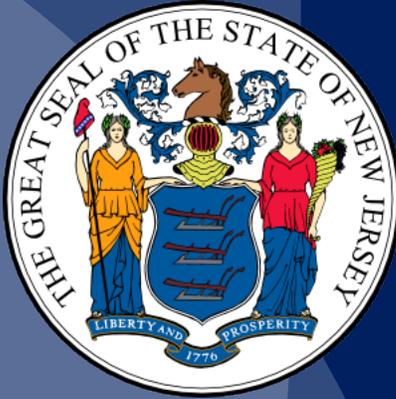


# NEW JERSEY: South Jersey Workforce Collaborative

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Regional Plan for the Workforce  
Innovation and Opportunity Act





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## Introduction

The Workforce Innovation and Opportunity Act (WIOA), signed into law in 2014, requires Local Workforce Development Boards (WDB)s and chief elected officials (CEO)s within each of New Jersey's three WIOA workforce planning regions to participate in a regional planning process resulting in a comprehensive four-year plan which shall be modified every two years. Each Regional Plan is to incorporate input and coordination from each of the local areas within the workforce planning region. Regional plans must comply with the requirements outlined in WIOA and must align with and support the strategies described in the New Jersey Combined WIOA State Plan (State Plan). Additionally, each Regional Plan shall include:

- An overview of the region, including a list of local areas and counties that comprise the region;
- The collection and analysis of regional labor market data (in conjunction with the State)
- The establishment of regional service strategies, including use of cooperative service delivery agreements;
- The development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region;
- The establishment of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate;
- The coordination of transportation and other supportive services as appropriate, for the region;
- The coordination of services with regional economic development services and providers;
- The establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA sec. 116(c) for local areas or the planning region; and
- The establishment of a process to review and modify the plan every two years.

A primary focus of the State Plan relates to the statewide Talent Development Strategy. In New Jersey, the talent development system includes:

1. New partnerships with employers across the state's seven key industries,
2. Strong collaborations between workforce programs, education and higher education,
3. The use of technology to better connect jobseekers and employers,
4. Better labor market intelligence to inform workforce investments, and
5. Innovative partnerships between the state, local governments, community and faith-based organizations and educational institutions.

In an era of global competition and rapid technological change, New Jersey must continue to build on this strong talent development foundation. The State Plan sets a strategic direction for the future and outlines five themes which the state will focus on in order to increase the number of residents with an industry-valued credential or degree through high-quality partnerships and integrated investments.



### **Theme 1: Building Career Pathways with a focus on Industry-Valued Credentials**

Through a common definition of career pathways, a newly created list of industry-valued credentials, literacy standards and a renewed commitment to Employment First for all persons with disabilities, New Jersey will ensure that all workforce investments are enabling individuals to access greater economic opportunity and to build on their skills throughout their careers. These efforts will expand the number of career pathways, at all levels of education and workforce services, which will help more individuals obtain industry-valued credentials and degrees.

### **Theme 2: Expanding High-Quality Employer-Driven Partnerships**

Across departments, New Jersey is focusing investments and programs on building employer-driven, high-quality partnerships that follow a common definition and framework. These partnerships are critical to building new career pathways for jobseekers and students and help increase the number of individuals with an industry-valued post-secondary degree or credential. To further support these efforts, the state's seven industry-focused Talent Networks (TN) will facilitate the development of new high-quality, employer-driven partnerships across the state; investments in new Targeted Industry Partnerships and Talent Development Centers will build a foundation for all of the state's workforce development investments.

### **Theme 3: Strengthening Career Navigation Assistance through American Job Centers and Broad Partnerships**

New Jersey is committed to supporting the American Job Centers (Job Centers), formerly known as the One-Stop Career Centers, which meet local needs and assist individuals in obtaining new skills and employment. New Jersey will expand the number of jobseekers and students who have access to high-quality career guidance and job search assistance through a new network of Job Centers, community colleges, libraries, community-based and faith-based organizations, organized labor and educational institutions.

### **Theme 4: Strengthening Governance through Effective Workforce Development Boards and Regional Collaborations**

Effective Workforce Development Boards are critical to the success of New Jersey's Talent Development system. Led by the private sector but inclusive of key partners, local WDBs engaged in an active governance role ensure that investments are made in effective programs and that local residents can access the services they need for career success.

New Jersey has committed to supporting regional planning, service coordination and resource sharing for all workforce education and training programs, recognizing that labor markets are not constrained by governmental or political boundaries. New Jersey is a densely-populated state with labor markets not constrained by state and county boundaries. These efforts will be organized around three regions of the state: North, Central and South.



### **Theme 5: Ensuring System Integrity through Metrics and Greater Transparency**

To reflect the strategic priorities of the state, New Jersey is adopting an additional set of performance measures and applying these measures, and those required by the Workforce Innovation and Opportunity Act, to a broader number of programs. New Jersey will make performance data on workforce development programs accessible to workforce decision-makers and the public. The Eligible Training Provider List and Consumer Report Card are critical tools assisting jobseekers and students making decisions about short-term occupational training programs.

These five talent development themes, coupled with the five primary focus points of the State Plan, create a strong foundation on which to build regional strategies. Each Regional Plan will be designed to help achieve the vision of the State Plan while advancing regional efforts in workforce development, credential attainment, economic development, and the formation of strategic partnerships.

Additionally, the collaborative efforts of the region will be strengthened through the formation of a Regional-Local Memorandum of Understanding (MOU) identifying how each local area will contribute to and collaborate with one another to advance regional initiatives. The MOU will be signed by the Chief Elected Official (CEO) and Workforce Development Board (WDB) chair for each local area within the region.



### I. Regional Overview and Priorities

**(A) Provide the following information relating to the composition of the planning region:**

*(i) Reference name for the planning region.*

New Jersey’s South WIOA Region is referred to as the South Jersey Workforce Collaborative.

*(ii) Identification of the local workforce development areas and counties that comprise the planning region.*

The Local Workforce Development Areas and Counties in the South Jersey Workforce Collaborative include:

Local Area	County or Counties within Local Area
Atlantic	Atlantic
Burlington	Burlington
Camden	Camden
Gloucester	Gloucester
Cumberland/Salem/Cape May	Cumberland/Salem/Cape May

Figure 1

The South Jersey Workforce Collaborative is comprised of five Local Areas and seven counties. The counties of Atlantic, Burlington, Camden, and Gloucester each form their own individual local areas, while the region’s other local area contains the counties of Cumberland, Salem, and Cape May.

While not an official part of the region, Southeast Philadelphia has close ties with the region given its geographic proximity. Additionally, the region shares its labor market with Delaware. Employees living within the region travel to Delaware for work; however, the region is not closely tied to workforce development activities within the State of Delaware. The impacts of both Southeast Philadelphia and Delaware must be taken into consideration when reviewing regional data and when determining actions for the region to pursue.

Other geographically significant impacts on the region come from the Delaware River and higher education institutions within the region. The Delaware River has ports used for cargo ships on both the Camden and Philadelphia sides of the river. The ports bring in specific occupations that require unique skills. The region also has Rutgers, Rowan, and Stockton Universities, all of which have programs that focus on healthcare, thus impacting the supply of high-quality education and training offerings in this sector.



*(iii) Provide a description of the workforce development region's priorities for the next 4 years.*

**VISION:** To provide high quality and integrated workforce development services to the residents and businesses of the South Jersey Workforce Collaborative.

