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Introduction

Approximately five years ago, many of us in the community recognized that Newark was at a tipping point and that it was both an ideal time and a crucial time to seriously address the city's persistent ailments of poverty and unemployment. Since we also knew that poverty and unemployment are economic problems we recognized that we would need to develop economic solutions.

To that end a collaborative was formed between the Newark Alliance and the Initiative for a Competitive Inner City (ICIC). ICIC was founded by Dr. Michael Porter of Harvard University whose work on inner city revitalization has had a significant impact in the field.

Over the next eighteen months, working with Dr. Porter and ICIC, approximately four hundred men and women, representing virtually every stakeholder group touching this community, contributed their best counsel (and tested the best counsel of others) in furtherance of a plan designed to enrich the quality of life for Newark’s residents by improving economic conditions in the City.

At a local level, Newark’s Fortune 500 companies, labor unions, small and minority-owned businesses, community groups, churches, health-care providers, higher education institutions and business associations actively participated through a disciplined committee structure. Equally important was the active participation of the Mayor, the City Council and local city government. At a state level, the Secretaries of Commerce, State and Labor, the Office of the Attorney General as well as the CEO of the EDA and Chair of the Port Authority were personally involved and committed their organizations’ resources to the initiative.

These efforts resulted in OpportunityNewark: Jobs and Community Development for the 21st century (OpportunityNewark) which has served, since 2006, as a detailed template for Newark and New Jersey’s public and private sectors to leverage Newark’s key high growth clusters (Transportation, Logistics and Distribution; Health Services; Education and Knowledge Creation; and, Entertainment, Arts and Retail) and to provide Newark’s residents with the training necessary to compete in those areas. (See www.newark-alliance.org for the full report)
Today, some three years later, despite a failing state and national economy, there has been significant progress across the clusters, aided in no small measure by the presence of a mayor and city administration committed to restoring Newark as one of America’s great cities.

This document summarizes the initiatives first identified in **OpportunityNewark** that are either currently underway or have been accomplished. They include: the creation of an incentive-rich innovation zone to capitalize on the high-technology platform already established by the city’s five institutions of higher education; the development of innovative workforce development programs designed to address the current shortage of both skilled transportation and health-care professionals; and, the formation of new public and private entities intended to advance and sustain the realization of economic and societal goals.

As described earlier, a hallmark of this initiative has been the engagement and commitment of individuals, organizations and government entities throughout the city and the state.

One of the most productive connections has been that with the NJ Department of Labor and Workforce Development Commission (NJ LWD). As an active participant early on in the process, NJ LWD saw immediate synergies with their regional goals and those embodied in **OpportunityNewark** on a local level.

   Accordingly in 2007, at NJ LWD’s request, the Newark Alliance applied for, and was entrusted with oversight for the North Jersey Partners Workforce Innovation in Regional Economic Development (WIRED) initiative funded by the U.S. Department of Labor, Employment and Training Administration (ETA) and administered by the state.

WIRED was built on a simple concept: that governmental economic development entities, the public workforce system, educational institutions and private industry could effectively work together to transform local economies --- in this case the eight counties that make up the northern region of the State.

   The task itself was straightforward: identify the industries that will generate high growth jobs; build an educational curriculum with employer input; and, then train the workforce to compete for those jobs. Presumably, if you did that well, the region (and ultimately the state) would enjoy a competitive advantage on a national and international level.
Not surprisingly, the regional industry clusters—Transportation, Logistics and Distribution, Healthcare, Education and Knowledge Creation, and Entertainment, Arts & Retail were virtually identical to those identified for Newark (albeit on a much larger scale).

Just like OpportunityNewark, WIRED has developed an engaged resource base committed to ensure that the region’s workforce has the skills to compete in the 21st century.

Because the activities of OpportunityNewark and WIRED are both complementary and interdependent they are more effective than they would be alone. This strongly suggests that Newark’s participation in regional partnerships, like WIRED, will be essential to its continued workforce and economic development progress.
OpportunityNewark

Overview
The industry sector analysis that was the foundation of OpportunityNewark involved identifying clusters within the city with job growth opportunities and strengthening the linkages between the public workforce system, potential employers and Newark residents. Cluster analysis occurred in four areas: Transportation, Logistics and Distribution (TLD); Healthcare; Entertainment, Arts and Retail (EAR); and, Education Knowledge Creation (EKC).

Over the past three years, despite a depressed economy, public policy has been modified, productive pipelines with employers have been developed and there are broader opportunities for individuals interested in seeking employment in these clusters (evidenced, for example, by the increase in employer recruitment activities within the Newark One Stop).

Transportation, Logistics Distribution

The Transportation, Logistics, and Distribution (TLD) cluster is important for Newark. The city is home to the largest port on the East Coast and within a one day shipment to 65 percent of the population of North America. It is, and has been for its history, a primary entry-point and staging area for the movement of goods and people. TLD currently employs approximately 160,000 individuals directly with an additional 100,000 positions serving a wide variety of related industries including retail trade, wholesale trade and manufacturing.
TLD recommendations in the **OpportunityNewark** report addressed issues in the areas of workforce development, business development and infrastructure improvement.

Specifically, the trucking industry was identified as a high priority area and in 2006 there were numerous job opportunities. Accordingly, at the launch of **OpportunityNewark** the removal of barriers to employment for Newark residents became a clear focus. To that end, **OpportunityNewark** recommended a port-based One-Stop screening and placement agency that would help fill trucking, rail, warehousing, light assembly, and airport jobs.

In addition, with respect to the trucking industry, **OpportunityNewark** recommended that scholarship programs be designed to help local residents attend private truck driver training programs and that parties work with insurance companies to address barriers to the insuring of drivers less than 21 years of age and without two years of experience.

