



2016 Strategic Plan

Submitted by:

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Newark Workforce Development Board

990 Broad Street, Newark, New Jersey 07102

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Acronyms

AOSOS or OSOS	America's One-Stop Operating System
B&ED	Business and Economic Development Committee
DOLETA	U.S. Dept. of Labor Employment and Training Administration
DVRS	NJ Division of Vocational Rehabilitation Services
ES	NJ Division of Employment Services
ETPL	Eligible Training Provider List
GA/TANF	General Assistance/ Temporary Assistance to Needy Families
GSETA	Garden State Employment and Training Administration
ITA	Individual Training Account
KPI	Key Performance Indicator
LMI	Labor Market Information
MOU/MOA	Memorandum of Understanding/Memorandum of Agreement
NJLWD or LWD	NJ Department of Labor and Workforce Development
NOSCC	Newark One-Stop Career Center ("990")
OJT	On-the-Job Training
SETC	State Employment and Training Commission (State WIB)
SOPs	Standard Operating Procedures
TABE	Test for Adult Basic Education
UI	NJ Division of Unemployment Insurance
WIA	Workforce Investment Act of 1998
WIOA	Workforce Innovation and Opportunity Act of 2014
WIB	Workforce Investment Board
WIF	Workforce Innovation Fund
YIC	Youth Investment Council

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Organization Information

Background

The Newark Workforce Development Board (NWDB) is a government agency and non-profit organization created for the City of Newark pursuant to the Workforce Investment Act of 1998 (WIA) and reorganized under the Workforce Innovation and Opportunity Act of 2014 (WIOA). The NWDB's role is to ensure that optimal investments are made in Newark to support workforce development, training, and job preparation for residents.

To successfully accomplish the system-wide and regional goals, the NWDB:

- Oversees WIOA funds by driving investments based on industry needs
- Sets the strategic direction of Newark's One-Stop System
- Creates forums for analyzing and discussing critical workforce issues to determine the best implementation strategies
- Partners with State and Local elected officials to ensure NWDB efforts are aligned with City goals
- Conducts labor market analysis to better assess labor demand and to advocate for employer and job-seeker needs
- Increases system accountability

Through the work outlined in the Strategic Plan, the NWDB will serve as the convener of the system: linking, leveraging and setting a direction for the investment of public and private funding that prepares residents for employment opportunities available in the Newark regional market, and to develop a trained and prepared workforce.

Mission Statement

To lead and empower the Newark workforce system by leveraging assets and resources to ensure the educational, professional and economic success of Newark residents and the prosperity of businesses.

Role

The NWDB is the City of Newark's business-led Board of Directors to identify the needs of the local job market and to leverage resources. The Newark Workforce Development Board engages businesses to link the services of the local workforce system with the needs of employers in the Newark region. The NWDB also works in conjunction with economic development and related organizations to promote economic growth and to fully utilize the workforce system. NWDB is charged with integrating publicly funded workforce services and job training programs into a system that is flexible, seamless, accountable, and responsive to the needs of both workers and businesses.

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Key Stakeholders and Board Members