**MISSION:** To collaboratively create a premier regional driven workforce development system by promoting Workforce Development Boards and American Job Center services to our communities through the following strategies:

- Utilize Career Connections and other outreach systems
  - Expand communication and collaborative partnerships with neighboring Workforce Development Boards and businesses
  - Expand and enhance holistic industry sector team approaches to career planning and placement services
  - Champion Regional Workforce Development Board policy and planning
  - Integrate systems and maximize resources to build a better aligned workforce system
- **Pathways and Partnerships Related Priorities:**
    - Develop viable pre-apprenticeship programs and apprentice programs with local businesses in the healthcare industry
    - Create career-based programming to develop relationships between K–12 and postsecondary education to improve college readiness.
    - Increase Out-of-School Youth programs to focus on career pathways, apprenticeships and post-secondary education
    - Develop programs of student/job seeker and employer engagement that supports the guided pathway and career pathway approach to training and education
    - Enhance connections between employers and job seekers through industry sector initiatives
    - Develop a partnership framework for ongoing collaboration
    - Raise awareness of in-demand skills and occupations among stakeholders
    - Enhance program and credential development/alignment with business needs and industry valued credentials
    - Expand private sector partnership model for youth programs
    - Integrate assessment tools with emerging industry needs

The South Jersey Workforce Collaborative will create a baseline measurement for each priority and will strive to improve upon each baseline figure. All measurements will be tracked internally and will allow the region to gauge whether or not each priority is being met.



The Pathways and Partnerships Related Priorities will be achieved through strategic implementation of the following activities:

- Quarterly regional Workforce Development Board (WDB) director's meetings and Annual Regional WDB Executive Committee meetings
- Utilize regional job fairs and other positive recruitment opportunities
- Utilize Regional Business Advisory Councils
- Work closely with the Talent Development Networks/Centers/Partnerships to engage businesses to develop strategies to meet current and future needs.
- Provide regional training for resource center staff

These activities will strive to achieve the following outcomes:

- Develop contextualized learning and accelerated training in industry-recognized credentials of the South Jersey Workforce Collaborative targeted industries to make training more accessible and meet the current and future needs of employers.
- Build cross-agency partnerships throughout the region and clarify roles regarding leveraging existing business advisory councils to measure career pathway systemic change and performance.
- Create a greater awareness for the populations we serve of job opportunities outside the local area.
- Ensure staff training is consistent and current within the region to ensure an equal professional level of service in each county.

*(iv) How do these priorities align to the foundational goals, mission, and strategic themes identified in New Jersey's Talent Development Strategy?*

Information relating to New Jersey's Talent Development Strategy can be found in section "Introduction" of this plan; whereas, information relating to the region's talent development strategies and efforts can be found in section "IV: Sector Initiatives: High Quality Employer-Driven Partnerships" of this plan.

Regional priorities are aligned with the High-Quality, Employer Driven Partnership Features listed in the New Jersey Talent Development System Overview document, particularly bullet numbers 1, 2, & 3. Alignment will be achieved through regional collaboration of the Local WDBs and the Talent Networks.



## II. Regional Data Analysis

**(A) Demonstrate how the region has collected and analyzed regional labor market information. Regions should consider the following questions when responding to this requirement:**

*(i) What industries, occupations, and skills are in demand and targets of opportunity for the region?*

All data contained in this section was provided by the New Jersey Department of Labor and Workforce Development (LWD) Office of Research and Information, Workforce Research and Analytics (ORI-WRA) team. Data sources include internal data collection from LWD as well as external sources including the U.S. Census Bureau and Burning Glass Technologies.

This section includes data for resident employment by industry, employment and annual average salary, educational attainment, and the demand for skills and certifications. Understanding the demand and supply for employees can help a region better focus its workforce development activities.

### Industries

The top five industries in terms of net regional employment are 1) educational services, health care, and social assistance, 2) retail trade, 3) arts, entertainment, recreation, accommodation, and food service, 4) professional scientific, management, administration, and waste management services, and 5) manufacturing. These five industries comprise 66% of the total civilian employed population age 16 and older.

### Resident Employment by Industry<sup>1</sup>

INDUSTRY	Resident Employment
Educational services, health care, and social assistance	221,444
Retail trade	103,276
Arts, entertainment, recreation, accommodation, and food service	92,409
Professional, scientific, mgmt, admin, and waste mgmt service	90,951
Manufacturing	63,841
Finance and insurance, and real estate and rental and leasing	59,164
Public administration	50,791
Construction	48,529
Transportation and warehousing, and utilities	46,326
Other services, except public administration	37,876
Wholesale trade	27,518
Information	16,032
Agriculture, forestry, fishing and hunting, and mining	5,601
<b>Total Civilian employed population 16 years and over</b>	<b>863,758</b>

Figure 2

Understanding which industries pay a significant role in regional employment will allow education and training providers the information needed to focus their efforts to achieve maximum

<sup>1</sup> Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates



efficiency and impact. However, understanding industries is only a portion of the demand-side data and should be coupled with occupational data to fully understand regional demand.

**Occupations**

The top five occupations in terms of net employment include: 1) retail salespersons, 2), cashiers, 3) registered nurses, 4) waiters and waitresses, and 5) laborers and freight, stock, and material movers. Salaries for registered nurses are significantly higher than any of the other top ten occupations, paying an average annual salary of just under \$80,000. Office clerks and secretaries and administrative assistants except legal and medical each have average wages above \$15.00 per hour, while the other seven top occupations pay at or below \$15.00 per hour on average (based on a 2,000 hour work year).

**Employment and Annual Average Salary - Detailed Occupations<sup>2</sup>**

SOC Code	Occupation	Employment	Annual Salary
41-2031	Retail Salespersons	28,660	\$26,220
41-2011	Cashiers	22,650	\$21,710
29-1141	Registered Nurses	17,590	\$76,380
35-3031	Waiters and Waitresses	15,570	\$22,670
53-7062	Laborers and Freight, Stock, and Material Movers	14,650	\$30,350
43-5081	Stock Clerks and Order Fillers	13,950	\$25,650
43-9061	Office Clerks, General	13,690	\$33,570
31-1014	Nursing Assistants	13,130	\$27,320
25-9041	Teacher Assistants	12,330	\$25,830
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical,	11,990	\$39,110
<b>Total all occupations</b>		<b>748,490</b>	<b>\$48,590</b>

Figure 3

In terms of occupational groups, as opposed to specific occupations as identified above, the top five groups include: 1) office and administrative support occupations, 2) sales and related occupations, 3) food preparation and serving related occupations, 4) education, training, and library occupations, and 5) transportation and material moving occupations. Eight of the top ten occupation groups pay average wages above \$15.00 per hour; the exceptions are for occupations in food preparation/serving and healthcare support.

Collecting and analyzing the demand-side employment data, such as the top industries, occupations, and occupational groups, should be done in tandem with collecting and analyzing supply-side employment data. Only then will the full data-driven picture come into focus, allowing for workforce development initiatives to have their greatest possible impact.

<sup>2</sup> Source: Occupational Employment Statistics, May 2015 Estimates



Employment and Annual Average Salary - Occupational Group<sup>3</sup>

SOC Code	Occupational Group	Employment	Annual Salary
43-0000	Office and Administrative Support Occupations	120,130	\$37,040
41-0000	Sales and Related Occupations	80,980	\$37,750
35-0000	Food Preparation and Serving-Related Occupations	68,370	\$24,060
25-0000	Education, Training, and Library Occupations	62,400	\$54,930
53-0000	Transportation and Material Moving Occupations	55,280	\$33,780
29-0000	Healthcare Practitioners and Technical Occupations	47,850	\$86,240
51-0000	Production Occupations	35,130	\$37,360
13-0000	Business and Financial Operations Occupations	33,150	\$73,480
11-0000	Management Occupations	29,940	\$122,900
31-0000	Healthcare Support Occupations	29,590	\$29,660
<b>00-0000</b>	<b>Total all occupations</b>	<b>748,490</b>	<b>\$48,590</b>

Figure 4

Educational Attainment and the Demand for Skills and Certifications

Population, labor participation, and the unemployment rate are important for understanding the labor supply of the region and are discussed in section 2.A(i) below. While knowing how many people are available to fill job positions is vital to understanding the labor supply, it is also important to understand the education and skill level of the labor supply. In terms of educational attainment, 12% of the region’s population aged 25 and over do not have a

Educational Attainment<sup>4,5</sup>

Level of Education	# of Individuals	% of Pop. age 25 and Over
Less than 9th grade	55,046	4.4%
9th to 12th grade, no diploma	95,529	7.6%
No High School Degree	150,575	12.0%
High school graduate (includes equivalency)	414,434	32.9%
Some college, no degree	242,169	19.2%
Associate's degree	93,079	7.4%
Bachelor's degree	236,555	18.8%
Graduate or professional degree	121,240	9.6%
<b>Population 25 years and over</b>	<b>1,258,052</b>	<b>112.0%</b>

Figure 5

high school diploma while 32.9% have a high school diploma or its equivalent. Less than half (35.8%) of this population have some form of a college degree.