And finally, **OpportunityNewark** focused on the need for comprehensive integrated planning and deliberate policy and infrastructure development, both at the port and in the city.

### Current Status in 2009

The One Stop Career Development Center at Port Newark (Port One Stop) opened in September 2008 providing Newark residents an opportunity to more efficiently connect with job opportunities at the Port. The facility, which is located at 125 Tyler Street, Port Newark, serves as a significant resource and point of contact for the dual customers utilizing the public workforce system: employers and job seekers. More importantly, the Port One Stop provides the public workforce system with a presence on the Port – the first ever in its history. This location provides the public workforce system with an unprecedented opportunity: to develop relationships with employers; to better understand skill and job requirements; and, to align training resources. The office space was renovated and furnished utilizing a $15,000 grant that was awarded to the Newark Alliance by the Hyde & Watson Foundation for this purpose.

Activity at the Port One Stop has grown consistently since its opening and to date has served more than 2,000 individuals. Additionally, pipelines have been established with more than thirty (30) employers. Additional funding from the WIRED program and from the NJ LWD has been applied, in part, to the engagement of a full time coordinator and to establish an
Industry Advisory Council. The Industry Advisory Council, an outgrowth of WIRED, provides a forum to connect employers with the public workforce system, educational institutions and trainers to address employment trends, skill requirements and educational and training needs.

With respect to scholarships and training programs, the Newark Alliance engaged the New Jersey Institute for Social Justice (NJISJ) to lead both of these efforts. This proved to be challenging given the requirements of both clean criminal background records and driving abstracts. In fact, while over 60 Newark residents participated in the initial group of applicants for scholarships, only a single individual received a job offer.

Undeterred, NJISJ introduced the “Grow Our Own” program to equip residents with the appropriate credentials as candidates for CDL drivers. To date forty-two (42) individuals have passed the screening and have completed the CDL training. Job placement efforts are in progress and, while demand for CDL drivers at the Port has fallen with the recession, over-the-road companies and local employers who use drivers continue to hire. In the last three months, at least six companies have posted job requests with the Newark One Stop Career Center – a very positive sign.

The New Jersey Commissioner of Banking and Insurance, the New Jersey Commissioner of Labor and Workforce Development and the Association of Bi-State Motor Carriers continue to collaborate on the removal of employment barriers. In that regard, a pilot Truck Driver Mentoring Program has been developed for near-term implementation.

With respect to planning, The City of Newark under the leadership of Toni L. Griffin, Director of Community Development, has made thoughtful and steady progress on a new Master Plan for the city. In February 2009, the Newark Central Planning Board unanimously adopted Shifting Forward 2025: Newark Master Plan Re-Examination Report. This is the first time the city has re-examined its Master Plan since 1999.

The report identified a number of critical and interrelated strategies designed to align the skills of Newark’s current workforce and projections for growth:

**Strategy #1**
Maximize Growth at Air and Sea Ports: increase the percentage of port and port-related jobs going to Newark residents from 22% to 33% (resulting in approximately 12,000 jobs for Newark residents)
1) Develop high job-density uses on over 800 acres of potential redevelopment parcels in Newark’s Port and Port Support Areas
2) Encourage new models for industrial business districts within the Port and Port Support Areas, including modern production, warehouse and distribution centers
3) Create high-value, airport-related development that generates jobs for Newark residents and complements employment opportunities in the City’s Central Business District

**Strategy #2**
*Retain Land for Job Creating Enterprise: create opportunities for up to 4,000 jobs through the expansion and incubation of businesses within light-industrial and commercial zones within the City and region*

1) Clear a path for the attraction and growth of quality green, sustainable businesses and jobs
2) Encourage light industry on industrial lands and where it is complementary to commercial and residential uses
3) Support entrepreneurship and small business development on industrial lands, neighborhood commercial corridors and Downtown

**Strategy #3**
*Improve Resident Mobility to Jobs: support long-range transit projects and policies that improve resident access to employment opportunities, as well as community and business development*

1) Rezoning to support density and mixed-use development around select transit and commercial nodes such as Penn Station, Broad Street Station, the Newark Liberty Airport Station, and Orange Street Station
2) Exploring the southern extension of the City Subway, the feasibility of additional PATH stops, and PATH-to-AirTrain extension
3) Enhancing bus service and considering Bus Rapid Transit (BRT) on corridors leading to Port and Off-Port suburban employment centers

**Strategy #4**
*Improve Freight Mobility: contribute to improvements in regional waterborne and rail freight infrastructure to promote more job-intensive uses and employment opportunities for Newark residents*

1) Support new projects that are attempting to address roadway inefficiencies, including:
   • Facilitating and leveraging the state’s Portway projects within Newark
• Improving truck clearance at key east–west links
• Improving east–west crossings across north–south expressways
• Supporting the construction of a new bridge across the Passaic River

• Improving arterial network in the area between US 1&9 and NJ Turnpike

2) Support improvements that will expand the utility of Newark’s rail infrastructure, including:
• Creating freight intermodal hubs at Airport, Seaport, and in R–121 industrial zone that integrate with regional freight infrastructure
• Upgrading rail yards and intermodal terminals like Brills Yard, located in the port area
Health Services

In 2006 the Health Services sector was viewed as a high priority area. To help solve the labor shortage in Health Services, OpportunityNewark recommended the formatting of a Health Services career lattice involving the Newark Workforce Investment Board, the Newark One-Stop, the NJ LWD, health-care providers and educational institutions to screen, hire and train incumbent workers to qualify for higher skilled positions.

Unlike other industry sectors, since 2006 Health Services has, even in an economic recession, continued to grow and provide career pathways for job seekers.