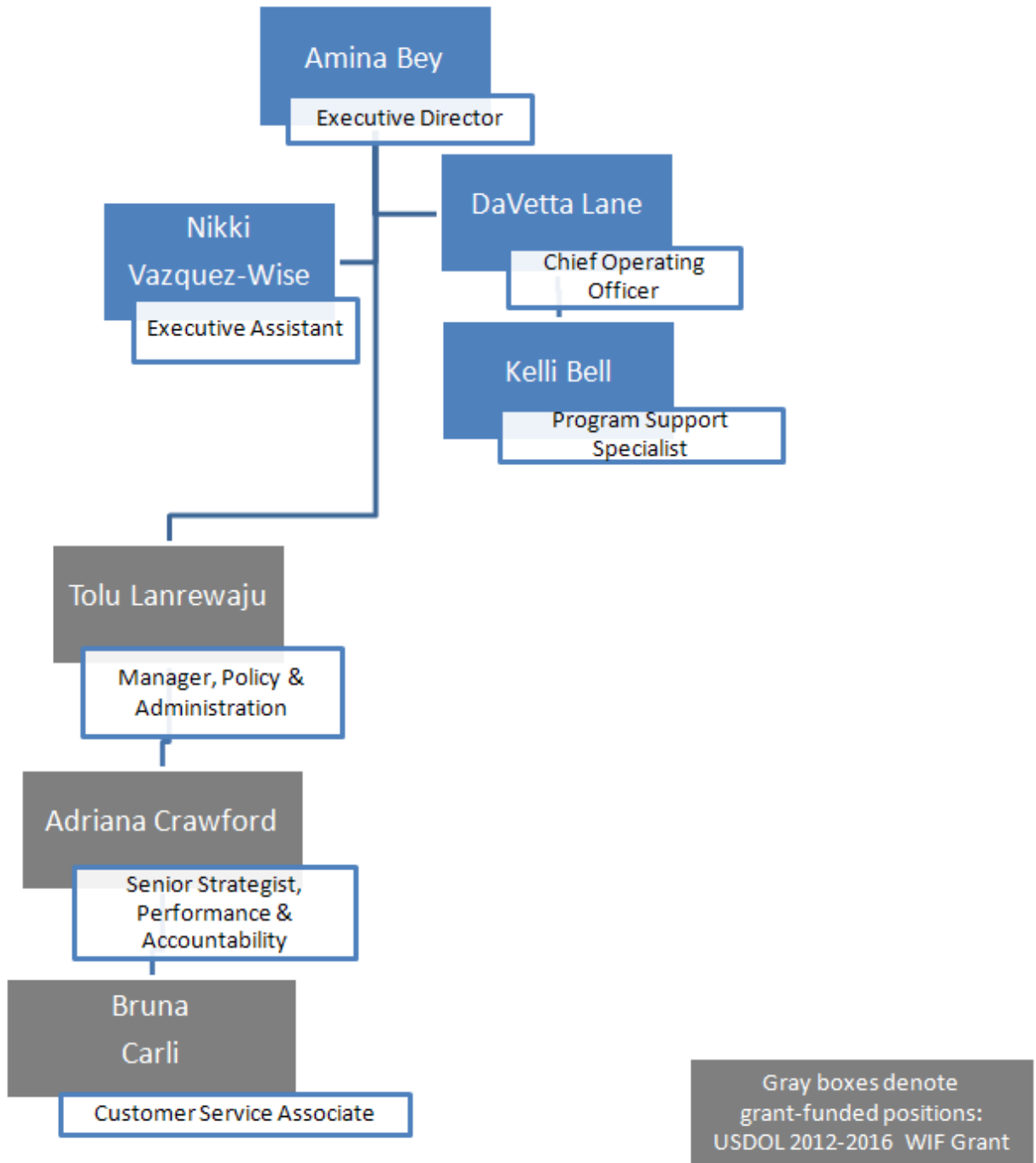
Deputy Mayor	<i>Rahaman Muhammad</i>	Executive Director	<i>Amina Bey</i>
NWDB Chair	<i>Penny Joseph</i>	NWDB Co-Chair	<i>Vesta Godwin Clark</i>
Dhiren Amin	Indian Business Association	Esther Lee	REMax LLC.
Chris Cerf	Newark Public Schools	Rhonda Lewis	Local Initiatives Support Corp
Marcia Brown	Rutgers-Newark	Zachary Lipner	Newark Beth Israel Medical Center
Mitch Cahn	Unionwear	DawnMarie Montgomery-Otis	TD Bank
Mitra Choudhury	Essex County College	Morris Murray	LWD - Division of Employment Services
Robert Clark	Newark Public Schools	Elizabeth Davis	LWD - Division of Vocational Rehabilitation Services
Vesta Godwin Clark	St. James Social Services	Samuel Okparaeke	Essex County Workforce Development Board
Joseph C. Epps, Jr.	Metro Public Adjustment, Inc.	Joy Adesumola Olajbegi	Academy of Training and Employment
Gale Gibson	Essex County College	Kimberly Ostrowski	Prudential Financial, Inc.
Danny-Denise Gonzalez	NHA Resident Services	Mark Parra	Essex County Sheriff Department
Ralph T. Grant Ph.D.	Pillar College	Farag Seiam	Omasal, Inc.
Mariza Gutierrez	Supreme Realty	Safanya Searcy	Service Employees Int'l Union
Chip Hallock	Newark Regional Business Partnership	Mahesh Shah	Indian Business Association
Kyle Hammonds	Beloved R Kutz	Bhavna Tailor	Eastwick College
Joyce Wilson Harley	Essex County Community College	Darrell Terry	Newark Beth Israel Medical Center
George Hunter	G Style	Shanequa D. Wilson	United Airlines
Robert Hunter	Oladejon Clothing	Ronald Wise	Jericho Group, LLC
Ronald Hunter	Crowd Entertainment Network	John Kenny Kwak	XL Architectural Studios, LLC
Barbara George Johnson	Thomas Edison College	Penny Joseph	Panasonic Corporation