Employers not only look for individuals with a specific educational attainment level when filling an open position, they may also look for individuals with specific skills and certifications. The following two charts are based on online job postings, occurring during the 2015 calendar year, across the region.

<sup>3</sup> Source: Occupational Employment Statistics, May 2015 Estimates

<sup>4</sup> The percentages add up to more than 100% since an individual may fall into more than one category.

<sup>5</sup> Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates



Baseline Skills in Greatest Demand<sup>6</sup>

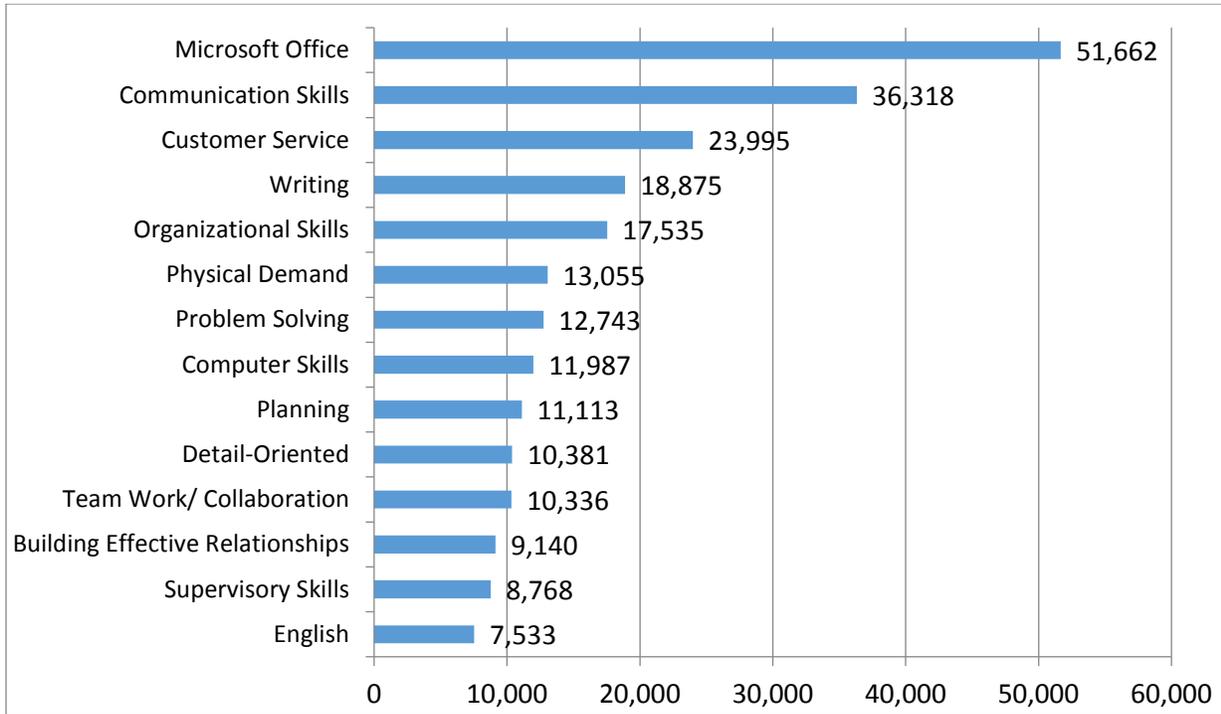


Figure 6

Certifications in Greatest Demand<sup>7</sup>

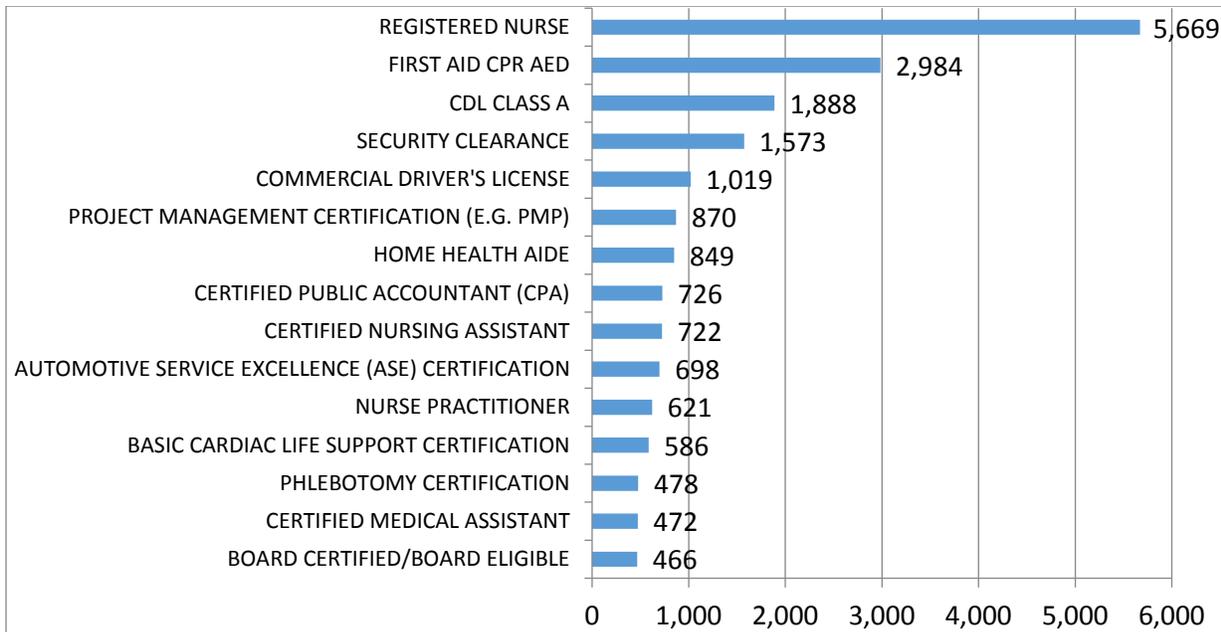


Figure 7

<sup>6</sup> Source: Burning Glass Technologies Inc., Labor Insight

<sup>7</sup> Source: Burning Glass Technologies Inc., Labor Insight



Two key takeaways from these charts are that the most sought after skill and certification are “Microsoft Office” and “registered nurse” respectively. Other in-demand skills include communication skills, writing, organizational skills, physical demand, and problem solving. Other in-demand certifications include first aid/CPR, Class A CDL, security clearance, and commercial driver’s license. Overall, in-demand skills are focused on interpersonal skills while many in-demand certifications are centralized within healthcare and transportation.

*(ii) How is the region changing in terms of population demographics, labor supply, and occupational demand?*

Referenced in the prior section, data on the population and labor supply can be used to help identify the economic health of a given area. Understanding the changing demographics of the population can allow education and training providers, as well as businesses, to adapt to meet the needs of the region. Additionally, labor supply data such as employment and unemployment numbers provide a macro-level view of the current state of the region’s workforce.

For data on the region’s occupational demand please see Section 2.A (i) above.

