



Strategic and Business Plan

North Jersey Partners – WIRED

Regional WIB One-Stop Consortium

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Part 1

Executive Summary

Executive Summary

Consortium Overview

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), the State of New Jersey Department of Labor and Workforce Development, the New Jersey State Employment and Training Commission, and the Newark Alliance. The Consortium will transform the public workforce system through the following activities:

- Efficiently address shared challenges in the system
- Share best practices and innovative ideas and technology within the region
- Coordinate workforce development efforts in the region
- Jointly advocate and set policies that enhance the system and improve results within the Regional workforce system

As a result of these activities:

- Both businesses and the job seeker customers will experience higher levels of service from the system
- Job and business creation will increase in the region
- The tax base will be improved
- Perceptions of the public workforce system will be improved collectively
- WIB Directors and One-Stop Operators will have a central place to share ideas and support one another



Executive Summary

Consortium Funding

The Consortium requires \$2.5-2.7M of funding annually to achieve its ambitious mission. Funding is primarily for shared staff and collaborative technology efforts that will align with WIA and SETC to strengthen local and regional workforce outcomes.

Significant funding for the first year is provided through a federal WIRED grant. The federal stimulus provides a one-time opportunity to seed the effort of truly supporting regionalization and sustainability. Ongoing, funding is expected to come primarily from federal grants, with additional support from foundations, corporations and fees-for-service.

revenue	2009	2010	2011	2012
WIRED	\$1,200,000	\$0	\$0	\$0
stimulus	\$800,000	\$0	\$0	\$0
federal competitive grants	\$750,000	\$1,500,000	\$1,500,000	\$1,500,000
fee-for-service	\$10,000	\$250,000	\$350,000	\$500,000
grants	\$0	\$1,000,000	\$700,000	\$550,000
other	\$0	\$0	\$0	\$0
total revenue	\$2,760,000	\$2,750,000	\$2,550,000	\$2,550,000
expenses				
salary related	\$1,140,750	\$1,404,000	\$1,404,000	\$1,404,000
contracted services	\$270,000	\$160,000	\$160,000	\$160,000
technology related	\$582,500	\$315,000	\$183,500	\$183,500
marketing related	\$170,000	\$220,000	\$170,000	\$170,000
administration and general operations	\$578,358	\$599,540	\$586,835	\$586,835
total expenses	\$2,741,608	\$2,698,540	\$2,504,335	\$2,504,335
net income	\$18,393	\$51,460	\$45,665	\$45,665



Executive Summary

North Jersey Partners - WIRED Background

- The Consortium was convened prior to WIRED and operates as a separate body, but it is a strategy that is supplemented and supported by North Jersey Partners via the U.S. Department of Labor Employment & Training Administration's Workforce Innovation in Regional Economic Development (WIRED) grant and by the New Jersey Department of Labor and Workforce Development.
- North Jersey Partners is an innovative regional partnership of public, private, and government organizations collaborating to support programs, training and support to ensure the continuity of a skilled workforce to drive economic growth in North Jersey to benefit and support the public workforce system.
- The Newark Alliance is the lead organization for North Jersey Partners, and is responsible for coordinating the \$5M WIRED grant.

Executive Summary

Consortium Vision and Mission

VISION:

An inclusive regional workforce system that proactively adapts to the needs of businesses and residents while sustaining the region's economic competitiveness and stimulating growth in an ever-changing socio-economic environment.

MISSION:

The Consortium's mission is to align and connect successful regional strategies and organizations to ensure that individuals and industries become and remain competitive, inventive, and innovative.

Executive Summary

Consortium Values

- Integrity / Honesty / Transparency / Openness
- Self-Empowered / Flexible / Accountable
- Customer Focused / Caring
- Quality / Excellence / Relevance / Innovation
- Teamwork / Collaboration / Supportive / Safe / Fun
- Respect for All / Diversity

Executive Summary

Strategic Priorities

1. Develop deep, strong and effective partnerships with the business community, and develop an understanding of their workforce needs
2. Collaboratively establish the best practices and standards that WIBs and One-Stops will deploy throughout the region
3. Convene partners and advocate strategies, including policies and programs to government and political leaders
4. Become the recognized primary resource for creating and maintaining an integrated and coordinated workforce system
5. Obtain, develop and leverage resources, including financial, human, data, and technology, to support the mission
6. Develop and sustain a trusting, collaborative and inclusive governing partnership and Regional Workforce Team

Part 2

Market Assessment

Reasons for Partnership

- Redefine the public workforce system
- Build intelligence, capital, and creativity
- Influence the policy and procedures that impact the work
- Upgrade technology in order to streamline programs and services
- Improve and redefine relationship with industry
- Work collaboratively to keep economy strong
- Develop and create more jobs
- Effectively address higher skilled jobs

Market Assessment

Current Environment

- Majority of entry-level employees are not prepared to work at companies due to their lack of work experience and due to the low quality of their education.
- Usage of public agencies like Workforce Investment Boards and One Stop Career Centers is limited. Of those who have used them, most have not been satisfied with their experiences. Hiring managers would like these agencies to work more closely with their companies and to provide better qualified workers.
- Larger companies are more likely to be successful at recruiting staff and to have formal HR policies in place in several areas. Larger companies have more difficulty retaining qualified staff and say they need the most improvement in this area.
- There is a deficit of workers in Northern New Jersey with the skills needed to perform their jobs successfully.