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NWDB Staff



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NWDB Program Year Quarterly Schedule

Please note: WIOA Program Year refers to the calendar period between July 1st of the Program Year start date and June 30th of the following year. Example: the first quarter of Program Year 2015 (PY15 – Q1) refers to July 1, 2015-September 30, 2015.

Breakdown of Program Year 2015			
1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Jul-Sep '15	Oct-Dec '15	Jan-Mar '16	Apr-Jun '16

Summary of Priorities

Newark's current unemployment rate is 8.7% (September 2015). The goal of the City of Newark is to reduce the unemployment rate and to add 25,000 new jobs to the Newark area by 2018. The NWDB's Five Priorities of the 2016 Strategic Plan are aligned with this goal.

Stakeholder/ Focus Area	Priority	Person(s) Responsible	Start	End
1 CITY	Work closely with City Administration, City agencies, and Municipal Council to develop a strong relationship that encourages system alignment and joint problem-solving for a city-wide workforce development system.	Amina Bey	PY15 – Q1	Ongoing
2 CUSTOMER	Create a customer-oriented business development strategy that reduces the gap between job seeker skills and those required by employers.	Amina Bey & DaVetta Lane	PY15 – Q1	Ongoing
3 COMMITTEE	Strengthen the NWDB by maintaining high-functioning joint-board (Newark and Essex County) Committees that are responsible for ensuring that the NWDB's Strategic Plan, and individual committee plans, are executed.	DaVetta Lane	PY15 – Q1	Ongoing
4 COORDINATION	Develop and maintain relationships with all Newark Workforce System Partners to ensure the coordination and oversight of an integrated workforce delivery system.	Amina Bey	PY15 – Q1	Ongoing
5 CAPACITY	Strengthen the NWDB's administrative and governance structure, with a focus on organizational capacity, fiscal oversight, and system policies and procedures.	Amina Bey	PY15 – Q1	Ongoing

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Priority 1: City

Priority 1: Work closely with City Administration and Municipal Council to develop a strong relationship that encourages system alignment and joint problem-solving.

Goals	Measures	Target	Start Date	
Working with City and State officials, assist in achieving the City's Master Plan goal of creating 25,000 new jobs by 2025 and reduce the unemployment rate to a level equal to or less than New Jersey's overall unemployment rate.	Number of monthly meetings with the Mayor and NWDB Executive Director	12	PY15 –Q3	
		4	PY15 –Q3	
	One-on-one meetings with Council Members to discuss progress with Strategic Plan and the convening/policy-setting (yearly)	100%	PY15 –Q3	
		100%	PY15 –Q3	
	Number of workforce-related City publications that the NWDB is included in	Number of meetings with Newark employers in which the City invites the NWDB		
		Development and approval of aligned NWDB Strategic Plan	1	PY15 – Q3
		Joint Newark and Essex WIB Board Retreat and Training	1	PY15 – Q3
	Align the implementation of the NWDB Strategic Plan with the implementation of the City's Master Plan while aligning the NWDB's board and staff to the Mayor's vision and priorities.	Increased requests for workforce information from Newark Municipal Council to NWDB Executive Director	As needed	PY15 - Q4
		Work with the Newark Municipal Council to increase accessibility, responsiveness and their support by providing information and education on the workforce system, seeking their input and assistance on all related workforce issues affecting their constituents.	One-on-one meetings with Council Members to discuss progress with Strategic Plan and the convening/policy-setting (yearly)	4
Strategize with the City Administration alternatives for strengthening business services with a focus on enhancing the role of the local public workforce system in handling workforce related needs when business attraction activities are deployed.	One-on-one meetings with key members of the City's Senior Leadership Team (Deputy Mayor, Chief of Staff, and Department Directors) to discuss progress with Strategic Plan and the convening/policy-setting (yearly)	12	PY15 – Q3	
	Reports to City Council Members (yearly)	1	PY15 –Q1	