**Population**

Population Totals and Growth Trends<sup>8</sup>

Local Areas	County	2014	2024	2034	Change: 2014-2024		Change: 2024-2034	
					Number	Percent	Number	Percent
Atlantic-Cape May Counties	Atlantic	275,200	278,900	282,900	3,700	1.3%	4,000	1.4%
Burlington	Burlington	449,700	460,400	472,700	10,700	2.4%	12,300	2.7%
Camden	Camden	511,000	519,400	525,600	8,400	1.6%	6,200	1.2%
Atlantic-Cape May Counties	Cape May	95,300	94,400	93,400	-900	-0.9%	-1,000	-1.1%
Cumberland-Salem Counties	Cumberland	157,400	159,700	164,400	2,300	1.5%	4,700	2.9%
Gloucester	Gloucester	291,000	301,200	312,500	10,200	3.5%	11,300	3.8%
Cumberland-Salem Counties	Salem	64,700	62,600	59,800	-2,100	-3.2%	-2,800	-4.5%
Region	-	1,844,300	1,876,600	1,911,300	32,300	1.8%	34,700	1.8%
<b>New Jersey</b>	-	<b>8,938,200</b>	<b>9,338,000</b>	<b>9,733,400</b>	<b>399,800</b>	<b>4.5%</b>	<b>395,400</b>	<b>4.2%</b>

Figure 8

The overall population is expected to grow through the year 2034 in five of the region’s seven counties. The expected growth of the region’s population between the years of 2014 and 2034 is 3.6%, which is less than half of the expected growth for the state (8.9%). Gloucester County is expected to experience the largest growth percentage with Salem County expected to see the largest population decrease.

<sup>8</sup> Source: NJLWD, 2014 - 2034 Population Estimates



During this same timeframe, the Asian and Latino or Hispanic populations are expected to grow by the largest percent with the only population set to decrease being White non-Hispanic.

Population Growth Rate by Race<sup>9</sup>

Race	Total 2014 Population	% Change 2014-2024	% Change 2024-2034
Asian	87,100	21.3%	24.3%
Black or African American	314,500	5.5%	5.6%
Latino or Hispanic	239,400	20.9%	18.5%
White Non-Hispanic	1,546,300	-0.7%	-1.5%

Figure 9

**Labor Supply**

Population numbers provide a part of the story of labor supply; however, some population groups, especially children and the elderly, may not participate in part or in full within the workforce. Data such as the number of individuals participating in the workforce, the age of the workforce, and the unemployment rate help identify the current and expected future strength of the workforce across the region.

Projections of Civilian Labor Force by County<sup>10</sup>

Local Workforce Development Areas	County	2014	2024	2034	Change: 2014-2024		Change: 2024-2034	
					Number	Percent	Number	Percent
Atlantic-Cape May Counties	Atlantic	133,100	141,300	145,500	8,200	6.2%	4,200	3.0%
Burlington	Burlington	232,000	236,700	244,900	4,700	2.0%	8,200	3.5%
Camden	Camden	255,600	264,100	272,400	8,500	3.3%	8,300	3.1%
Atlantic-Cape May Counties	Cape May	48,800	43,800	44,500	-5,000	-10.2%	700	1.6%
Cumberland-Salem Counties	Cumberland	67,200	65,300	69,300	-1,900	-2.8%	4,000	6.1%
Gloucester	Gloucester	148,800	156,400	163,100	7,600	5.1%	6,700	4.3%
Cumberland-Salem Counties	Salem	31,400	30,000	29,300	-1,400	-4.5%	-700	-2.3%
<b>Region</b>	-	<b>916,900</b>	<b>937,600</b>	<b>969,000</b>	<b>20,700</b>	<b>2.3%</b>	<b>31,400</b>	<b>3.3%</b>
<b>New Jersey</b>	-	<b>4,518,600</b>	<b>4,744,700</b>	<b>5,018,700</b>	<b>226,100</b>	<b>5.0%</b>	<b>274,000</b>	<b>5.8%</b>

Figure 10

The overall regional civilian labor force is expected to grow by 5.7% through the year 2034, which is roughly half the growth expected by the state (11%). During this timeframe, six of the seven counties are expected to see growth in their labor force. In both population and labor force estimations, the counties of Cape May and Salem are expected to see declines through the year 2034. During this timeframe, Atlantic and Gloucester counties are expected to see the largest

<sup>9</sup> Source: NJLWD, 2014 - 2034 Population Estimates

<sup>10</sup> Source: NJLWD, 2014 - 2034 Labor Force Projections



percentage of labor force growth with Cape May County seeing the largest expected decline in the labor force.

One statistic to pay attention to is the number of individuals at or nearing retirement age. Given the large number of the Baby Boomer generation, the upcoming retirement numbers are expected to rise across the nation. The South Jersey Workforce Collaborative is no different. The percentage of the labor force age 55 years or older is expected to increase by a factor of 10.7% between 2014 and 2024 (from 23.4% to 25.9% respectively).

Labor Force Nearing Retirement Age<sup>11</sup>

Category	2014	2024	2034
Total Labor Force	916,900	937,600	969,000
Labor Force Age 55+	214,900	242,900	232,400
% of Labor Force Age 55+	23.4%	25.9%	24.0%

Figure 11

The expected growth in the labor force through the year 2034 breaks the downturn experienced by the region between 2010 and 2015. The regional labor force actually declined by over 36,000 individuals during this timeframe, even with the unemployment rate decreasing by a factor of 37%. While there were more individuals employed in 2015 than in 2010, the 2010 labor force was larger. This may be due to an increase in either the number of retirees, the amount of individuals that leave the labor force due to long-term unemployment, or other similar reasons.

During the 2010 to 2015 timeframe, the regional unemployment rate decreased by a net of 3.8%, similar to the decrease experienced by the state and the nation during the same timeframe (3.9% and 4.1% respectively).

Labor Market Change<sup>12</sup>

Year	Labor Force	Number Employment	Number Unemployment	Unemployment Rate
2010	948,903	845,518	103,385	10.9%
2015	912,776	850,449	62,327	6.8%
Net Change	-36,127	4,931	-41,058	-3.8%

Figure 12

*(III) What geographic factors impact the regional economy (e.g. proximity to other labor markets, commuting patterns)?*

Employment of the regional population is impacted by other states, mainly Pennsylvania. The region has 13.4% (114,384 individuals) of its population employed out of state. While 114,384 regional residents work outside of New Jersey, the region does have roughly 54,000 residents from other states commute into the region for work. This results in a total net loss of 60,341 workers (7% of the region’s labor force) due to commuting across state lines.

<sup>11</sup> Source: NJLWD, 2014 - 2034 Labor Force Projections

<sup>12</sup> Source: Local Area Unemployment Statistics



A total of 68.3% of regional residents live and work in the same county as compared to 64.2% statewide, indicating that the region may see slightly less more work-related commuting than the rest of the state on average.

Work-Based Commuting<sup>13</sup>

Place of Work	Region	New Jersey
Total Resident Workers	856,045	4,122,554
New Jersey	741,661	3,588,171
Worked Out of State	114,384	534,383
New York	4,612	384,279
Pennsylvania	97,699	120,386
Connecticut	368	3,519
Delaware	7,502	8,106
Maryland	787	1,912
Other States	3,416	16,181
% Worked In State	86.6%	87.5%
% Worked Out of State	13.4%	12.5%
Live & Work in Same County	506,405	2,244,703
Work In State & Live Out of State	54,043	295,759
% Live & Work in Same County	68.3%	64.2%
% Work Outside County	31.7%	35.8%

Figure 13

*(iv) What special populations, including people with disabilities, are present in the region, how many individuals are there in each category, and what are the policy and service implications to meet the needs of these individuals?*

The total population of individuals with a disability in the region is approximately a quarter million and comprises roughly 12.6% of the total regional population. This is slightly higher than the statewide total of roughly 10% of the state population identifying as having a disability. Of the prime working-age population (18-64 years of age) approximately 10.3% have a disability.

Individuals with a Disability Population<sup>14</sup>

Category	Region	New Jersey
Total Civilian Noninstitutionalized Population	<b>1,808,062</b>	<b>8,766,669</b>
Total with a Disability	228,455	893,672
Under 18 years	421,659	2,031,951
With a disability	20,168	72,997
18 to 64 years	1,127,401	5,524,850
With a disability	115,996	421,718
65 years and over	259,002	1,209,868
With a disability	92,291	398,957

Figure 14

<sup>13</sup> Source: New Jersey Department of Labor and Workforce Development, Office of Research and Information

<sup>14</sup> Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates



Of the regional population, 6.6% identify as civilian veterans, 6.5% speak English less than “very well”, and 3.6% are Supplemental Nutrition Assistance Program (SNAP) recipients. While regional percentages for the number of civilian veterans and SNAP recipients vary only slightly from the overall state percentages, the region does see a lower percentage of the population with limited English skills as compared to the state (6.5% and 12% respectively).