Key Trends Impacting Workforce

- Current economic crisis including home foreclosures, credit crisis, and rising unemployment rate
- Veterans returning home and needing job assistance/placement
- New federal executive administration impacts direction in policy at all levels
- As recession deepens, poverty level increases at greater rate
- Need to engage K-12 system 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

Market Assessment

Competitive Analysis

Strengths:

- Experienced WIB Directors and One-Stop Operators
- 8 county collaboration
- Combined political strength
- Using each others collective network
- Affluent and educated workforce
- Growing industry clusters
- Most WIRED state
- Many Urban Enterprise Zones in region
- Many strong educational institutes

Weaknesses:

- Not full participation by all WIB and One-Stop representatives
- Not realizing and using political strength
- Lack of data and infrastructure to support public workforce system
- Poorest and least educated workforce
- Top down policy and legislative driven
- Lack of visibility
- Not all educational institutes are strong
- Lack of financial support from top county and state political leadership for regionalization of workforce system
- Focus has been on training, not placement

Opportunities:

- Transform the workforce system
- Funding
- Talented group to impact results
- WIRED provides platform
- Increase visibility
- Use technology to be more effective
- Bulk training has been pushed by state – leverage this

Threats:

- Privatization of workforce services
- Country and state not pooling together money for regionalization
- Decreased funding
- Economy
- State's ability to bring in and keep businesses
- Outsourcing
- City and county silos could result in highly competitive environment in time of scarce resources

Part 3

Management and Governance Strategy

Committee Leadership

- Initially, the Consortium will operate without incorporation
- The Consortium has nominated and voted the following committee board leadership to fulfill 2-year terms:
 - Chair – Tammy Molinelli
 - Vice chair – Lanisha Makle
 - Executive Committee Member – Anthony Corsi
 - Executive Committee Member – Pat Cooper
- The role of the Executive Committee:
 - Set agendas after querying group
 - Handle communications within and outside of group
 - Run and facilitate meetings
 - Coordinate meeting logistics
 - Lead working committees and task forces
 - 2-year terms
 - Nominate and vote

Management and Governance Strategy

Board Structure

- 7 seats (one for each WIB director) and 10 seats (one for each One-Stop operator)
- 3 Others:
 - 1 seat for Newark Alliance – Vice President
 - 1 seat for the State Dept. of LWD – Director or Assistant Commissioner
 - 1 seat for the SETC – Executive Director
 - No seat, but find a way to include (e.g., task forces):
 - Community College leader who is invested in this area
 - Vocational schools
 - Business Chamber person
 - Guest policy: just to listen, but not at executive or voting sessions – need to inform chair ahead of time, in order to be communicated in the prepared agenda
 - 20 votes total: each seat gets only one vote – substitute/backup to decision-maker, but no proxy and only one seat at meetings

Board Member Responsibilities

- Act in the best interests of the consortium and the region
- Serve on one committee
- Regularly participate
- Act consistently with the values of the consortium

Decision-Making and Guidance

- Strive for consensus and where it cannot be reached move to a vote
- Need to draft a written description of:
 - Governance structures
 - Key governances principles
 - Board member's role
 - Bylaws
 - Staff roles

Committees

Committee/Group	Size	Leader	Meeting Frequency
Entire Board	20	Tammy Molinelli	monthly for 3 or 4 months, then quarterly as needed (TBD by each committee)
Executive Committee	4	Tammy Molinelli	
Finance Committee	3 to 5	Lanisha Makle	
Advocacy Committee	3 to 5	Tammy Molinelli	
Policy Committee	3 to 5	Tony Corsi	
Operations Committee	3 to 5	Pat Sermon	

- Each of the 20 members must serve on at least one committee.
- There must be representation of either the Consortium Coordinator or one other member of staff on each committee.
- The Executive Committee is comprised of the 4 leaders of the task committees.

Management and Governance Strategy

Primary Committee Functions

	Primary Functions
Entire Board	Strategy
	Priorities
	Approval of budget
Executive Committee	Operation/leadership of RWC
	Implement priorities
	Communicate values
	Internal communications
Finance Committee	Sets budget
	Prioritizes expenses
	Raises money
	Financial control
Advocacy Committee	External communication
	Business development
	Promotes + changes perception
	Testimony
Policy Committee	Review data
	Research
	Innovation
	Set standards
	Review legislation
Operations Committee	Set best practice
	Executing training for staff
	Staff development
	Technology

Management and Governance Strategy

Committee Members

	Members
Entire Board	All voting members
Executive Committee	Tammy Molinelli
	Lanisha Makle
	Tony Corsi
	Pat Sermon
Finance Committee	Lanisha Makle
	Greer Galgano
	Antonio Rivera
	Gary Altman
Advocacy Committee	Tammy Molinelli
	Kathy Weaver
	Greer Galgano
	Pat Cooper
	Antonio Rivera
	Michelle Richardson
Keith Davis	
Policy Committee	Tony Corsi
	Jack Patten
	Natalie Provenzale
	SETC seat
Operations Committee	Pat Sermon
	Kathy Weaver
	Sal Mastroeni
	Natalie Provenzale
	Bill Walsh
	Mary Ann Fulmore
Olga Burns	

*names in blue were suggested by Consortium members and have yet to be confirmed

Management and Governance Strategy

Staffing

- 1 WIB Consortium Coordinator (WCC)
- 3 Health Services / Site Admin
- 2 EAR
- 1 Green Collar
- 8 BRC*
- 1 TLD

Average salary/person: \$65,000

Benefit: 35%

Average additional overhead and admin cost/staff: \$8K

*There will be only 5 BRC staff in 2009 and 8 each year after. Thus, total staff is 13 in 2009 and 16 each year after.

