347	\$2,217	\$2,100	\$1,995						
LWD Cost Per Client	\$950	\$887	\$831	\$782	\$739	\$700	\$665						
Total One Stop Cost - 75%	\$39,900	\$39,900	\$39,900	\$39,900	\$39,900	\$39,900	\$39,900						
NIDOL Commitment - 25%	\$13,300	\$13,300	\$13,300	\$13,300	\$13,300	\$13,300	\$13,300						
Total Class Cost	\$53,200	\$53,200	\$53,200	\$53,200	\$53,200	\$53,200	\$53,200						
Electro Mechanical Engineering Technician	138			50	\$58,000	\$14,000	\$3,000	\$1,000	\$0	\$4,000	\$1,000	\$200,000	\$50,000
Cost Per Enrollment	Min						Max						
Clients	14	15	16	17	18								
One Stop Cost Per Client	\$3,000	\$2,800	\$2,625	\$2,471	\$2,333								
LWD Cost Per Client	\$1,000	\$933	\$875	\$824	\$778								
Total One Stop Cost - 75%	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000								
NIDOL Commitment - 25%	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000								
Total Class Cost	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000								
Basic Entry Level Workplace Skills		12,790		75	\$25,000	\$6,250	\$1,563	Unknown	Unknown	\$1,563	\$521	\$117,188	\$30,063
Cost Per Enrollment	Min						Max						
Clients	12	13	14	15	16	17	18						
One Stop Cost Per Client	\$1,563	\$1,442	\$1,330	\$1,250	\$1,172	\$1,103	\$1,042						
LWD Cost Per Client	\$521	\$481	\$446	\$417	\$391	\$368	\$347						
Total One Stop Cost - 75%	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750						
NIDOL Commitment - 25%	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250						
Total Class Cost	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000						

Appendix C: Bulk Training

Newark WIB

based on 75/25 split and 75/60 slots max.

	LPA Data			One Stop Costs Per Client							Cost for all Slots @ Minimum Enrollment		
	Labor Shortage (A)	# of claimants w/ High School or Less (B)	Employment at 2nd Quarter 2008 (C)	Slots (See Notes Page) (D)	Total Class Cost (E)	Total LWD Cost (25%) (F)	Participant Cost @ Minimum Enrollment (G)	Books (H)	Certification (I)	Total (D+H+I) (J)	LWD Cost Per Client (K)	One-Stop Cost (D x J) (L)	LWD Cost (D x K) (M)
Basic Workplace Skills				19	\$25,000	\$8,250	\$1,563	Unknown	Unknown	\$1,563	\$521	\$29,688	\$8,868
Cost Per Enrollment Clients	Min 12	13	14	15	16	17	18						Max 18
One Stop Cost Per Client	\$1,563	\$1,442	\$1,339	\$1,250	\$1,172	\$1,103	\$1,042						
LWD Cost Per Client	\$521	\$481	\$448	\$417	\$391	\$368	\$347						
Total One Stop Cost - 75%	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750						
NDDOL Commitment - 25%	\$8,250	\$8,250	\$8,250	\$8,250	\$8,250	\$8,250	\$8,250						
Total Class Cost	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000						
Basic Supervisory & Management Skills				19	\$32,000	\$8,000	\$2,000	Unknown	Unknown	\$2,000	\$667	\$38,000	\$12,967
Cost Per Enrollment Clients	Min 12	13	14	15	16	17	18						Max 18
One Stop Cost Per Client	\$2,000	\$1,848	\$1,714	\$1,600	\$1,500	\$1,412	\$1,333						
LWD Cost Per Client	\$667	\$615	\$571	\$533	\$500	\$471	\$444						
Total One Stop Cost - 75%	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000						
NDDOL Commitment - 25%	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000						
Total Class Cost	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000						
Bio Science Boot Camp			17,378	7	\$42,000	\$10,500	\$2,625	\$750	\$605	\$3,980	\$675	\$27,860	\$8,125
Cost Per Enrollment Clients	Min 12	13	14	15	16	17	18						Max 18
One Stop Cost Per Client	\$2,625	\$2,423	\$2,250	\$2,100	\$1,969	\$1,853	\$1,750						
LWD Cost Per Client	\$875	\$808	\$750	\$700	\$656	\$618	\$583						
Total One Stop Cost - 75%	\$31,500	\$31,500	\$31,500	\$31,500	\$31,500	\$31,500	\$31,500						
NDDOL Commitment - 25%	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500						
Total Class Cost	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000						

Totals \$1,003,065 \$261,250

NewarkWORKS: Youth Programs

CURRENT PROGRAMS

WIA Year-Round	Age Served	# Serviced (Planned)	# Serviced (Actual)
Younger Youth (In-School)	14-18	185	158
Older Youth	19-21	100	29*