OpportunityNewark also recognized the need to improve the access and delivery of healthcare in the city. To that end it recommended the development of a comprehensive strategic plan for Newark’s healthcare system led by the City of Newark in coordination with the Newark Health Services Community, the State of New Jersey, and the federal government to ensure that Newark can efficiently meet the healthcare needs of its residents.

Current Status in 2009:

As an outgrowth of the OpportunityNewark initiative, the Newark Alliance, in partnership with the Newark Workforce Investment Board and two leading Newark hospitals, Newark Beth Israel Medical Center and UMDNJ–University Hospital, applied for and received a Customized Training Grant ($100,000) from the State of New Jersey to implement training programs for front-line healthcare workers. The Newark healthcare consortium worked with the National Healthcareer Association (NHA) and Essex County College (ECC), to develop flexible, competency-based training programs, and the Council for Adult and Experiential Learning (CAEL), a non-profit organization, that will helped shape the programs and provide technical assistance throughout the initiative. The grant provided an opportunity to create a formal workforce partnership that resulted in the creation of career advancement pathways for the existing hospital workforce and new jobs for Newark residents.

Each hospital addressed its individual workforce needs with a training program that would be available for replication within its respective healthcare system as well as by the other hospital partner. University
Hospital’s program focused on upgrading training needed to institute a new patient care model. Beth Israel focused on occupation-specific training to improve the quality of its incumbent workforce and to prepare new applicants in two targeted positions, as well as to reduce employee turnover. The Newark Workforce Investment Board is currently advertising all job openings resulting from the implementation of these career ladders, and a process for recruiting local candidates is in place.

University Hospital’s initiative to facilitate the progression of incumbent nursing assistants to positions as certified patient care technicians (PCTs) was not implemented due to fiscal constraints; however, as funds become available, completion of training and certification program administered by the NHA will also help participants advance to RN or other higher-level patient care positions in the future. The hospital plans to create additional patient care positions as a result of the skills upgrade and increased workload.

Beth Israel enhanced the skills of its incumbent and newly hired unit clerks and patient access representatives (PARs) with a training program designed by Essex County College that covered three essential areas: customer service, data entry, and medical terminology. Occupation-specific training helped to improve the professionalization of these positions as well as to combat the high rate of turnover among unit clerks. In January 2009, fifty-two hospital employees received certificates of completion and salary increases.

Significant funding from the WIRED grant provided resources to implement the Health Services career lattice across the eight northern New Jersey counties. This resulted in two significant accomplishments.

First, three Health Services Site Coordinator positions were established for the purpose of facilitating the relationship of employers with the public workforce system, educational institutions, trainers and job seekers. A coordinator serves Essex and Union counties, including the City of Newark; Hudson, Passaic and Bergen counties; and, Morris, Warren and Sussex counties. The Site Coordinator for Essex and Union counties started in September 2009. In the interim, Kathy Weaver of the Newark Alliance has served as coordinator.

Second, a regional Health Care Advisory Committee comprised of employers, educators, and representatives of the public workforce development system has been in effect since April 2008. At the onset of WIRED, each county maintained separate Advisory Committees however, given the obvious synergies, the participants found it prudent to
consolidate their efforts. Participation on the Health Care Advisory Committee broadens the opportunities for Newark residents to participate in training and employment in the city as well as the region. This association has connected Newark residents to the Patient Care Associate (PCA) program and the Nursing Fellowship Program at Passaic County College, as well as the Practical Nursing Program and Emergency Medical Technician program at Union County College. Both programs have productive job pipelines with eight hospitals with more than three hundred job opportunities.

Of importance, since 2006, regional healthcare initiatives have been awarded grants totaling $3.7 million from a variety of sources enabling Newark residents to seek training opportunities and to secure employment in the healthcare industry.

With respect to improvements in the access and delivery of healthcare, the City of Newark, under the leadership of Maria Vizcarrando, Director of Newark’s Department of Child and Family Well–Being has focused on developing citywide initiatives that target prevention as the new imperative for its services. The mission of the department is to provide and advocate for comprehensive health care, social and environmental services for Newark citizens and other consumers to ensure an optimal level of health and wellbeing.

The Department is actively engaged in convening key stakeholders to fully understand the complexity and interrelatedness of the problems of fragmented health care. Through local forums, coalitions have been built and plans are underway to establish networks and advocacy among health providers and consumers as well as local and state governments.

For example, the use of hospital emergency rooms for conditions that are more appropriately managed in primary medical care settings is a Newark (and urban) matter of serious concern. Discussions are underway to address this issue by expanding primary care services to vulnerable populations through “medical homes” and to create consistent sources of care through two strategic initiatives: Community Health Improvement Plan (CHIP) and the President/CEO Health Systems Workgroup.

Additional information can be found at www.ci.newark.nj.us under the Department of Child and Family Well–Being Health Planning Division.
Education Knowledge Creation

OpportunityNewark recognized the need to strengthen and increase the number of technology-based businesses in Newark and recommended that the Newark Innovation Zone Board (established by the NJED) oversee technology initiatives and develop new programs in the city.

OpportunityNewark also recommended the development of a three-year Science, Technology, Engineering and Mathematics (STEM) communications campaign to raise awareness of the critical importance of science, math and technology to future economic success.

Finally, OpportunityNewark recognized that improvements in Newark universities’ capacity to educate future entrepreneurs was an important component of economic revitalization.

Current Status in 2009:

The Edison Innovation Fund (administered through the Newark Innovation Zone) has delivered over $12 million in assistance to technology and life sciences companies located within the Newark Edison Innovation Zone. This assistance is expected to leverage more than $78 million in total public/private investment, and is also estimated to lead to the creation of approximately 335 new jobs, and maintain 138 existing jobs in the City of Newark.