Management and Governance Strategy

Contractors and Consulting Needs

- Grant writing
- IT
- Finance/HR Administration –
7% of all expenses (for now to Newark Alliance)
- Strategic planning
- Marketing
- Legal
- Curriculum development



Management and Governance Strategy

WIB Consortium Coordinator (WCC) Role

WIB Consortium Coordinator (WCC) is responsible for assisting and coordinating projects and logistics for the Regional WIB Consortium (RWC) as delineated in the North Jersey Partners' WIRED implementation Plan. The WCC will work with the WIB directors and One-Stop Operators in the North Jersey Partners eight county region, the WIRED Project Coordinator and the WIRED Communications Manager to ensure that the deliverables are met in a timely and qualitatively excellent manner.

Duties include, but are not limited to:

- Coordinate logistics for monthly Consortium meetings
- Act as the single point of contact for any communication for the Consortium
- Participate as a member of the Steering Team and attend Executive Team meetings to understand the scope of the projects
- Liaison with the Industry Advisory Councils
- Liaison to the data team and attend data team meetings
- Interface with the Communications Team and Communications Manager
- Coordinate the activities of the WIB directors to ensure that the fast track event as delineated in the WIRED implementation plan is convened.
- Become conversant in the "Principles of the Elements of Workforce Investment System Transformation"
- Coordinate the implementation of the deliverables as outlined in the NJP implementation plan. Prepare and disseminate the RWC's reports and findings including a monthly status report and submit to the WIRED Project Coordinator on a timely basis.
- Manage the participation of the RWC in the RFP process.
- Perform all other duties as required, including:
 - Accountable to board and leadership committee
 - Report on at least a monthly basis in accordance to the metrics set forth in the job description
 - Executive members brief him on this soon
 - Supporting task force leaders
 - Keep all of this together
 - Takes notes
 - Organize
 - Keep to task
 - Arrange and schedule meetings
 - Admin support

Part 4

Strategic Initiatives

Strategic Initiatives

Short-Term Action Plan

The following tasks are to be completed in the next 2-3 months:

- Approve business plan (complete)
- Approve budget (complete)
- Set future meeting dates (ongoing)
- Draft bylaws (not started)
- Draft message/talking points to elected officials (in process)
- Communicate to State and local officials (not started)
- Draft and send letters to elected officials regarding Regional strategy (not started)
- Begin collecting dues (not started)
- Begin fundraising efforts (not started)
- Finalize committees (in process)
- Outreach to community colleges (not started)

Strategic Initiatives

Initiative Categories

The initiatives (or action items) were broken up into 6 categories:

- Partnerships
- Best practices
- Operations
- Marketing
- Revenue
- Governance

As noted on the following slides, each initiative was assigned to one of 5 committees (executive, advocacy, policy, operations, or finance) or to the entire Consortium board. Also, noted is the most current status or priority-level of each action item.

Strategic Initiatives

Partnership Initiatives



Action Step	Accountability	Priority	Financial Implications by year				
			Y1	Y2	Y3	Y4	Y5
In-depth training on the vision and mission of Talent Network Model	advocacy	medium priority	\$0	\$0	\$0	\$0	\$0
Ongoing updates on Talent Network	advocacy	medium priority	\$0	\$0	\$0	\$0	\$0
Develop the industry-specific Talent Network Model	advocacy	medium priority	\$0	\$0	\$0	\$0	\$0
Career Ladders in TLD industry	advocacy	medium priority	\$0	\$0	\$0	\$0	\$0
Collaborative relationship with NJ LWD	advocacy	medium priority	\$0	\$0	\$0	\$0	\$0
Meet stakeholders seeking their buy-in and support for the Consortium	advocacy	medium priority	\$0	\$0	\$0	\$0	\$0
Semi-annual Talent Network roundtables	advocacy	medium priority	\$0	\$0	\$0	\$0	\$0
Recruit potential stakeholders	advocacy	medium priority	\$0	\$0	\$0	\$0	\$0
Consortium members serve on IWAC	entire board	medium priority	\$0	\$0	\$0	\$0	\$0
IWACs are established for the demand industries	executive	medium priority	\$0	\$0	\$0	\$0	\$0
Quarterly IWAC meetings	executive	medium priority	\$0	\$0	\$0	\$0	\$0
Hire industry-specific coordinators to implement Talent Network Model	executive	medium priority	\$0	\$0	\$0	\$0	\$0
Create Industry Focus Groups	executive	medium priority	\$0	\$0	\$0	\$0	\$0
Schedule quarterly IWAC meetings	executive	medium priority	\$0	\$0	\$0	\$0	\$0
New curricula and refine existing curricula to meet industry needs	policy	medium priority	\$0	\$0	\$0	\$0	\$0
Identify local, state and federal legislators	policy	medium priority	\$0	\$0	\$0	\$0	\$0
Total			\$0	\$0	\$0	\$0	\$0