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Priority 1: Work closely with City Administration and Municipal Council to develop a strong relationship that encourages system alignment and joint problem-solving.			
Goals	Measures	Target	Start Date
Develop First-Source language that includes paid and unpaid internships and employment opportunities	Minutes to City Council (yearly)	4	PY15 –Q3
	Attendance at City Council Meetings (yearly)	3	PY15 –Q4
Develop stronger relationships with the Mayor’s Office, Department of Economic and Housing Development, Newark Community and Economic Development Corporation, Newark Downtown District, Adult Education and College Readiness Taskforce, Department and Health and Wellness, and Office of Philanthropy	Number of First-Source Agreements	50%	PY15 –Q3
	Meetings with Mayor’s Office, Department of Economic and Housing Development, Newark Community and Economic Development Corporation, Newark Downtown District, Adult Education and College Readiness Taskforce, Department and Health and Wellness, and Office of Philanthropy (yearly)	24	PY15-Q1
	Joint Initiatives with City Hall Departments/Offices (yearly)	3	PY15-Q3

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Priority 2: Customer

Priority 2: Create a customer-oriented business development strategy that reduces the gap between job seeker skills and those required by employers.			
Goals	Measures	Target	Start Date
Reduce the gap in job seeker skills and those required by employers	Minimum of one (1) positive recruitment event per month	1	PY15 --Q3
	One (1) professional training for staff per quarter	1	PY15 --Q4
	Implement two (2) Emerging Careers training programs	2	PY15 --Q3
	Minimum of four (4) soft skills training per month	4	PY15 --Q3
	Communicate with a one (1) employers per month, primarily their HR departments, regarding workforce development and partnership opportunities	12	PY15 --Q3
		5	PY15 --Q4
Work with NewarkWORKS Job Developers to have a minimum of (5) industry specific positive recruitment events per quarter			

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Priority 2: Create a customer-oriented business development strategy that reduces the gap between job seeker skills and those required by employers.			
Goals	Measures	Target	Start Date
Increase awareness and branding of NWDB to Customers	Contact a minimum of one (1) potential funders per month		
	Distribute a minimum of ten (10) communications a month	10	PY15 –Q4
	Update at least one (1) training/ resource guides	1	
	Diversify funding	10	PY15 –Q4
Increase awareness and branding of NWDB to Customers	Distribute a minimum of ten (10) communications a month	1	
	Update at least one (1) training/ resource guides	1	
Increase awareness and branding of NWDB to Customers	Develop a directory of services for Customers and Vendors	1	PY15 –Q4
	Distribute a minimum of ten (10) communications a month		
Increase awareness and branding of NWDB to Customers	Update at least one (1) training/ resource guides		
	Develop a directory of services for Customers and Vendors		
Increase awareness and branding of NWDB to Customers	Include Customer stories in funding ask and marketing materials		
		100%	PY15 –Q4

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Priority 3: Committees

Priority 3: Strengthen the Board of Directors by maintaining high-functioning Committees that are responsible for ensuring that the NWDB's Strategic Plan is executed.			
Goals	Measures	Target	Start Date
Strengthen the relationship with the Essex County WIB by developing a joint MOU and creating a focus on the programs that both of the organizations provide to customers as well as gain agreement on service priorities.	Yearly update of MOU with Essex County WIB	1	PY15-Q3
	List of service priorities included in Committee Plans	1	PY15-Q3
	Joint Full Board meetings between Newark and Essex County WIB (semi-annually)	2	PY15 – Q2
Create a policy on using LMI to make decisions about training programs for One-Stop customers	Execution and Ratification of LMI Policy by Full Board	1	PY15 – Q1
	NWDB Board Retreat and Training	1	PY15 – Q3
Ensure that Board Members receive training that allow them to be contributors to each of the Board's Committees	- Board Member Roles and Responsibilities	8	PY15-Q2
	- Disability Awareness (Benefits of hiring those with disabilities)		
	- WIOA regulations and intent		
Through the NWDB Committees increase the sustainability and capacity of workforce-related and community organizations and align priorities and resources with all community partners' short, mid and long-term goals	Number of Committee Meetings (yearly)	8	PY15-Q2
	Number of Reports (Minutes) delivered to Board (yearly)	8	PY15-Q3
	Completion of Committee Strategic Plan	1	PY15-Q3
Align WIB work with the City of Newark Administration	Invitations to key stakeholders to NWDB Meetings	100%	PY15 – Q3
	Reduction in size of Board	40 Members	PY15 – Q2
Reduce Board to 25-30 40Members by December 2016			