Highlights of the Newark based funded businesses since the launch of OpportunityNewark include:

NeuroTrax Corporation is a medical technology company that designs, develops and markets diagnostic tools for the neurological healthcare market. The company received a $250,000 direct Edison Innovation Fund investment that will be used to support the commercialization of its diagnostic products and for working capital. NeuroTrax also benefitted under the Business Employment Incentive Program (BEIP), receiving $243,900. The company expects to create a total of 46 new jobs, and total public/private investment associated with both projects is over $2 million. NeuroTrax is located in the Enterprise Development Center at the New Jersey Institute of Technology.

LiveLOOK, Inc., founded in 1999 by a team of former AT&T Bell Labs developers, is an innovator in visual sharing and real-time online
interaction. The company received a $1 million direct Edison Innovation Fund investment, which will be used to establish a direct sales force, support research and development costs and pay salaries for the expected addition of 100 new positions within the next two years. LiveLOOK is located in the Enterprise Development Center.

Xipto, Inc. established its new headquarters at the Enterprise Development Center in December. The company, a provider of mobile advertising solutions, received a $1 million direct Edison Innovation Fund investment to support the development of its technology platform and to pay salaries for the new positions the company expects to create. The company anticipates growing its staff from three to 66 over the next two years.

The Talk Market, Inc. is a company that is developing a marketplace Web site that will allow vendors to sell products. The company received a $250,000 direct Edison Innovation Fund investment, which is expected to leverage a total public/private investment of $960,000. The Talk Market, Inc. also expects to add two new employees to its current staff of five.

Urovalve, Inc’s mission is to design, develop and commercialize superior medical devices that address serious problems with urinary flow and control. The company, located at the Enterprise Development Center, received a $100,000 direct Edison Innovation Fund investment, which is expected to leverage $2.4 million in total public/private investment and lead to the creation of an estimated 15 new jobs. From the CST, Urovalve received $44,231 through the Incubator Seed Fund, $264,155 through the Edison Innovation R&D Fund, and $50,000 through the SBIR Bridge Grant program.

Evident Software is a provider of metering, reporting and analytics software solutions for virtualized applications and services running on computer grids, data grids and the enterprise network. The company, located at the Enterprise Development Center, received a $1 million direct Edison Innovation Fund investment, which is expected to leverage $2.2 million in total public/private investment and lead to the creation of an estimated 21 new jobs. Evident Software also benefited under the NOL program in 2006, 2007 and 2008.

Prospect BioSystems is an innovative developer and provider of products uniquely serving the sample preparation needs of the proteomics market. To date, the company has received commitments for three beta units and two product availability requests. The company received a $200,000 Edison Innovation Fund investment, which will be used to assist in the
development of the three beta units and as growth capital. The company, located at the Enterprise Development Center, expects to create 31 new jobs. From the CST, Prospect BioSystems received $75,000 through the Technology Fellowship Program.

**Chem Fleur, Inc.** is a subsidiary of Firmenich Incorporated, which is wholly-owned by Fragar (America), S.A., Switzerland that began operations in Geneva in 1895. Today, Chem Fleur produces flavor and fragrance products for sale to other manufacturers of consumer products. Some of the chemicals produced by the company include Hedione, Habanolide and Hexarose. The company closed on a $705,870 BEIP grant in 2006, based on the expected creation of 90 new jobs. Total public/private investment associated with this project is $63 million.

**New Jersey Microsystems, Inc.** is a specialist company for MEMS and MOEMS sensor devices and systems. The company's projects cover a range of applications with clients in the Department of Defense and industrial sectors. In 2006, the company benefited under the NOL program. From the CST, New Jersey Microsystems received $50,000 under the SBIR Bridge Grant program and $50,000 under the Technology Fellowship Program.

**Audible, Inc.** is an Amazon.com subsidiary that provides premium digital spoken audio information and entertainment on the Internet. The company benefited under the NOL program in 2006, 2007 and 2008.

In addition, improved math and science educational opportunities in Newark was a core focus of **OpportunityNewark** in 2006 and the new Science Park High School is actively engaging students in these disciplines. To further address this issue a strategy for Science, Technology, Engineering, and Mathematics (STEM) was included in the WIRED implementation plan to allocate funding to develop a STEM Resource Database and complementary communications campaign to raise awareness about the importance of science, math and technology skills. The STEM Resource Database is designed to provide high school juniors and seniors, recent graduates, guidance counselors, career counselors and teachers access to a single resource of STEM related skill development programs that are offered on a national, state, and local level. This information is intended to raise awareness of the career possibilities and job opportunities in these academic fields. To supplement the STEM Resource Database, podcasts will be launched on the North Jersey Partners Web site to describe career opportunities in these fields. The Podcasts will be available on the North Jersey Partners’ Web site [www.northjerseypartners.org](http://www.northjerseypartners.org) in fall 2009.
With respect to improving the entrepreneurial capacity of Newark’s universities and colleges $600,000 of WIRED funds were invested in small business development programs with the NJIT Enterprise Development Center and the Rutgers Newark Center for Entrepreneurial & Economic Development (CUEED). These programs provide technical assistance to entrepreneurs assisting them in securing capital and managing their business operations.
Entertainment, Arts & Retail

OpportunityNewark recommendations in the Entertainment, Arts & Retail sector focused on improvements to the economic development infrastructure, to address the city's economic development capacity, and to improve the City’s image and perception.

Current Status in 2009:

There were two significant achievements in this area. The City established the Brick City Development Corporation (BCDC) and the Newark Alliance launched the Newark Community Foundation (NCF). The objectives of both these initiatives were to create a permanent infrastructure at the forefront of the city's economic and community development initiatives.