Strategic Initiatives

Best Practices Initiatives



Action Step	Accountability	Priority	Financial Implications by year				
			Y1	Y2	Y3	Y4	Y5
Develop template for business services - Consortium will meet regularly	operations	medium priority	\$0	\$0	\$0	\$0	\$0
Implement effective business attraction and retention strategies	operations	medium priority	\$0	\$0	\$0	\$0	\$0
System of labor exchange with accountability and measurability	operations	medium priority	\$0	\$0	\$0	\$0	\$0
Replicate requirement of first-source hiring (development agreements)	operations	medium priority	\$0	\$0	\$0	\$0	\$0
BRC uniformity in every county	operations	medium priority	\$0	\$0	\$0	\$0	\$0
PSGs in each county	operations	medium priority	\$0	\$0	\$0	\$0	\$0
Use GSETA for standards and consistency	operations	medium priority	\$0	\$0	\$0	\$0	\$0
Develop regional web-based technology format for job seekers and businesses	operations	medium priority	\$0	\$0	\$0	\$0	\$0
Supply-chain management	operations	medium priority	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Develop and utilize technology to share best practice information	operations	medium priority	\$0	\$0	\$0	\$0	\$0
Place proper performance measures into the system	policy	medium priority	\$0	\$0	\$0	\$0	\$0
Develop policy procedure standards in writing	policy	medium priority	\$0	\$0	\$0	\$0	\$0
Create an innovation committee	policy	medium priority	\$0	\$0	\$0	\$0	\$0
Streamline regional WIB policies	policy	medium priority	\$0	\$0	\$0	\$0	\$0
		Total	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000

Strategic Initiatives

Operations Initiatives



Action Step	Accountability	Priority	Financial Implications by year				
			Y1	Y2	Y3	Y4	Y5
Operations-focused meetings are held regularly	entire board	medium priority	\$0	\$0	\$0	\$0	\$0
Use the inventoried material to guide program improvements	operations	medium priority	\$0	\$0	\$0	\$0	\$0
Best practices from inventoried material are incorporated in partner operations	operations	medium priority	\$0	\$0	\$0	\$0	\$0
Gaps in inventoried material are identified and addressed	operations	medium priority	\$0	\$0	\$0	\$0	\$0
Meeting of all content experts	operations	medium priority	\$0	\$0	\$0	\$0	\$0
Uniform dissemination of information	operations	medium priority	\$0	\$0	\$0	\$0	\$0
Purchase licensed seats to Conference Board software	operations	medium priority	\$0	\$0	\$0	\$0	\$0
Continue subscription to Conference Board	operations	medium priority	\$0	\$0	\$0	\$0	\$0
Project management software	operations	medium priority	\$10,000	\$5,000	\$5,000	\$5,000	\$5,000
Establish an IT infrastructure for the Consortium	operations	medium priority	\$70,000	\$70,000	\$50,000	\$50,000	\$40,000
Virtual OneStop	operations	low priority	\$0	\$100,000	\$5,000	\$5,000	\$5,000
One-Stop / WIB tech training, regionally	operations	medium priority	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Perform a gap analysis survey	policy	medium priority	\$0	\$0	\$0	\$0	\$0
Participation on WIRED Data Team	policy	medium priority	\$0	\$0	\$0	\$0	\$0
Continue participation on and sustainability of WIRED Data Team	policy	medium priority	\$0	\$0	\$0	\$0	\$0
Each workforce investment area will complete the ETA asset mapping resource guide	policy	medium priority	\$0	\$0	\$0	\$0	\$0
Creation of database to catalog the information housed on asset mapping guide	policy	medium priority	\$10,000	\$0	\$0	\$0	\$0
Understanding the assets of the region	policy	medium priority	\$10,000	\$7,500	\$7,500	\$7,500	\$7,500
Maintain database of asset mapping information	policy	medium priority	\$0	\$7,500	\$7,500	\$7,500	\$7,500
Complete GIS mapping of resources	policy	medium priority	\$0	\$7,500	\$7,500	\$7,500	\$7,500
Completion of regional CEDS	policy	medium priority	\$0	\$30,000	\$15,000	\$15,000	\$15,000
Use data to inform policy creation and program development	policy	medium priority	\$7,500	\$7,500	\$6,000	\$6,000	\$6,000
Acknowledged as a workforce knowledge think tank	policy	medium priority	\$0	\$0	\$0	\$0	\$0
Explore other data software	policy	medium priority	\$0	\$0	\$0	\$0	\$0
Total			\$182,500	\$310,000	\$178,500	\$178,500	\$168,500