Special Populations<sup>15</sup>

Identifier	Region	New Jersey
Total Civilian Noninstitutionalized Population	<b>1,808,062</b>	<b>8,766,669</b>
Civilian Veterans	120,517	416,037
Speak English less than "very well"	116,821	1,034,428
SNAP Recipient	65,957	272,130

Figure 15

For more information on the policies issued by New Jersey’s State Employment and Training Commission (SETC), please see the policy page on the official SETC website located at: <http://www.njsetc.net/njsetc/policy/>.

<sup>15</sup> Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates



### III. Integration of Strategies and Services

**(A) Describe the regional service strategies including use of cooperative service delivery agreement(s). Regions should consider the following questions when responding to this requirement:**

*(i) Which existing service delivery strategies will be expanded and how?*

#### 1. K-12 – Outreach and Services for Youth Customers

A number of related strategies are in place to coordinate and collaborate with public schools, and to reach out to Youth customers, both In-School and the priority Out-of-School Youth population.

- **Recruiting Out-of-School (OOS) Youth:** The South Jersey Workforce Collaborative will adapt their recruiting and enrolment efforts for Youth to fit more in line with school calendars. By recruiting heavily for OOS Youth not during summer, but with a focused effort at the end of summer when regular schools are going back into session, we believe we can capture this population when their friends and former classmates are going back to school and they are more motivated to find something to do.
- Specifically in Camden County, Youth Job Center outreach will be expanded by personal visits to High Schools and judicial partners where many returning out-of-school youth are being served.
- Career Pathway guidance will be increased, in order to help Youth plan their long-term future but take realistic steps
- Out-of-School Youth apprenticeships, and community learning experiences. Externships and internships will be enhanced within the region in partnership with employers, and marketing around these services will be increased in order to publicize these valuable opportunities among regional Youth.
- The Region will collaborate with industry and educational partners to provide career exploration programs to individuals and especially to Youth customers.

#### 2. Small Business Outreach:

The South Jersey Workforce Collaborative member WDBs will work to reach out to small businesses around the region. Small business is a key sector making up a significant proportion of employment, with 87.8% of firms in the Region having 20 workers or fewer and 74.5% of all establishments/worksites having 20 workers or fewer.<sup>16</sup> A majority of board members of the regional member WDBs are small business people. They are very involved in guiding the work and have a commitment to the role small business plays. They are very aware of some challenges common to many, though not all, small businesses, such as:

- lacking extensive HR divisions, often not having an HR staff at all
- challenges negotiating the administrative requirements of some publicly funded programs, such as completing OJT agreements

<sup>16</sup> United States Census Bureau, Statistics of U.S. Businesses, 2013, at <http://www.census.gov/data/tables/2013/econ/susb/2013-susb-annual.html>



- Challenges in filling vacancies and instituting succession plans to maintain appropriate staffing levels

As a result of these challenges, small businesses often use local Job Center services more than large corporations, and in particular, HR consulting work.

The South Jersey Workforce Collaborative is committed to providing HR consulting and candidate assessment/referral services to our small businesses.

### **3. Outreach to Partners:**

Building stronger partnerships with organizations such as chambers of commerce, economic development agencies and local businesses, industry and civic organizations will be a primary goal for the region.

The Region will also strive to achieve better coordination with partner agencies as well as better communication and work to create a streamlined process for referral from other partners to the Job Centers and vice versa.

For example, the Burlington County Workforce Development Economic Advisory Panel was established to advise in the development of Economic and Workforce Development policies by reviewing results and findings of research and analysis of local economy, occupational trends, and targeted business community outreach. The Advisory Panel is also tasked with reviewing recommendations for addressing Workforce Development needs and provide feedback for improvements. This advisory group is comprised of diverse representatives from non-profits, economic development agencies and local business professionals in economic growth sectors. The Region is considering this type of linkage within other workforce areas and region-wide.

### **4. Sector Teams:**

Outlined in the next section, the region will develop Region-wide sector teams, based on the business service representatives and a Regional Business Service Team, and in conjunction with the TNs and Talent Development Centers (TDC), business serving staff at all WIOA system partners, and other business-facing partners. Job orders from employers will be distributed regionally.

**5. Employer-Driven training and collaboration:** As noted in next section

**6. Industry Recognized Credentials:** Ensuring that all training delivered within the region with WIOA support grants an industry-valued and industry-recognized credential.

*(ii) What service strategies will be used to address regional workforce needs, such as education, training, work-based learning, employment, and job matching?*

**1. Internships and Business Interactions (Youth and Adults):** A number of inter-related initiatives will be developed within the region, recognizing that while the system can deliver quality



training, it does not provide sufficient quantity and quality of substantive work-based learning and hands-on experience. Some inter-related activities will be developed including:

- Develop new, and expand current, training programs and certificates in response to occupational need and growth within the region.
- Build partnerships with industry to provide career exploration and on-site job shadowing experiences for customers and youth.
- Streamline and grow internship/apprenticeship opportunities for customers.
- Expand private sector partnerships for youth programs.
- Identify employers willing to provide on-site experiences other than formal intensive Apprenticeships, OJTs or paid internships. The region is committed to offering a range of activities of varying durations and intensities, including short-term un-paid internships.
  - **“Road Trips to the Real World”**– This initiative, developed by one of the local areas within the region, has included facilitated job-shadowing visits at area employers such as Comcast, Virtua, Lockheed Martin and other regional businesses. Visits range from one day to four weeks, mostly observing work, interacting with workers by shadowing one-on-one and engaging in other work experience opportunities.
  - **Model programming after the Career and Technical Education Institutes** – This entails students researching and participating in three different career pathways for their first two semesters of their Associates degree program. Students cannot select a major until after they have conducted a range of observations, site visits and job-shadowing activities, as well as brief internships where possible, at least three different kinds of firms. This value proposition model prepares students for the jobs that will give them a return on investment in education.

## 2. Enhancing Job Placement:

- Expand industry based training programs to address emerging business needs
- Expand job orders regionally, through the development of efficient information communication processes
- Expand Business Services and Outreach on a regional basis as needed
- Communicate regional plan with local and regional chambers of commerce and other agencies/community based organizations
- Outreach to neighboring County businesses for regional placement opportunities, to give employers a larger pool of qualified applicants and to give customers a wider set of job opportunities.

**3. Sector Teams:** The Region will expand and enhance the industry sector team approach to career planning and placement services, including implementation of sector-based workshops, cross-region coordinated placement and business outreach activity. **The sector team approach includes a cross-agency team dedicated to work on each targeted Sector that includes:**

- Employment service interviewer - who matches employment skills and conducts labor exchange functions.
- Business service representatives
- Employment Counselors



These teams will work together within the sector, working directly with employers and job-seekers on all aspects of work within the given sector. While we recognize that some Job Centers or other partners may not have sufficient staff to have separate and distinct individuals for each sector, staff at each partner will coordinate their work to ensure a comprehensive team within each sector.

The process demands that staff work together. Everyone is accountable for the success of the customer as well as achieving desired outcomes both individually and as a cross agency group.,

The Region will identify new methods of maintaining these teams including regular Sector Team meetings, workshops to bring industry expertise to the group, regular check-in calls, shared dissemination of job orders across the team, and shared use of Salesforce as a means of maintaining and managing data on business interactions and the “case file” for each firm.

The Region will coordinate with the State to facilitate Salesforce access for outside partner firms such as the colleges, chambers, and WIOA system partners

**4. Business Retention:** The Region will collaborate on pro-active business attraction and retention interventions.

(See Economic Development, Section VII).