Brick City Development Corporation (BCDC) was established in 2007 as a public/private partnership to lead the City’s redevelopment efforts. Its primary mission is to serve as a catalyst for business expansion and relocation, real estate development and small business assistance in the city. www.bcdcnewark.org

BCDC’s summary of accomplishments to-date includes:

• Approved over $5,000,000 in financing to local small businesses; included first source hiring language in loan documentation and redevelopment agreements to ensure that Newark residents have the first opportunity for all jobs created as a result of BCDC’s efforts;
• Raised over $24,000,000 in non-City funding to promote economic development in Newark;
• Attracted and retained over 1,300 jobs in the city;
• Assisted over 45 businesses with City and State regulatory processes;
• Achieved bonding for 5 local contractors;
• Registered over 50 entrepreneurs for technical assistance classes in English and Spanish;
• Negotiated 6 redevelopment agreements;
• Worked with developers to facilitate 4 groundbreakings and 11 ribbon cuttings;
• Secured control of over 10 acres of private land on which to develop high job-producing light manufacturing uses;
• Organized Newark’s first Restaurant Week and published its first Zagat guide to restaurants;
• Facilitated 8 lease signings, relocations, and expansions within the City;
• Operating 10 farmer’s markets, available to residents using WIC and Seniors Vouchers and EBT, throughout the city’s five wards;
• Implemented small grocer micro-grant program to assist local market owners; and,
• Sponsored a week-long Financial Helpline, connecting hundreds of Newark residents to assistance from volunteers and finance professionals in response to the current economic climate.

The NCF was launched in July 2007 as a permanent philanthropic engine for the Newark community. Funds totaling $14.5 million have been contributed and serve as the organization’s principal financial resource. A Board of Governors has been established and a full time Executive Director is in place. NCF is part of the Community Foundation of New Jersey (CFNJ) which was founded in 1979 and has over 700 philanthropic funds. NCF utilized CFNJ’s infrastructure while assisting the CFNJ is meeting its strategic plan to ‘localize’ community foundations throughout New Jersey. This partnership has supported the City of Newark’s public safety efforts as follows:

Launched the **Community Eye Fund** in order to work with the Newark community and its various constituencies to impact gun violence in Newark. Nearly all of a $3.2 million campaign goal has been raised to deploy seven square miles of gunshot detection technology and 50 public safety surveillance cameras to cover an area of the city in which approximately 80% of the gun violence has occurred over the course of the past 2 ½ years. The gunshot detection technology consists of a series of sensors which, near-instantaneously, detect and pinpoint the source of gunfire. These sensors then convey the information to police dispatchers and automated public safety cameras with stunning accuracy. These technological efforts work in tandem with many grass roots efforts such as Stop Shootin’, a non–profit community–based organization whose founders were inspired by their own personal experiences, to address the gun violence in the streets of Newark.
Launched the **Newark Police Foundation** (NPF) to enhance the effectiveness of the Newark Police Department by providing additional resources to supplement existing allowances in the Newark municipal budget under the Safer Streets Bring a Brighter Future campaign. To that end, the Newark Police Foundation is supporting new police technology and equipment, and Crime Stoppers and Gun Stoppers anonymous tip lines. The Police Foundation provides families, foundations, and businesses that care about Newark an opportunity to lay the ground work for a more prosperous future.

In summary, the NCF has made significant progress towards building a permanent fund dedicated to Newark by offering several flexible and convenient gift opportunities for those who care about the future of Newark. With focused leadership, and in a relatively short time frame, NCF has contributed significantly to Newark’s public safety agenda. This suggests that the Newark Community Foundation has great potential for advancing Newark’s revitalization. [http://www.cfnj.org/affiliates/newark](http://www.cfnj.org/affiliates/newark)
City Image and Perception

An improvement in city perception and image was identified as a high priority area in the OpportunityNewark report. To that end, several strategies were recommended to promote Newark’s assets. They included: a marketing campaign; high-profile events; a unified brand for Newark; and, a Destination Marketing Organization or Conventions and Visitor’s Bureau.

Current Status in 2009:

Recognizing the significance of travel and tourism and city image and perception as economic development drivers and the complexity of executing the multiple tasks outlined above, the Greater Newark Conventions Visitors Bureau (GNCVB) was formed on July 1, 2008 to provide dedicated resources towards implementing these action plans. The GNCVB was established as a business unit of the Brick City Development Corporation in partnership with the Newark Regional Business Partnership and the Greater Elizabeth Chamber of Commerce. Activities of the GNCVB are guided by an Advisory Council, of which the Newark Alliance is a member, and several programmatic subcommittees.

There has been widespread support by area organizations including the educational, cultural, nonprofit, healthcare, corporate, and government sectors since its inception. Both cash and in-kind contributions support the budget as follows:

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<tr>
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<th>GNCVB Funding Streams</th>
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<td>NJ State Grants</td>
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</tr>
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*Funding not yet secured
While the GNCVB has received contributions from various parties, the Advisory Council continues to pursue a permanent funding structure to ensure its long term viability.

Secured funding to date has been utilized to launch events, activities and marketing campaigns to reposition the Newark metropolitan area, coordinate visitor attraction-oriented activities for this region of the state and outline a plan for future activity that will allow for significant and sustainable growth. Most notable is the collaboration between the cities of Newark and Elizabeth in launching the “Liberty International Initiative”.

Working in collaboration, the cities secured a joint Urban Enterprise Zone Grant totaling $625,000 annually for two years – the first of its kind in the state – to integrate, leverage and widely promote the collective assets of the region to increase resident and visitor patronage of both Newark and Elizabeth businesses and attractions. Additional strategic partnerships are being pursued with Essex County, the City of Harrison and Union County to leverage assets such as the Turtle Back Zoo, Red Bull Stadium and local historic sites. Participation in the North Jersey Partners WIRED Creative Community Collaborative, a market research project, further supports a broad regional “destination” approach.