Strategic Initiatives

Marketing Initiatives



Action Step	Accountability	Priority	Financial Implications by year				
			Y1	Y2	Y3	Y4	Y5
Uniform marketing materials for regional approach	advocacy	medium priority	\$0	\$0	\$0	\$0	\$0
Series of events and activities to reinforce theme	advocacy	low priority	\$0	\$0	\$0	\$0	\$0
Meet with the Assembly and Senate Labor committees	advocacy	medium priority	\$0	\$0	\$0	\$0	\$0
Draft message for elected officials	advocacy	high priority	\$0	\$0	\$0	\$0	\$0
Measure success of brand recognition strategies	advocacy	low priority	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Design and distribute marketing materials	advocacy	medium priority	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Host Legislative Breakfast	advocacy	low priority	\$0	\$0	\$0	\$0	\$0
Design Consortium website	advocacy	low priority	\$20,000	\$5,000	\$5,000	\$5,000	\$5,000
Yearly event planning	advocacy	low priority	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000
Communicate to State and County elected officials	executive	high priority	\$0	\$0	\$0	\$0	\$0
Be aware of State and Federal legislation	policy	medium priority	\$0	\$0	\$0	\$0	\$0
Review New Jersey State budget	policy	medium priority	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
		Total	\$80,000	\$65,000	\$65,000	\$65,000	\$65,000

Strategic Initiatives

Revenue Initiatives



Action Step	Accountability	Priority	Financial Implications by year				
			Y1	Y2	Y3	Y4	Y5
Begin collecting dues	entire board	high priority	\$0	\$0	\$0	\$0	\$0
Write federal stimulus regional strategy letter	executive	high priority	\$0	\$0	\$0	\$0	\$0
Regional Grant Applications identified and proposals submitted	finance	medium priority	\$0	\$0	\$0	\$0	\$0
Regional Coordination Grants awarded to the WIB/One-Stop Consortium.	finance	medium priority	\$0	\$0	\$0	\$0	\$0
Start fundraising	finance	high priority	\$0	\$0	\$0	\$0	\$0
Staff hired, and funding received as a result of institutional development plan implementation.	finance	medium priority	\$0	\$0	\$0	\$0	\$0
Institutional development strategy finalized.	finance	medium priority	\$0	\$50,000	\$0	\$0	\$0
WIB/One-Stop Organizational Structure, funding, and staffing requirements, completed	operations	medium priority	\$0	\$0	\$0	\$0	\$0
Standardize business service centers	operations	medium priority	\$80,000	\$0	\$0	\$0	\$0
		Total	\$80,000	\$50,000	\$0	\$0	\$0

Strategic Initiatives

Governance Initiatives



Action Step	Accountability	Priority	Financial Implications by year				
			Y1	Y2	Y3	Y4	Y5
Educate the community about the mission and principles of the collaborative	advocacy	ongoing	\$0	\$0	\$0	\$0	\$0
Develop governance principles to incorporate mission, principles and priorities	entire board	complete	\$0	\$0	\$0	\$0	\$0
Establish leadership roles within the collaborative	entire board	complete	\$0	\$0	\$0	\$0	\$0
Approve business plan	entire board	complete	\$0	\$0	\$0	\$0	\$0
Approve budget	entire board	complete	\$0	\$0	\$0	\$0	\$0
Draft and approve bylaws	entire board	high priority	\$0	\$0	\$0	\$0	\$0
Set meeting schedules	entire board	complete	\$0	\$0	\$0	\$0	\$0
Establish task forces/committees to execute the work of the collaborative	entire board	in process	\$0	\$0	\$0	\$0	\$0
Review the governance principles at every meeting of the collaborative	entire board	ongoing	\$0	\$0	\$0	\$0	\$0
Continue the work of the task forces/ committees	entire board	ongoing	\$0	\$0	\$0	\$0	\$0
Review the leadership of the collaborative and host elections by positions	entire board	complete	\$0	\$0	\$0	\$0	\$0
Decide the type of entity that should be formed	entire board	complete	\$0	\$0	\$0	\$0	\$0
Continue to expand participation in committees by opening membership to partners	entire board	in process	\$0	\$0	\$0	\$0	\$0
		Total	\$0	\$0	\$0	\$0	\$0

Part 5

Financial Projections

Financial Projections Budget



revenue	2009	2010	2011	2012
WIRED	\$1,200,000	\$0	\$0	\$0
stimulus	\$800,000	\$0	\$0	\$0
federal competitive grants	\$750,000	\$1,500,000	\$1,500,000	\$1,500,000
fee-for-service	\$10,000	\$250,000	\$350,000	\$500,000
grants	\$0	\$1,000,000	\$700,000	\$550,000
other	\$0	\$0	\$0	\$0
total revenue	\$2,760,000	\$2,750,000	\$2,550,000	\$2,550,000
expenses				
salary related	\$1,140,750	\$1,404,000	\$1,404,000	\$1,404,000
contracted services	\$270,000	\$160,000	\$160,000	\$160,000
technology related	\$582,500	\$315,000	\$183,500	\$183,500
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net income	\$18,393	\$51,460	\$45,665	\$45,665