Year-Round Programming

- Newark Public Schools
 - Rutgers RU Ready for Work
 - NWDI
- **Newark Public Schools (In-School): 125 Slots**
 - Approximately ninety-eight (98) were enrolled
 - Stipends Added to pay for January—April 2009
 - Rolling Youth into Summer activities
 - **Rutgers RU Ready For Work (In-School): 60 Slot**
 - Approximately sixty (60) participants were enrolled
 - Stipends Added to pay for January—April 2009
 - Majority of youth will rollover into the 2009 Program
 - **Newark Workforce Development Institute—NWDI (Out-of-School): 100 Slots**
 - Forty-Nine(49) participants have taken the TABE test
 - Still Certifying participants

Challenges

 - Attendance
 - Paperwork (Income Letters)

NewarkWORKS: Youth Programs

SUMMER PROGRAMS



FUNDING	Amount	# Youth Served	Age	Category
Recover Act (ARRA)	\$3,039,000.00	1,100	16-24	Out-of-School In-School

Agency Recruitment: Essex County College, Rutgers, City Departments, Community Based Agencies, and Non-Profit Agencies, Faith-based,

Method of Recruitment: Flyers, applications, and meetings

Targeted Population: Homeless, Foster Care, Out-of-School, In-School (most disconnected), Teen Parents, Public Housing Residents.

Youth Recruitment: Flyers, applications

Type of Services:

- Academic Enrichment and Work Experience (50)
- Career Exploration and Work Experience (700) at various sites throughout Newark
- Career Exploration and Work Experience (400) at Essex County College

Hourly Wages: \$7.25 per hour for 35 hours

Length of Program: Seven (7) weeks

A work readiness indicator is the only measure of performance that will be used to assess the effectiveness of the summer youth programs provided with the Recovery Act funds.

Currently Certified:

In-School (16-18)	264	Out-of-School (16-18)	306
In-School (19-24)	39	Out-of-School (19-24)	500

Essex County College Initiative: 400

Total Overall: 1,109

NewarkWORKS: Youth Programs

SUMMER PROGRAMS

FUNDING	Amount	# Youth Served	Age	Category
City of Newark—Mayor	\$1,300,000.00	1,500	14-21	In-School

Types of Jobs: Clerical, recreational

Goals of Program: Career Exploration and Career Development that hopefully will prepare youth to enter into full time employment once they graduate.

Hourly Wages: \$7.25 per hour for 20 hours

Length of Program: Six (6) weeks

Currently Certified: 1,476

FUNDING	Amount	# Youth Served	Age	Category
Continental Airline	Various Hourly Wages	76	18-24	College Students

Types of Jobs: Vary depending on employers needs.

Goals of Program: Career Exploration and Career Development that hopefully will lead to full-time employment after the summer ends.

Continental typically hires 30, but because the applicants excelled in their interviews they increased the number to hire.

FUNDING	Amount	# Youth Served	Age	Category
Summer Heat	Various Hourly Wages	1,000 Applications 285 Certified 85% Newark Youth	16-24	In-School

Types of Jobs: Vary depending on employers needs.

Goals of Program: Career Exploration and Career Development that hopefully will lead to full-time employment after the summer ends.

Appendix D: Newark Works Summer Program

NewarkWORKS: Youth Programs

Request for Proposals (RFP):

WIA Year-Round: 1st Request

February 11, 2009	Request for Proposal (RFP) available on City Website
February 13, 2009	Public Notice
February 23, 2009	Mandatory Informational Bidders Conference
March 10, 2009 <u>Must be received by 3:00 p.m.</u>	RFP applications are due to Youth Investment Council
March, 2009	Evaluation Process
March/April, 2009	Provisional Award Notifications; Contract negotiations begin on or before
March/April, 2009	Documentation of Qualification due to Youth Council office from applicants who have been given preliminary awards
April/May, 2009	Programs start

WIA Year-Round: 2nd Request

April 9, 2009	Request for Proposal (RFP) available on City Website
April 15, 2009	Public Notice
April 21, 2009; 9:30-11:00 AM	Mandatory Informational Bidders Conference
May 8, 2009	RFP no longer available
May 8, 2009 <u>Must be received by 2:00 p.m.</u>	RFP applications are due to Youth Investment Council
May 13-14, 2009	Evaluation Process
May, 2009	Provisional Award Notifications; Contract negotiations begin on or before
May, 2009	Documentation of Qualification due to Youth Council office from applicants who have been given preliminary awards
July, 2009	Summer Programs start

Appendix D: Newark Works Summer Program - ARRA

NewarkWORKS: Youth Programs

Request for Proposals (RFP):

Recovery Act (ARRA):

April 22, 2009	Request for Proposal (RFP) available on City Website
April 22, 2009	Public Notice
May 4, 2009; 10:00—12:00 AM	Mandatory Informational Bidders Conference
May 4, 2009	RFP no longer available after 12:00 am
May 12, 2009 <u>Must be received by 3:00 p.m.</u>	RFP applications are due to Youth Investment Council
May 14-19, 2009	Evaluation Process
May 2009	Provisional Award Notifications; Contract negotiations begin on or before
May 2009	Documentation of Qualification due to Youth Council office from applicants who have been given preliminary awards
July 2009	Summer Programs start