Additional special events and activities executed included: Go Newark Restaurant Week and Go Newark U College Week; cooperative media
campaigns with the New Jersey Performing Arts Center and the Newark Museum; the Newark National Invitational; and development of a Newark Zagat restaurant guide. Future planned activities include the roll out of a technology infrastructure to facilitate packaging and hotel bookings for upcoming major events such as the 2011 – 2013 NCAA and 2012 – 2014 MAAC conference tournaments, revamping the Go–Newark website and introducing a Go–Elizabeth website in the same format.

Building on past successes the GNCVB 2020 goals include the following components:

- Increase hotel capacity 75%, rates 50% and occupancy 5%;
- Explore, develop and open NJ’s premier Convention Center;
- Attract major meetings, conventions and events that bring national media coverage and thousands of first-time visitors;
- Attract the airport and hotel population into local venues for dining, theater, shopping and other collateral activities increasing sales and tax revenues and creating jobs; and,
- Shape local and national perceptions about this market, and its future.

Given the increasingly strong levels of visitor activity experienced in 2008, the Greater Newark area is well poised to realize these goals. In 2008, over 750,000 adults attended at least one event at NJPAC. Another 400,000 visitors attended at least one New Jersey Devils hockey game at Prudential Center and thousands more attended concerts and other events in the new arena. These statistics are evidence that the Greater Newark area is poised for continued growth as a destination for the region in coming years. Assuming that a secured permanent source of funding is obtained, the GNVCB should be in a position to provide the planning, coordination, and leadership necessary for the realization of their goals.
Urban Business Investment

The Urban Business Investment OpportunityNewark action plans were focused on providing additional financial, operational and marketing resources to local small businesses recognizing that they help to restore communities, create wealth for individuals, provide much needed services to residents and add jobs to the community.

Current Status in 2009

In 2008, the Center for Urban Entrepreneurship & Economic Development at Rutgers Newark Business School (CUEED) was launched as the first center of its kind in the nation to integrate venture capital, city resources and university research for the purpose of studying and promoting economic development and entrepreneurship. As one of its first initiatives, the center built upon Rutgers’ historic relationship with the City of Newark by helping small and medium-sized companies that are minority-owned and operated. CUEED’s activities are divided into three areas: economic development, education, and research. In addition to providing business school students with the education and training needed to succeed in the business world the CUEED is focused on the positive impact they can make in the community.

The Profeta Urban Investment Foundation (Profeta Fund) was launched in 2008 to spur economic development within Newark. Paul V. Profeta, a New Jersey–based real estate executive, partnered with CUEED to establish a $1 million not–for–profit equity fund—the Profeta Fund. The fund allows CUEED to provide financing to Newark–based businesses within a mile of the Rutgers Newark Business School in sectors such as retail, arts, and entertainment that will employ Newark’s residents and give the city and its citizens much needed services and products. The goals of the Profeta Fund are to assist in the revitalization and renaissance of the City of Newark by providing seed money for the establishment of business enterprises owned and operated by members of Newark’s minority communities, whose enterprises are: headquartered in Newark; do business in Newark; and, return real value to Newark by making jobs available to Newark residents and by providing goods and services required by those residents.
As a complement to the Profeta Fund, in 2009 the CUEED launched the Entrepreneurship Pioneers Initiative (EPI) to provide an educational training component to the small and medium-sized business community. EPI equips first generation entrepreneurs with training and tools to help them grow their businesses through an intensive eight month training program. This program provides CUEED participants with real-world experience that is applicable to any business career and training to be smarter about decisions regarding their businesses. This component of the program was funded by the North Jersey Partners WIRED initiative through a $100,000 grant provided by the U.S. Department of Labor Employment and Training Administration. EPI is collaboration between CUEED, the Rutgers Small Business Development Center, the Institute for Entrepreneurial Leadership, and the Greater Newark Business Development Consortium. These entities are all Newark-based small business technical assistance providers.
Workforce Development Infrastructure

OpportunityNewark recognized that there was a need to improve access and awareness of workforce development resources. The Workforce Investment Board was identified as the logical party to improve access and to bridge the knowledge gap on the available workforce development resources in Newark, Essex County and the State of New Jersey.

Current Status in 2009:

The Newark Workforce Investment Board, in partnership with the North Jersey Partners WIB/One Stop Consortium (funded by WIRED), is actively engaged in the development of a Strategic and Business Plan, for the northern New Jersey Region. The North Jersey Partners Regional WIB/One Stop Consortium brings together, for the first time, a regional partnership of public, private and government organizations, including eight WIBs, One-Stops, the State of New Jersey Department of Labor and Workforce Development, the New Jersey State Employment and Training Commission and the Newark Alliance all working together, to support strategies, policies, programs, and training initiatives that will ensure a skilled workforce across the northern region of the state.
Workforce Innovation in Regional Economic Development (WIRED)

Overview

In 2006 the U.S. Department of Labor Employment and Training Administration (ETA) awarded grants totaling $325 million through a competitive process to Governors in 39 regions across the United States pursuant to a program captioned as Workforce Innovation in Regional Economic Development (WIRED). Using OpportunityNewark as the framework, the Newark Alliance, in collaboration with the NJ LWD, submitted an application. As lead applicant, the Newark Alliance working with several partners across eight northern New Jersey counties (Bergen, Essex, Hudson, Morris, Passaic, Union, Sussex and Warren) received a $5 million award. Formally known as North Jersey Partners (NJP), it is an innovative regional partnership of organizations from the public workforce system, educational institutions, economic development and private industry sectors collaborating to develop a talented and skilled workforce to help drive economic growth in northern New Jersey.