Financial Projections

Detailed Expenses



detailed expenses	2009	2010	2011	2012
Salary related				
salary	\$845,000	\$1,040,000	\$1,040,000	\$1,040,000
benefits	\$295,750	\$364,000	\$364,000	\$364,000
Contracted services				
consulting	\$100,000	\$0	\$0	\$0
grant writer (by project)	\$80,000	\$80,000	\$80,000	\$80,000
legal	\$15,000	\$5,000	\$5,000	\$5,000
supply-chain management	\$75,000	\$75,000	\$75,000	\$75,000
Technology related				
project management software	\$10,000	\$5,000	\$5,000	\$5,000
IT infrastructure	\$70,000	\$70,000	\$50,000	\$50,000
virtual One-Stop	\$0	\$100,000	\$5,000	\$5,000
One-Stop / WIB tech training, regionally	\$75,000	\$75,000	\$75,000	\$75,000
asset mapping guide database	\$10,000	\$0	\$0	\$0
understand assets of the region	\$10,000	\$7,500	\$7,500	\$7,500
database of asset mapping information	\$0	\$7,500	\$7,500	\$7,500
GIS mapping of resources	\$0	\$7,500	\$7,500	\$7,500
regional CEDS	\$0	\$30,000	\$15,000	\$15,000
data for policy creation + program development	\$7,500	\$7,500	\$6,000	\$6,000
website	\$20,000	\$5,000	\$5,000	\$5,000
standardize business service centers	\$80,000	\$0	\$0	\$0
TLD	\$300,000	\$0	\$0	\$0
Marketing related				
evaluation of brand recognition strategies	\$75,000	\$75,000	\$75,000	\$75,000
marketing materials	\$50,000	\$50,000	\$50,000	\$50,000
yearly event planning	\$45,000	\$45,000	\$45,000	\$45,000
institutional development strategy	\$0	\$50,000	\$0	\$0
Administration and general operations				
training	\$250,000	\$250,000	\$250,000	\$250,000
meeting costs	\$45,000	\$45,000	\$45,000	\$45,000
admin	\$104,000	\$128,000	\$128,000	\$128,000
fiscal/HR overhead	\$179,358	\$176,540	\$163,835	\$163,835
total expenses	\$2,741,608	\$2,698,540	\$2,504,335	\$2,504,335

Part 6

Funding Strategies



Funding Strategies

Budgeted Revenue Streams

The Consortium requires \$2.5-2.7M of funding annually to achieve its ambitious mission. Funding is primarily for shared staff and collaborative technology efforts.

Significant funding for the first year is provided through a federal WIRED grant. The federal stimulus provides a one-time opportunity to seed the effort. Ongoing, funding is expected to come primarily from federal grants, with additional support from foundations, corporations and fees-for-service.

revenue	2009	2010	2011	2012
WIRED	\$1,200,000	\$0	\$0	\$0
stimulus	\$800,000	\$0	\$0	\$0
federal competitive grants	\$750,000	\$1,500,000	\$1,500,000	\$1,500,000
fee-for-service	\$10,000	\$250,000	\$350,000	\$500,000
grants	\$0	\$1,000,000	\$700,000	\$550,000
other	\$0	\$0	\$0	\$0
total revenue	\$2,760,000	\$2,750,000	\$2,550,000	\$2,550,000

Funding Value Proposition

■ Government

- Coordinate workforce development efforts in the region by:
 - Efficiently addressing shared challenges in the system;
 - Sharing best practices and technology; and
 - Jointly advocating and setting policies that enhance the system
- Job and business creation will increase in the region
- The tax base will improve

■ Foundations

- The required funding is mostly upfront
- Businesses will experience higher levels of service from the system

■ Fee-For-Service

- Encourages the sharing of best practices
- Efficiently address shared challenges in the system

Funding Strategies

Potential Sources of Funding

- Competitive grants
 - Need to research
 - Federal registry is the first resource
 - Decide as a Consortium which grants to pursue
 - Look into some operations grants
 - Consortium Coordinator will compile a list of grants to go pursue
 - Contract grant writer as needed
- Identify existing grant sources (WIRED)
 - Will not pay for grant writer
 - Possible reallocations may be directed to Consortium
- Other sources – corporations and foundations for planning, development, etc.
 - Community foundations
 - Even if opportunities are scarce now, need to be prepared for future
- Fee-for-services
 - Dues: 20 people × \$500
 - Talent network
 - Service to trucking: \$250 × 1000 jobs
- Federal Stimulus

Part 7

Appendices

Appendix

Assumptions



ASSUMPTIONS				
HR assumptions				
	2009	2010	2011	2012
total FTE/year	13	16	16	16
average salary/FTE	\$65,000			
average benefit %	35%			
Administrative costs				
average administrative cost/FTE	\$8,000			
average fiscal/HR overhead cost %	7%			

Appendix

Partnership Initiatives no funding required

- All WIB and One-Stop Career Center members/employees receive in-depth orientation/training on the vision and mission of the Talent Network Model.
- Provide ongoing updates on the Talent Network to the NJP's newsletter.
- Continue to develop the Talent Network Model for key industries identified by the Consortium in northern NJ.
- All Consortium members participate in the Talent Network Model through service on the IWAC.
- Establish Career Ladders in transportation, logistics, and distribution (TLD) industry utilizing a "stackable credentials model" for job seekers and employees in the industry.
- Develop new curricula and refine existing curricula to meet industry needs.
- Maintain quarterly IWAC meetings and engage new partners to ensure relevancy of the entity.
- Identify local, state and federal legislators that are key decision-makers in the workforce development system.
 - relevant legislative committees
 - county and municipal officials
- Establish a partnering, collaborative relationship with NJ LWD.
 - Engage NJ LWD on issues concerning the collaboration
 - Take lead on key issues that will impact the region's workforce development community