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Priority 4: Coordination and Oversight of the Newark One-Stop Career Center

Priority 4: Develop and maintain relationships with all Newark Workforce System Partners to ensure the coordination and oversight of an integrated workforce delivery system.			
Goals	Measures	Target	Start Date
Develop a new process for job developers to improve outreach to various stakeholders who can be used strategically	Training for job developers (yearly)	2	PY15 – Q3
	Number of meetings (Yearly)	12	PY15 – Q1
Coordinate monthly Partners' Meetings at Newark One-Stop	Development of SOPs for NOSCC	12	PY15 – Q1 PY15 – Q2
	KPIs for all agencies	4 agencies	PY15 – Q1
Hold regular WorkStat Meetings to ensure strategic conversations and decision-making is occurring for all programs	Management LMI Dashboards for Workforce Partners and committee members	4	PY15 – Q2
	Development of Labor Market Demand Estimation Tool	1	PY15 – Q2
	Development of papers for LWD to bolster data collection and analysis at one-stops	4	PY15 – Q1
Use technology more effectively to manage NWDB and the One-Stop Center as well as to provide service to customers by using the Workforce Innovation Fund (WIF) Analytics to create a common set of workforce system metrics to ensure greater accountability and continuous improvement	One-Stop staff attendance at retreat	75%	PY15 – Q3
	Identify and secure a data solution to allow for easy access to information		
Provide information on best practices for data collection and analysis	Number of training opportunities and workshops (yearly)	4	PY15 – Q2

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Priority 4: Develop and maintain relationships with all Newark Workforce System Partners to ensure the coordination and oversight of an integrated workforce delivery system.			
Goals	Measures	Target	Start Date
Organize a joint staff retreat to create strategies for better coordination, communication, and integration at the One-Stop	Number of joint strategies agreed upon after retreat	4	PY15 – Q3
	Number of Committee Meetings focused on special populations	4	PY15 – Q3
	Number of Programs/Initiatives for Veterans, Re-entry, Youth, and Low Literacy Customers	4	PY15 – Q3
Ensure Committees have goals that focus on special populations (Veterans, Re-entry, Youth, and Low Literacy etc.)	Number of staff professional development and training opportunities (yearly)	4	PY15 – Q2
	Number of One-Stop Committee Meetings (yearly)	12	PY15 – Q2
Ensure staff training occurs quarterly (including WIOA technical assistance and job-specific training for counselors, job developers, monitors, etc.)	Number of One-Stop Staff Meetings (yearly)	2	PY15 – Q2
	Development of Standard Operating Procedures for NOSCC	1	PY15-Q2
Maintain Regular One-Stop Committee Meetings	Monthly Meetings	12	PY15-Q1
Establish meeting structure where One-Stop Staff can give updates and share best practices	Completion of SOPs	1	PY15-Q4
Create SOP for organization and One-Stop Career Center practices			

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Priority 5: Capacity of the NWDB