Like OpportunityNewark, the North Jersey Partners WIRED Initiative focuses on key industry clusters projected to provide the greatest economic impact and jobs over the next several years. Based on detailed analysis of Labor Market Information it was determined that the projected job growth for the Northern New Jersey region is within the same clusters as those that were the subject of OpportunityNewark – Transportation, Logistics, & Distribution; Health Care & Life Sciences; and Entertainment, Arts & Retail. Additionally, Entrepreneurship and Small Business Development was considered an important cluster to the region.

The U.S. Department of Labor Employment and Training Administration intended to accomplish several important goals with the WIRED initiative as follows:

• Galvanize resources around pursuing a regional geographic focus on workforce development issues rather than a solid geographic focus;
• Improve coordination across disciplines, thus bringing together education, workforce development, economic
development and industry to collectively plan for talent and workforce development; and,
• **Implement innovative changes** to the region that yielded immediate results or sparked changes that could be sustainable beyond WIRED funding.

**Current Status in 2009:**

Through its network of partners, North Jersey Partners WIRED has made significant progress in achieving the goals of ETA. Resources have come together across the region to pursue common goals and objectives that have the potential to lead to job growth. Industry Advisory Councils have been formed for each industry cluster to better understand industry needs and to align training and skill development. Industry Coordinators have been hired to strengthen relationships between industry and the public workforce system and to increase pipelines for employment. In addition to working on these infrastructure issues, 781 job seekers (41% of target) have been trained in existing programs within the targeted clusters.

As a result of the WIRED initiative the North Jersey Partners Regional Workforce Investment Board (WIB)/One Stop Career Center Consortium was formed. The Regional WIB/One Stop Consortium, comprised of WIB Directors and One Stop Operators from each of the eight counties, supports strategies, policies, programs, and training initiatives that will ensure the continuity of a skilled workforce across the region. To realize this goal, the Regional WIB/One Stop Consortium developed a five year strategic and business plan to guide its efforts.

The Regional WIB/One Stop Consortium with the support of the NJ LWD addresses shared challenges in the system: shares best practices and innovative ideas and technology; coordinates workforce development efforts; and, jointly advocates and sets policies that enhance the system and improves results within the region.

The work of the WIB/One Stop Consortium is of great benefit to the city of Newark. Through active participation in the Consortium by Newark’s workforce development leadership team (WIB Director and One Stop Operator), Newark residents are positioned to benefit from the wide-array of job and career opportunities throughout the region. Additionally, Newark’s workforce development leadership team participates with their peers in assessing and implementing best
practices and operational changes to improve their service delivery. For example, employees of the One Stop Career Centers in all eight counties will receive training geared towards improving service delivery to their constituents. With this skill upgrade One Stop employees should be more proficient in assisting resident job seekers and incumbent workers for both career placement and advancement.

Another element that was sparked by WIRED and will support ongoing efforts of the WIB/One Stop Consortium and the Newark workforce leadership are the three new data tools developed by the NJ LWD. They are: Report on Industries and Companies Hiring; Real Time Jobs in Demand Report and Industry; and, Specific Manuals for Transitioning Dislocated Workers. These tools are intended to provide useful real-time information to WIBS and the One Stops to assist them with focusing their efforts on in-demand occupations and current labor market activity.

Another example of a positive new initiative is the TLD Talent Network. The TLD Talent Network is a coalition of colleges, universities, vocational-technical high schools, workforce development organizations, employers and industry associations from across the state, that was created to form a world class workforce model for the trucking, warehousing, distribution, logistics port operations, and supply chain management industries. The Talent Network identifies workforce needs; develops new TLD-focused training programs; disseminates improved information on the industry; assists individuals with obtaining employment; and, strengthens career ladders to improve incumbent worker training.

Finally, the Creative Community Collaborative (CCC) strategy is an example of how resources in the region have been applied towards the realization of common goals and objectives. The objective of the CCC strategy is to leverage regional cultural, arts, historic, sports, retail and entertainment assets to develop and lay the foundation for implementing a regional strategic plan that creates jobs and local revenue by increasing visitation, attendance and spending in the Entertainment, Arts and Retail (EAR) sectors.

A broad stakeholder group, consisting of representatives from a diverse cross section of institutions within the sector, participated in a series of meetings to inform the strategic plan. This planning exercise was lead by an Advisory Council consisting primarily of representatives from Destination Marketing Organizations, Chambers of Commerce, Heritage Tourism Associations and Conventions and
Visitors Bureaus from the eight county regions, representatives from the NJ State Office of Travel and Tourism and *The Star-Ledger*, Economics Research Associates, a national travel and tourism consultant, was retained as a consultant.

Industry Advisory Councils have been developed to support the cluster activities. Four Councils have been formed for the Transportation, Logistics and Distribution, Health Services, and Entertainment, Arts and Retail clusters. The Industry Advisory Councils are comprised of representatives from industry, education, the public workforce system, trade associations and non-profit organizations. The goal of the Councils is to provide ongoing forums for the exchange of information with the objective of positioning industry leaders with driving talent development based on industry trends. Several forums have been held by the Industry Advisory Councils for each of the clusters.

The Industry Advisory Councils are an important element in sustaining the WIRED philosophy post WIRED seed funding and as a result, the Regional WIB/One Stop Consortium is committed to integrating these Councils into their ongoing operational efforts. The Councils support workforce efforts by focusing training and connecting the public workforce system to job pipelines.

Industry Coordinators have been funded to support the WIB/One Stop Consortium by coordinating the Industry Advisory Councils and maintaining the day-to-day relationship building that is necessary to build job pipelines for the public workforce system.