*(iii) How did the planning region arrive at these strategies? What is the rationale for regional coordination on these service delivery strategies? TEXT*

The WDB Executive Directors in the region meet monthly, in sessions that include the WDB staff and key on-the-ground staff from the Job Centers. The group also interacts regularly through meetings convened by the State Employment and Training Commission (SETC) and LWD, regional economic development gatherings, community events and shared employer interactions. The group is close-knit and collaborates regularly. The strategies outlined in this Plan were developed during a series of the monthly meetings and email communications of draft concepts among the team during the summer of 2016.

In addition to other processes, each Region met for a full-day session with a consultant firm during July 2016 for a facilitated discussion of the topics of this Plan and used that time to build on prior dialogues, formalize key recommendations and Plan elements and strategized for future implementation of various components of the Regional Plan.

*(iv) What formal and informal cooperative procedures will the core partners and other required partners establish to align services and coordinate delivery?*

- 1. Sector Teams – MOUs and more:** The Region is committed to a number of formal commitments in relation to building the Sector Teams. These include:
- A Memorandum of Understanding committing each region to disseminate job orders over a certain size to the rest of the WDBs and Job Centers in the region and to any other partners also signing the MOU.
  - Commitment to regional job fairs, including each WDB holding a targeted number and scale of such events, to which all the counties in the region are invited, and which are



promoted through common methods and by each participating partner.

- Other MOUs with other regional partners on the same level of collaboration.
- Holding meetings of each Sector Team, at least quarterly, to maintain momentum on these initiatives and maintain open communication and collaboration.
- Informally, continue to meet on a regular basis and share best practices and coordinate on regional workforce events to promote workforce development services to businesses

**2. Shared/Consolidated monitoring of training providers and educational service providers.**

The WDBs share a number of training providers in common, and currently each monitors them through their own internal processes, and in some cases monitoring is more limited due to lack of resources. To avoid duplication of efforts, as well as increase effectiveness and efficiency, the region will develop a shared monitoring calendar and list the name of those ITA vendors held in common across multiple WDBs. The SJWC Executive Directors and Program Monitors will work together to create a shared monitoring tool which identifies common requirements. One monitoring visit can be conducted during a monitoring period with each common ITA vendor, generally by the county/WDB in which the vendor or main site is located or that does the majority of work with that vendor. The information and monitoring report will be shared across the region. If necessary, each local area may schedule an additional visit and create an addendum to the shared reporting tool which identifies requirements and/or issues unique to their individual counties. A Memorandum of Understanding (MOU) will be prepared stating that each WDB will accept the monitoring reports conducted by the other WDBs.

**3. Extended invitation to neighboring counties to participate in committees:**

Each WDB in the region commits to invite all of the others, and all other formal WIOA system partners and other collaborating public and other entities in the region, to participate in any relevant committees, workgroups or workforce development events. This commitment will be part of an overarching MOU related to partnership. All such activity will be Regional. Some examples include:

- Literacy Committees: Camden County extended an invitation to Burlington County to participate on Literacy Committee, and all Literacy Committees will work to coordinate efforts together.
- Job Fair Events: When major employers of any particular County close or suffer a significant downsizing, all counties in the region collaborate to hold industry specific job fair events to seamlessly transition affected employees into similar, open jobs.
- OJT: The Workforce NJ OJT grant writer who is engaged for multiple counties attends Camden County Business Services Committee meetings and will participate in all business service committees in order to be able to help build multi-firm OJT curricula and collaborative projects across the region.



## IV. High Quality Employer-Driven Partnerships

Key work on sector-driven and high-quality employer partnerships are led by the South Jersey Workforce Collaborative and the individual WDBs with support from the State's TNs and TDCs. Some key efforts are described below, followed by the specific initiatives and relationships underway within this Region.

### ***Talent Networks***

The state's seven industry-focused Talent Networks have been connecting jobseekers, employers, educational institutions, and workforce programs, as well as providing key intelligence on the workforce needs of the state's key industries. Now the Talent Networks are focused on building new employer-driven partnerships in 20 areas of the state. These Targeted Industry Partnerships will have developed plans for meeting the skill needs of employers and building new pathways to economic opportunity.

The Talent Networks are focused on three key tasks:

1. Development and Dissemination of Industry Intelligence to Inform Workforce Investments: Each Talent Network works closely with LWD's Labor Market Analysts to provide an understanding of key industry workforce trends and of the workforce needs of employers. The Talent Networks engage employers and industry associations to give input into the development of the list of industry-valued credentials and degrees. Each year, the Talent Networks will host an Industry Summit to inform key workforce stakeholders of employer needs. The Talent Networks will also partner with LWD's Labor Market Analysts to produce an Annual Workforce Report for their industry that combines quantitative data and feedback from employers.
2. Development of High-Quality Employer-Driven Partnerships: Each Talent Network will work intensively with employers, local WDBs, educational institutions and other stakeholders to develop Targeted Industry Partnerships in three geographic areas of the state. Collectively, the Talent Networks will develop 20 such partnerships. For each partnership, the Talent Network will engage employers and identify industry workforce needs, assemble workforce and education stakeholders to assess capacity and facilitate the development of a workforce plan for the industry for the specific area. LWD will work with each Talent Network to identify possible funding sources for implementation of promising programs.
3. Assist in Rapid Response Efforts: Each Talent Network will contribute to rapid response efforts in their specific industry, using their knowledge of industry needs to help inform services and assistance to impacted workers.

### ***Talent Development Centers (TDCs)***

New Jersey is investing in the development of three TDCs at community colleges and universities focused on the Advanced Manufacturing, Health Care and Transportation, Logistics and Distribution industries. Each TDC serves as a "center for excellence" in the state and provides



training to incumbent workers and dislocated workers with state funds from the Workforce Development Partnership Program. These Centers also serve as anchors for expanded high-quality employer-driven partnerships in their industry and further build the capacity of the state's higher education institutions to provide education and training aligned with the needs of the state's key industries.

The primary mission of each TDC is to provide training to individuals (dislocated workers and currently employed/incumbent workers). As a result, the TDC's coordinate their efforts with the state's industry-specific Talent Networks, established to facilitate the development of new partnerships between employers, educational institutions and workforce development programs in their specific industry.

**(A) Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region. Regions should consider the following questions when responding to this requirement:**

*(i) What industry sectors and occupations have been prioritized and why?*

New Jersey's efforts are focused on seven industries that form the foundation of the state's economy:

- Advanced Manufacturing
- Biopharmaceutical and Life Sciences
- Health Care
- Financial Services
- Transportation, Logistics & Distribution
- Technology
- Leisure, Hospitality and Retail Trade

As noted above, workforce development efforts in each industry are developed by the Region in conjunction with the Talent Networks, grantee organizations that focus statewide effort on developing industry intelligence and high quality employer partnerships within each industry. The region's workforce boards work independently and together in conjunction with the Talent Networks and are prioritizing a number of key occupations as follows.

For industries and occupations within each of the following sectors please refer to the data outlined in Section II above. The Section II data was developed through close analysis of Labor Market Information data. In particular, the number of jobs and earnings per employee for key occupations within each industry were analyzed based on factors such as occupations, short-term and long-term growth.

### **1. PORTS (Transportation, Logistics, Distribution (TLD))**

Camden, Gloucester, Salem, and other communities in the region have significant port activity. Paulsboro is developing a large new port operation. These are major places for loading and



unloading of cargo distributed across the region and into the interior of the nation. In Philadelphia this is mostly container shipping. In Camden, it is mostly break bulk shipping in which the cargo is held in the belly of the ship and workers use cranes to haul the material up and off the ship. The Ports are an important part of the TLD employment in the region, with various occupations including crane operators. The average age of crane operators is 56 years old, so there is a great need to train new operators to fill positions that will become vacant in the coming decade due to retirements.