Priority 5: Strengthen NWDB's administrative and governance structure.			
Goals	Measures	Target	Start Date
Diversify funding streams to further the mission of the agency.	Annual Fundraiser	1	PY16 – Q1
	Grant Submissions (yearly)	3	PY15 – Q2
	Unrestricted Funds Received from Development Projects (yearly)	300,000	PY15 – Q3
Host a fundraising event annually that invites various external stakeholders to invest.	Annual Fundraiser	1	PY16 – Q1
Create an annual report that provides data on our work and describes our successes that investors would be interested in supporting.	Development of Annual Report	1	PY15 – Q2
Create SOP for organization and One-Stop Career Center practices	Development of (Standard Operating Procedures) SOPs for NWDB	1	PY15- Q4
	Development of SOPs for NOSCC	1	PY15- Q4
Revise MOUs and Resource-sharing Agreement for Newark One-Stop Career Center	Updated MOU for Newark One-Stop Career Center	1	PY15 – Q2
	Revise Organizational Structure	1	PY15- Q3
Establish high-functioning team structure to execute strategic vision of the NWDB	Adoption of Management Plan that focuses on information-sharing and succession planning	1	PY15- Q1
	Resource Guide	1	PY15- Q3
Develop a resource guide for NOSCC			

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Success Factors

In the formulation of this plan, the NWDB examined a wide range of trends, issues and challenges resulting in 5 strategies aimed at furthering its vision and mission to build a stronger workforce for the City of Newark. The resulting strategic plan aims to address several overarching issues identified as critical in building a stronger and sustainable workforce system. They are:

- **In achieving the City's Master Plan goal of creating 25,000 new jobs by 2025 and furthering the NWDB's vision, a strong partnership with the City of Newark and the State of New Jersey is essential.**
- There are presently seven industries that form the foundation for the state economy and labor market. They are: (1) Healthcare, (2) Life Sciences, (3) Financial and Business Services, (4) Advanced Manufacturing, (5) Transportation Logistics and Distribution, (6) Technology and Entrepreneurship, and (7) Hospitality, Tourism and Retail. ***To succeed in this complex labor force, the NWDB must continue its work to strengthen the range and quality of its workforce activities to increase the number of residents that can participate in all of these key industries.***
- Ensuring basic skills, literacy and workforce readiness training are available to all Newark residents is critical to the success of the NWDB's workforce development efforts. Significant numbers of Newark residents are in need of re-entry services, literacy and basic adult education, ESL and job readiness instructional programs that lead to greater job placement. ***There needs to be greater coordination and access to these services to ensure more residents can participate.***
- Young people in Newark have a particularly difficult time securing employment. In an effort to help youths 14-21 benefit from Newark's Renaissance, the ***NWDB will need to strongly connect with the school district and workforce programs in strengthening their capacity to help youths successfully navigate the labor market and create a pathway to employment.***
- Current and projected federal and state funding will require the NWDB to establish a stronger infrastructure for accessing and managing resources to include greater diversification in funds and more partnerships. This will require ***strengthening the NWDB executive and governance structure as well as building stronger connections with the various stakeholders in the Newark community to include enhancing its communication and branding.*** Fundraising and development work, specifically to solicit discretionary funds, are key factors for the NWDB's success and sustainability.

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Legislation Changes

The Workforce Innovation and Opportunity Act (WIOA) of 2014 was created to provide workforce practitioners with the flexibility to collaborate across systems. Flexibility and collaboration is needed in order to better address the employment and skills needs of incumbent workers, jobseekers, and employers. WIOA calls for a stronger alignment of workforce, education, and economic development agencies and improving the structure and delivery in the system to assist America's workers in achieving a family-sustaining wage. The Newark Workforce Development Board will be working closely with the New Jersey Department of Labor and State Employment Commission (SETC) to adhere to the legislative changes outlined in WIOA. This will result in a revised local Strategic Plan, first-time ever North New Jersey Regional Workforce Plan, and an organizational name change (the Newark Workforce Development Board will become the Newark Workforce Development Board). The aforementioned documents will be made available when they are finalized and approved in 2016.

Conclusion

The purpose of the NWDB's Strategic Plan is to guide the organization's work to positively impact employment outcomes in Newark through effective operational planning, policy development and resource leveraging in the local Newark Workforce Investment area. All strategies and goals have specific timelines for completion and individual accountabilities. A monitoring and control process will be established in order to facilitate the reporting of progress made with plan strategies and implementation goals. The NWDB recognizes that this plan is an ambitious effort; one that is necessary in order to achieve a realignment and transformation of Newark's work force system. Like the City's Master Plan and , this is a blueprint intended to create meaningful impact and positive outcomes for all of Newark's residents and employers. **By 2018, the Newark Workforce Development Board will be a thought-leader and catalyst that propels the economic engine for the City of Newark.**