Two Health Services Industry Coordinators that cover Hudson, Bergen and Passaic and Morris, Warren and Sussex, respectively, have been very productive and effective in developing pipelines with employers, and identifying opportunities for job seekers and incumbent workers. A third coordinator has been hired to serve Essex and Union counties and the City of Newark thereby providing full coverage to the region. One signature program generated from the Health Services Industry Coordinators is the Healthcare Pilot E-Learning Program residing in Essex County College which trains incumbent workers throughout the region. This training will focus on improving and increasing healthcare employee retention; enhancing skills for new and existing employees; and, outlining a clear road map for students and employees to achieve career advancement, promotions and wage increases. The pilot E-Learning Program will provide training and certificates for 1,000 incumbent workers and job seekers.
The Health Services Industry Coordinators are resident at Passaic County College since they along with Union County College, were awarded Community-Based Job Training grants totaling $3.5 million. Several local Health Care Advisory Committees consolidated into a regional Health Care Industry Advisory Council to take advantage of this infrastructure.

The TLD Coordinator that was hired with leveraged funding from NJ LWD has been very effective in identifying employer pipelines and has supported efforts to recruit 30 employers that are actively engaged in partnership with Port Newark.

In addition to implementing activities that lead to systemic change in the system several training programs were funded as a means to connect unemployed and underemployed individuals to existing opportunities. A requirement of each training program is to serve residents of all eight northern New Jersey counties. The training opportunities provided to-date includes the following:

Entertainment, Arts & Retail 21st Century Customer Service training is region-wide and trains instructors’ at all eight community colleges in the region to deliver a standard program in Customer Service training. This project leveraged activities that had been implemented at Union County College. To date all 150 training openings planned for this initiative have been filled.

The Technical Training Project, a pharmaceutical training program resident at Essex County College, has enrolled 53 participants to date. This program has strong job pipelines and a comprehensive “on the job” training component. One recent TTP graduate secured employment with a local pharmaceutical company earning $25 per hour while others were hired at $16 per hour.

Union County College is leading the creation of a Transportation, Logistics, and Distribution Academy to serve as a hub for the dissemination of information, instruction, and other related services for this industry sector. The TLD Academy will provide curricula and train-the-trainer services to adult education and workforce development providers in the region as well as provide job training to 150 job seekers and incumbent workers to develop their awareness of, and expertise in, selected TLD occupations.

William Patterson University is providing training for seven career tracks, ten certificate programs, and 18 individual courses designed to develop
skills and competencies needed to obtain jobs or upgrade skills of incumbent workers. Since the inception of the program 201 participants have entered training.

The NJP WIRED entrepreneurial strategies are designed to provide small businesses and technology-based entrepreneurs technical assistance, information and connection to resources to assist them with growing their businesses as a means to increase jobs in the region. Under the leadership of the NJIT EDC several technical assistance programs were provided to businesses in the various incubators across the region as well as other businesses within the region. Technical assistance included one-on-one coaching, workshops and lecture series. Additionally, entrepreneurs participated in business plan competitions and were provided a link to the state resource guide for entrepreneurs. More than 110 entrepreneurs have participated in the various programs. A toolkit is being developed to support the integration of entrepreneurship within the Regional WIB/One Stop offerings.

Other activities in process in the region include:

A sector focused Project Management Academy to promote and provide project management training broadly in the region for the TLD and Healthcare sectors will be implemented in the fall of 2009.

A Tool Kit for Chief Learning and Innovation Officers to provide guidance to Human Resource professionals on how to transform their organizations into Life Long Learning entities. A network of more than 2,000 organizations was contacted to participate in data collection to inform this process.

An assessment of Career Academies active in high schools within the region to provide the Regional WIB/One Stop Consortium with a deeper understanding of the technical and vocational education within the region as a means to connect synergistic activities.

Career, occupational and skill information is being disseminated within high schools in the region to increase awareness of the education and skills necessary to succeed. Systems being promoted include NJ Next Stop; NJ Cans; Learn–Do–Earn and Making It Count. Each of these systems provide career and skill related information geared toward high school students that can be used by students, parents, counselors and teachers.
The North Jersey Partners WIRED activities, discussed above, are being implemented through an extensive network of partners from all eight counties and across all disciplines consistent with the grant objectives. Partners from the various sectors include the United States Departments of Labor and Commerce; New Jersey Governor Jon S. Corzine; New Jersey Department of Labor & Workforce Development; New Jersey Department of Education; The Commission on Higher Education; New Jersey Economic Development Authority; Workforce Investment Boards and One Stop Career Centers throughout the region; The Port Authority of New York and New Jersey; area universities, community colleges, and secondary education institutions; business and industry; chambers of commerce; community-based organizations, faith-based organizations and various foundations.
Conclusion

With its focus on improving employment opportunities and the quality of life for Newark's residents, OpportunityNewark continues to address one of the most challenging aspects of urban revitalization.

As this report highlights, despite a debilitating economic environment, overall progress has been steady: new training programs have been implemented; new institutions have been formed; new partnerships have been developed; and new resources have been applied. Going forward, Newark will continue to benefit from the impact of WIRED funding and through active participation in similar regional collaborative partnerships.

Today in 2009, it is clear that Newark has more possibilities today than it has had in the past forty years. Given the momentum and support that OpportunityNewark has achieved to date, there is every reason to believe that with the concerted and sustained efforts of all who believe in, and care about, this city it will meet its ultimate objective which is to create opportunities for success for all Newark residents.

The progress described in this report would not have been possible without the commitment of a multitude of individuals and organizations throughout the state and the Newark community.

Your contributions were invaluable.
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# WIRED Project Management Team

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## Steering Team

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