Burlington County offers the LINCS Supply Chain Management (SCM) Program which provides 8 Certifications for entry to mid-level TLD occupations. Each program is 40 hours long and includes a Council of Supply Chain Management Professionals (CSCMP) exam. Successful students earn a CSCMP Certification at the end of each module. This program can be available to residents throughout the Region and can easily be replicated by other colleges.

## 2. Healthcare

Camden is major regional medical center, and is home to one of the state's Level 1 Trauma Centers. Several State universities have a regional presence with a focus on higher education and health sectors, termed "eds and meds", granting many medical related credentials and degrees. Senior Vice President and Chief Human Resources Officer for Cooper University Hospital serves on the Camden County Workforce Development Board (WDB). Inspira Health Network has multiple members on the Cumberland Salem Cape May WDB. Rowan University is building a medical campus including a new medical school, and land has been purchased in the area to build a new hospital in Gloucester. Atlantic County has a major Healthcare Professions Institute at Atlantic Cape Community College. Burlington County is in close relationship with Virtua Health and developing training and education programs that meet all of their Health Science occupational needs.

Resulting from this wealth of activity, there is considerable need for a range of occupations in the healthcare industry. The Healthcare Consortium, made up of educators, hospitals, long-term care facilities, and vocational schools is a critical partner to the WDBs of the region and places emphasis on building new responsive training. Some of the occupations and credential programs of focus include:

- Emergency Medical Technicians (EMTs)
- Certified Clinical Medical Assistant (CCMA)
- Billing and Coding Specialist (BCSC)
- Home Health Aide (CHAA)
- Certified Nurses Aid (CNA)
- Practical Nurse (LPN)
- Phlebotomist (CPT)
- Patient Care Technician (CPCT)



### **3. Transportation, Logistics, Distribution (TLD): Federal Aviation Administration (FAA) Technology Center and Research Park**

The Aviation industry is growing in parts of the region. This initiative in particular will bring significant economic activity and employment. Begun as an effort of the South Jersey Economic Development agency, Atlantic County joined with Stockton University and now along with other partners are participating in the Atlantic County Improvement Authority's effort to bring together WDBs, colleges, economic development entities, airports and the research park initiative. A five-year plan was developed which has led to a focus on a number of key credentials, such as the Airframe and Power Plant Certification, and occupations in Aviation Maintenance.

The group is also working to identify the right training and credentials to train people for a range of jobs at the research agencies that will be housed in the research park.

### **4. Advanced Manufacturing and Related TLD Industry**

Additional jobs are plentiful in Burlington and Gloucester in advanced manufacturing and the related distribution functions related to that industry. Many advanced manufacturers in the region are understaffed. They cannot find sufficient numbers of workers with the required skills for positions paying more than a living wage.

These counties have shown growth in the past five years of more than 20% in this sector and there are numerous jobs in regional warehouses and their distribution systems.

Several occupations are continually in-demand to fulfill end user product needs including:

- Commercial Truck Drivers
- Distribution warehouse managers
- Hand Packers and Packers (Picker-Packers)
- Real time data analysts.

Burlington County (provided through the Rowan College at Burlington County WDB) in partnership with The Advanced Manufacturing Talent Development Center at Camden County College serves as a "Center of Excellence" to expand the capacity of the state's education in this field and will emphasize partnerships, career pathways and industry valued credentials through available training and newly implemented and tested curriculum based on employer and manufacturer needs.

In Cumberland County, Manufacturing is a strong industry sector and has remained one of the WDB's key industries over time. Cumberland along with other southern region WDB's has developed excellent working relationships with its governmental, educational and industry partners. The Cumberland, Salem, Cape May philosophy is meeting businesses where they are which has led this local area to develop food processing and glass manufacturing steering committees. Since 2010, these committees have been meeting to focus on Identifying skill gaps in the food processing and glass industry, developing strategies to meet the needs of employers, and creating career pathways for job seekers.



Salem Community College offers a Scientific Glass Technology Program. The only Associate in Applied Science degree program of its kind in the nation, Scientific Glass Technology (SGT) introduces students to the necessary skills and techniques to construct scientific glass apparatus for university laboratories, industrial research and production. Scientific glassblowers are in high demand and are well paid. Graduates of the SGT program have earned jobs at a variety of employers such as the National Institutes of Health, Yale University, University of Delaware, Chemglass, and Procter & Gamble.

### 5. Energy and Construction

Burlington County Workforce Development Institute has run several Women in Sustainable Employment (WISE) programs. This is a 40-hour program that prepares women for careers in the trades. Nationally as well as locally, there are multiple hiring initiatives underway for utility infrastructure investment work. There was a need to attract a qualified and diverse talent pool for the hundreds of job openings. The 40-hour course provides career awareness and readiness in the Energy and Construction industry. Occupations include:

- Meter readers
- Construction apprenticeships
- Various jobs in Nuclear, Water, Electric and Gas fields

Salem Community College has established the Energy Institute to address energy-training needs of the community, government agencies and private businesses. The Energy Institute is an affiliated instructional partner with the following nationally recognized nonprofit organizations leading to job-related energy management certifications and examinations:

- BPI (Building Performance Institute) for building science, building analyst and envelope professional programs and certification
- NABCEP (North American Board of Certified Energy Practitioners) for the Photovoltaic Entry-Level Exam.

The Energy Institute offers short-cycle certification training and testing programs in energy efficiency and energy management, leading to new skills for employment. Additional courses are continually scheduled and customized training is available. Utilizing a career-ladder concept, students also may choose to earn Career Certificates, a one-year Academic Certificate or an Associate in Applied Science Degree.

*(ii) What strategies will be implemented to ensure that corresponding industry-recognized credentials will be delivered within these sectors?*

*What is the capacity of existing education and training providers to offer these credentials?*

The Region's colleges have been able to adapt curriculum to address needs for many years. Efforts to support this and provide the institutions with good data from employers will be enhanced and improved in the future.



**Regional Consortiums:**

The Region has developed and is expanding Regional Consortiums in several industries. These are public private partnerships to support sector strategies in targeted sectors and cultivate a strong relationship between workforce development and economic development. The Consortia began in Camden County and are being expanded region-wide. The Region's objectives in participating in these Consortia are to:

- Gain intelligence on the industries (hiring practices, skill and training needs, etc.)
- To ensure that the workforce development system is providing the right training for in-demand occupations
- To engage the industries' and key employers' interest in collaborating to seek federal, state and other grants related to sector-based workforce training

These efforts began prior to Talent Network involvement, arising through county-level connections among WDBs and local economic developers. However, going forward, will be brought into the dialogue within these Consortia. The groups reached out to industry leaders in key sectors and the colleges to bring together all relevant partners and a range of industry representatives (all sizes of firms, types of sub-industries or clusters). The WDBs will, through these efforts, continue to work closely with economic development agencies, business organizations, chambers of commerce and other partners to foster on site meetings, generate support for new industry outreach, and expand electronic linkages to workforce development programs and funding.

Due to the fact that the regional economy is not merely a New Jersey economy but also is deeply connected to Philadelphia and all of southeastern Pennsylvania, and, in some cases, Delaware, the Consortia will continue to communicate with surrounding States that may have an impact on our regional workforce demand.

Critical to success, WDB Board members from the given industries sit on the Consortiums to seed the group with a strong industry leader with expertise on the local system. These leaders are able to bring additional employers and business/industry representation to the meetings and serve as a bridge of these less-involved stakeholders into closer contact with the public workforce system. The Consortia members are Competitor firms which share their workforce intelligence and company experiences, because they all want the same things and it benefits them all to have their information getting to the workforce system.

The Consortia help bring real labor intelligence, in real-time, from the line level of employer members and their peers and delivers that information directly to area trainers. They are the space where the WDBs and colleges gain information on the training needs, certificates and credentials, as well as essential skills that employers in the region most need. The Consortia have begun to host regular focus groups made up of employers representing the full range of each industry. These formal discussions are much of where this key information is transmitted.



The Consortia have also begun to be the entities where the regional partners can work together to apply for particular public funds and grants, as such funding require strong regional collaboration around a specific industry.