Appendix E

Newark WIB Green Jobs Meeting – 6/26/09

Name	Organization
Jeremy Johnson	Council of NJ Grantmakers
Anthony Smith	Lincoln Park Cultural Coast District
Susan Austin	Lincoln Park Cultural Coast District
Wade Gibson	Newark Economic Development
Christopher Williams	Grace Corp.
Ingrid Johnson	Reentry Office of Newark
Caselle Smith	Reentry Office of Newark
Brian Pike	Reentry Office of Newark
W. Deen Shariff	City of Newark OEHD
Elizabeth Reynoso	NJISJ/New Careers
Carolyn Jaidullo	Weequahic Park Association
Cheryl Barnes	Weequahic Park Association
Kim Gaddy	UEI
Anthony Sabia	Covenant House NJ
Michele Robinson	Greater Newark Conservancy
Terrence Gilchrist	Office of the Mayor
Guillermo Roman	La Casa de Don Pedro
Nancy Fisher	Jewish Vocational Services
Jennifer Crohn	Jewish Vocational Services
Brenda Rivera	YouthBuild Newark
SanDonna Jones	YouthBuild Newark

Appendix F

NWIB Disability Meeting – 4/26/09

Name	Organization
Dr. Len Schneider	Jewish Vocational Service
Elaine Katz	Kessler Foundation
Howard Weiss	Essex County One-Stop
James Davis	Essex County Division of Community Health Services
Judy Goldman	NJ DVR
Judy Robinson	Career Development Services
Melissa Soules	ARC
Samuel Okparaeke	Essex County WIB
Shirley Henderson	Team Management 2000
Tamara Clark	Unlimit Horizons
Yvette Sterling	Short Hills Hilton
William T. Walsh	Essex County WIB
Tyronda Walden	Newark WIB
Patricia Cobb Latham	Newark Works

Appendix G

Financial Services Sector National Emergency Grant NJ Eligible Employer Events: March 2009

Company	Layoff Date	# Affected Workers	# Planned Participants
Bank of America	09/03/08	349	230
Commerce Bank of NJ	08/02/08	96	63
Dow Jones & Co.	09/15/08	126	83
Equity One (Popular Financial Holdings)	11/15/08	400	264
GMAC Mortgage	10/03/08 11/11/08	150	99
JP Morgan Chase Bank, NA	11/30/08	113	75
Mellon Investor Services	06/03/08 07/31/08	187	123
Palisades Insurance	07/31/08	103	68
SLM Financial Corporation	11/30/08	160	106
Sallie Mae	07/01/08	163	108
Total Planned Participants:			1219

Appendix H

National Emergency Grant (NEG) Funds: Financial Sector

Program	Description	Provider/Lead	Cost	# clients (if appropriate)
Entrepreneur Training	Prepares people with skills required to start/maintain business – certificate program	NJ Council of Community Colleges	\$50k	100 participants
Project Management	Based upon IPI responses, provides project management training for professionals – certificate program	NJ Council of Community Colleges	\$200k	200 participants
Fast Track for Teachers	Alternative option for those inappropriate for math effort – other demand fields	NJ Council of Community Colleges	\$200k	2 cycles/25 participants
Fast Track for Math Teachers	Short-term alternative effort to cycle people with appropriate background into math teaching positions	NJDOE and Public Higher Education System	\$400k	4-3 month cycles/25 participants per cycle (100 total)
Individual Training Accounts (ITAs)	Traditional training opportunities; would be linked to in-demand areas and skills assessment. Allowable efforts would be in-line with State of NJ targeted industries and provide skill sets which are tied to self-sufficiency. Would only be offered if skills set would not benefit from short-term option provided under distance effort	One-Stop Career Centers, community colleges, 4-year colleges, vocational schools	\$1.05m	251 participants
Green Industry Training	Dislocated professionals will receive a 2 day Green Industry “Boot Camp” that will allow those with transferable occupational skills gain jobs in the Green Industry sector that is growing quickly.	Public Higher Education System	\$200k	3 cycles of 20 per section
Distance Learning	Would provide opportunity for people to use program at home and develop relationship with college. With distance approach, would have access to multiple schools and multiple training options	NJ Council of Community Colleges	\$300k	308 participants in 2 non certificate courses (\$175 ea) 100 participants in certificate courses (\$2,600 ea)
Professional Service Groups	Professional job club service; these dollars would be used to ensure quality of effort including equipment, furniture and, if necessary, any rent costs	LWD/One-Stop Career Centers	\$100k	50 participants
Sub-total			\$2.5 m	1219
Administration	(@10%) would be used for generic administration costs and also to provide for additional local/State staff in operational areas as necessary.		\$280k	
TOTAL			\$2.78m	