Appendix

Partnership Initiatives

no funding required (continued)

- Hire industry-specific coordinators to support implementation of the Talent Network Model, including 2 Entertainment, Arts, and Retail coordinators; 1 Health Care & Life Sciences coordinator; 1 Green Collar coordinator; and grant writers on a project by project basis.
- Meet with identified stakeholders seeking their buy-in and support for the Consortium.
 - Convene with them around a relevant workforce development agenda in order to demonstrate how each has a connected role in serving their constituents (job seekers and business)
 - Conclude how their collective, regional approach would best serve the community.
 - Analyze the NJ legislative calendar and present before relevant committees at relevant times
- Create Industry Focus Groups to disseminate information regarding workforce needs in the region to students, job seekers, counselors and job developers.
- Host semi-annual roundtables to report on the work of the Talent Network to all stakeholders and participate in national forums to introduce the Talent Network Model.
- Research potential partnerships by obtaining a list of stakeholders and develop into a plan of action.
- Establish a schedule of quarterly meetings for all IWACs where workforce needs are gleaned through extensive employer engagement.

Best Practices Initiatives no funding required

- In order to develop a successful template for business services, the Consortium team will meet for every large job fair and positive recruitment to review facility and staffing needs, client flow, and the pre-screening of applicants.
- Implement a system of labor exchange where there is accountability and measurability.
- Replicate first-source hiring in future development agreements with all new and old employers in the region's demand industry sectors that receive local, county, federal or wired funding or loans. Consortium partners report out at the monthly consortium meeting on employers who have utilized the One-Stops for outreach, recruitment, positive recruitments, job fairs and, most importantly, the number of hires from the agreement.
- Decide on and place proper performance measures into the system.
 - Develop the outcome standards for regional performance
 - Establish uniform indicators for success in meeting performance standards for job seekers, business, and staff
 - Explore charter or certification of national performance standards for One-Stop Career Centers.
- Develop policy procedure standards in writing such as a collaborative Consortium process for identifying issues, policies, positions, platforms and methods/strategies for dissemination.
- Work towards BRC uniformity in every county.
- Push to have PSGs (Professional Service Groups) in each county and then regionalize the groups to form a larger network and maintain members involvement after they find employment.

Best Practices Initiatives no funding required (continued)

- Utilize Garden State Employment and Training Association (GSETA) for standards and consistency with regional and statewide capacity-building.
- Develop regional web-based technology format for job seekers and businesses with linkage to local sites and various points of access. It will be difficult to change NJASOS.
- Create an innovation committee (e.g., executive policy council).
- Implement effective business attraction and retention strategies:
 - Lower unemployment by increasing employment opportunities for NJ residents
 - Stabilize tax base/ decreased residential property taxes
 - Fully utilize workers' skills
 - Increase availability of products and services
- Develop and utilize technology to share best practice information (e.g., e-mail blasts, group blogs, educational and training opportunities, newsletter, etc.) for a cost of approximately \$10,000 during the first year.
- Streamline regional WIB policies:
 - Eliminate outdated and/or redundant policies
 - Ensure that policies serve an explicit purpose and are clear, understandable and as simple as possible
 - Ensure that each policy is directly connected to a Consortium goal or objective
 - Push for partner consensus on policy elimination, modification or development

Appendix

Best Practices Initiatives

funding required

- Hire staff or a consultant to manage supply-chain, which will cost approximately \$75,000/year.



Appendix

Operations Initiatives no funding required



- Inventory analysis
 - identify content experts and how to deliver the message
 - group meeting of all identified and necessary content experts, concluding with their buy-in and continued participation
 - partners use the inventoried material for guidance for program improvements, operations and training for new management staff
 - best practices from inventoried material are incorporated in partner operations
 - gaps in inventoried material are identified and addressed through new or modified material
- Technology plan to disseminate information (resources and human capital)
 - create uniform dissemination of information in real-time to front-line staff, job seekers and employers as appropriate
- Perform a gap analysis survey to improve awareness of changing demographics
- Consortium participation on WIRED Data Team
- Continue participation on and sustainability of WIRED Data Team
- Purchase of licensed seats to Conference Board software
- Continue subscription to Conference Board
- Hold operations-focused meetings regularly
 - action plan, reached by consensus, for each key operational issue
 - plan results to meet all NJ Partners operational goals and mission
- Each workforce investment area will complete the ETA asset mapping resource guide
- Grow reputation as a workforce knowledge think tank
- Explore other data software to inform decision-making of the collaborative

Appendix

Operations Initiatives funding required

- Purchase project management software at an upfront cost of \$10,000, followed by a yearly cost of \$5,000.
- Establish an IT infrastructure for the Consortium at a cost of \$70,000 in Y1 and Y2, followed by a yearly cost of \$50,000 in Y3 and Y4, and \$40,000 in Y5.
- Create database to catalog the information housed on asset mapping guide at a one-time cost of \$10,000.
- Understand the assets of the region and how to utilize the assets to the advantage of the consortium at an upfront cost of \$10,000, followed by a yearly cost of \$7,500.
- Maintain database catalog of asset mapping information at \$7,500/year, starting in Y2.
- Complete GIS mapping of resources at \$7,500/year, starting in Y2.
- Complete regional CEDS at \$30,000 upfront in Y2, followed by a yearly cost of \$15,000. This is key for federal dollars.
- Identify resources available and the virtual sites that are currently on the market in order to develop a Virtual One-Stop at an upfront cost of \$100K in Y2, followed by a yearly cost of \$5,000.
- Use data to inform policy creation and program development to meet the needs of the business customer at a cost of \$7,500 in Y1 and Y2, followed by a yearly cost of \$6,000.
- One-Stop / WIB technology training across the region at a yearly cost of \$75,000.

Marketing Initiatives

no funding required

- Create uniform marketing materials for regional approach while maintaining local access and identity. Much of this cost can be absorbed by branding, which already exists through NJP-Wired.
- As part of a local and regional marketing and branding effort, the Consortium will implement a series of events and activities to reinforce the theme.
- Set up meeting with the Assembly and Senate Labor Committees to introduce the members of the collaborative to these policymakers.
- Stay abreast of proposed State and Federal legislation that may impact workforce development and write policy papers advocating the position of the collaborative on the proposed legislation.
- Host legislative breakfast to introduce members of Consortium to regional policymakers.

Marketing Initiatives

funding required

- As part of a local and regional marketing and branding effort, the Consortium will evaluate and measure success of brand recognition strategies at a cost of \$75,000/year.
- Design and distribute e-newsletter, draft press releases, and advertise at a cost of \$50,000/year.
- Review NJ State budget and Governor's intended budget cuts for implications to workforce development community at a cost of \$15,000/year.
- Design Consortium website at an upfront cost of \$20,000 and yearly maintenance of \$15,000.
- Host a yearly regional summit around strategic priorities including select a committee to plan the event at a cost of \$45,000/year.

Revenue-Producing Initiatives

no funding required

- Regional Grant Applications identified and proposals submitted
- Regional Coordination Grants awarded to the WIB/ One-stop Consortium
- WIB/One-stop Organizational Structure, funding, and staffing requirements, completed Staff hired, and funding received as a result of institutional development plan implementation

Revenue-Producing Initiatives funding required

- Fee for service (\$80,000 upfront cost)
 - Standardize business service centers
 - Implement the fee for services system
 - Establish relationships with economic development at state and local levels
 - Train BSRs to sell services to supply people for jobs and office services
- Finalize institutional development strategy (\$50,000 cost in second year)

Governance Initiatives

no funding required

- Develop governance principles that incorporate the mission, principles and priorities of the collaborative
- Establish leadership roles within the collaborative
- Establish task forces/committees to executive the work of the collaborative
- Review the governance principles at every meeting of the collaborative
- Continue the work of the task forces/committees
- Review the leadership of the collaborative and host elections by positions as determined by the adopted bylaws
- Decide the type of entity that should be formed
- Educate the community about the mission and principles of the collaborative through the use of task forces and committees
- Continue to expand the participation in the task forces/committees by opening membership to our partners

Appendix Roster



	VOTING			
	WIB Director		One-Stop Operator	
Affiliation	name	email	name	email
Bergen County	Tammy Molinelli	tammol@bergen.org	Sal Mastroeni	salmas@bergen.org
Essex County	Sam Okparaেকে	sam.okparaেকে@dol.state.nj.us	Sam Okparaেকে	sam.okparaেকে@dol.state.nj.us
Hudson County and Jersey City	Tony Corsi	tcorsi@hcstonline.org	Benjamin Lopez	blopez@hudsoncountynj.org
			Howard Thompson	howard.thompson@dol.state.nj.us
			Keith Davis	keith.davis@dol.state.nj.us
Passaic County	Lanisha Makle	lanisham@passaiccountynj.org	Natalie Provenzale	nprovenzale@pcwdc.org
Union County	Antonio Rivera	arivera@ucnj.org	Mary Ann Fulmore	mfulmore@ucnj.org
Morris County	Jack Patten	jpatten@co.morris.nj.us	Olga Burns	oburns@co.morris.nj.us
Sussex County				
Warren County				
	Remaining Seats			
	name	email		
WIB Consortium Coordinator	Jose Perez	perezj@ucnj.org		
Newark Alliance	Kathy Weaver	kweaver@newark-alliance.org		
State Department of LWD (only one voting seat, TBD)	Gary Altman	Gary.Altman@dol.state.nj.us		
	Michelle Richardson	Michelle.Richardson@dol.state.nj.us		
SETC	Robin Widing	robin.widing@dol.state.nj.us		
	NON-VOTING			
Essex County	Bill Walsh	William.Walsh@dol.state.nj.us		
Newark	Pat Sermon	sermonP@CI.Newark.NJ.US		
	Pat Cooper	cooperp@ci.newark.nj.us		
Bergen County	Greer Galgano	Gregal@bergen.org		

*this is the current list of Consortium participants and may be subject to change at the Board's discretion and in following with the guidelines set forth in this plan