Examples of some early successes include:

- **Process Technology:** The Paulsboro Refining Company and Rowan College at Gloucester County (RCGC) have collaborated to develop an extensive state approved Associate degree program in Process Technology. This partnership combines classes taught at the RCGC campus in Sewell with a hands-on scholarship and internship program made available through the refinery to qualifying students pursuing the new degree program. Students receiving the scholarships will also participate in a 10-week paid summer internship at the Paulsboro Refining Company. Non-scholarship students will also be eligible to apply for the internship. In 2016 the Apprenticeship Program had 111 applicants, 86 interviews, and 26 apprentices are currently in four year program. An additional 20 apprentices are to begin training in June 2017.
- **Transit:** The TLD Consortium has identified a significant need for bus drivers. Recently, the State Motor Vehicle Commission has upgraded the bus driver's license to require that any driver be able to identify parts of the bus, engine, drive train, and other systems and perform minor engine repairs. Some people who were previously drivers don't want to take on this greater responsibility, so are leaving the field. Others need the skills, but there has not been training to these standards. The Consortium is working to develop trainings at area institutions to this skillset as a remedial add-on for those with a bus driving license, and to incorporate these skills in all driving training programs.
- **Retail, Hospitality and Tourism:** Camden County is in the process of developing this Consortia which can include the entire Region.

### **College Collaborations:**

The Region's community colleges are part of the industry-focused discussions, and serve on the committees of the Consortia. Generally they are able to adapt curricula based on industry feedback.

Burlington County developed and implemented a Workforce Development Institute (WDI) made up of Rowan College at Burlington County, the Burlington County Workforce Development Board, the Burlington County American Job Center, Economic Development and Regional Planning, Burlington County Institute of Technology, and the County's Library system. The mission of the WDI is to ensure that the educational and training resources of the County are geared toward meeting the needs of the business community. The WDI coordinates workforce development efforts to achieve the following strategic goals:

- Identify employment needs and engage employers in a streamlined manner
- Build cross-agency partnerships and clarify roles
- Align policies and programs
- Design Education and training programs to meet the developing needs of business
- Measure system change and performance.



In order to accomplish these strategic objectives, a Workforce Development Center was created to centralize and streamline functions across the WDI institutions and to coordinate assets for a better utilization of resources. The Center is physically located at the college and consists of three arms – Educational Program Development and Grants; Business Engagement; and, Career Services. Through this initiative, Burlington County is making strides in developing a system that prepares job seekers and students of today with the business opportunities of tomorrow, developing an engine for growth within the county and region that adapts to opportunities where they arise and creates solutions where there are gaps, serving individuals and industry in equal measure with a balanced and integrated approach to customer service.

Camden County College put together a curriculum person desiring to become certified welders based on the employer’s curriculum and job specific requirements so that each student accepted into the cohort would be hired by the employer at the point of Program Completion and Certification.

Rowan University, Rowan College at Gloucester County and Rowan College at Burlington County are entering into an agreement that will broaden and deepen the collective impact the three schools will have on the Southern New Jersey region. This tri-school collaborative will increase the collective impact of the groundbreaking partnership agreements each community college has entered into separately with Rowan University. The Rowan Consortium will utilize each institution of higher learning’s resources to grow the region’s vitality through educational, workforce and community investment.

Consortium Planning Goals:

- Enhance regional relationships with both employers and educational institutions
- Increase participation in both credit and non-credit courses to increase the employability of students and job-seekers
- Collaborate with individuals and employers to craft appropriate curriculum to address emerging fields and career pathways
- Work to address significant barriers to education through social and community partnerships

*(iii) What sector strategies will be implemented and/or scaled throughout the region?*

*(iv) How are core partners and non-core partners involved in supporting or scaling these sector strategies?*

As noted elsewhere, the Talent Networks and Talent Development Centers serve as central hubs for sector strategies in New Jersey. Each Region works in conjunction with these entities based on local economic factors, targeted local industries, and suitability of local target populations for employment in those industries.

Talent Networks Grants for each of the seven key industries in New Jersey are in place as follows:

1. Advanced Manufacturing (including food manufacturing): \$300,000 per year
2. Financial Services: \$250,000 per year
3. Health Care: \$250,000 per year



4. Life Sciences: \$250,000 per year
- 5a. Retail, Hospitality and Tourism: North Jersey: \$250,000 per year
- 5b. Retail, Hospitality and Tourism: South Jersey: \$250,000 per year
6. Transportation, Logistics and Distribution: \$250,000 per year
7. Technology: \$150,000 per year

**Key sector activities that will occur across all targeted sectors include:**

**1. The SECTOR TEAMS discussed above** – these are a strategy of action across all sectors.

**2. Ongoing Team Research on Industries/Occupations:**

- The South Jersey Workforce Collaborative will continue to research current labor market information and identify growing occupations, and those that are contracting that will have an impact on the economic vitality of our region
- The team will review the current industry mix and identify where the growth is occurring and build strategies accordingly.

**3. Employer Input on Curriculum/Placement:**

- Encourage employer driven training and education.
- Continue to participate in and facilitate business and industry forums to understand the talent needs of targeted industries.
- Continue regular meetings with industry employers via the consortiums to ensure credentials and curricula are up to date.
- Coordinate with the region's community colleges facilitate both OJT and customized training with area employers
- Build relationship with Chambers in each area and the New Jersey Chamber

**4. As Part of Sector Teams And Beyond, Cross Train Staff:** Provide professional development to all business outreach staff in order to assure we are helping to prepare for and grow the businesses in the region and so staff will have a common skillset, level of capacity to know and understand their industries, and represent the public workforce system to business.

**Targeted industry sector strategies include:**

**1. PORTS:**

As noted above, the region will develop new trainings in response to needs at the ports including training in crane operator. The group are considering a method to support colleges to acquire a crane operator simulator or more to support this training.

**2. Healthcare:**

See content on the industry in section ii above.

Atlantic County is developing a Healthcare Professionals Institute at Atlantic Cape Community College. The Healthcare Committee is guiding a number of targeted trainings in healthcare occupations.



### 3. TLD Federal Aviation Administration (FAA) Technology Center and Research Park.

See content in section ii above

*(v) How will New Jersey's Talent Networks and Talent Development Centers be engaged in regional strategies to support target sectors?*

#### **Talent Networks:**

As outlined in *New Jersey's Blueprint for Talent Development*, New Jersey will use the High Quality Partnership framework as the pre-requisite criteria for determining workforce education and training collaborations and investments. The State will build and expand on high quality industry partnerships by refocusing and re-aligning key partners and staff; re-engineering the Talent Networks to be focused on high quality partnership development and to link and leverage existing programs to the High Quality Partnership Framework.

To keep pace with the rapidly changing, knowledge-driven, global economy, New Jersey is investing in the development of a skilled workforce that will drive the growth of the state's key industries. New Jersey is also making investments that will help ensure that all individuals have the skills, abilities and connections to find a job and a career. To meet these interconnected goals, New Jersey is aligning its workforce investments to increase the number of individuals with an industry-valued post-secondary degree or credential through the development of high-quality employer-driven partnerships that provide career pathways for New Jersey students and job seekers.

The Talent Networks are a foundational component of this effort. Each Talent Network will gather and disseminate intelligence about the workforce needs of employers, develop high quality employer-driven partnerships in three regions of the state, and support the state's efforts to provide rapid response services.

#### **Talent Development Centers:**

The State's TDCs conduct several key roles in relation to the delivery of training that provides industry-recognized credentials. The three TDCs:

- Develop a Menu of Available Dislocated and Incumbent Worker Training programs in the Industry and Conduct Outreach to Industry Employers. In conjunction with Business Service Representatives and Labor Market Analysts, conduct surveys of industry employers on an as needed basis to further inform curricula decisions. TDCs conduct outreach to employers in the industry, to raise awareness of the availability of dislocated worker and incumbent worker training.
- Provide and Incumbent Worker Training in conjunction with area businesses. WIOA funds are used to pay tuition and a portion of wages of workers in training, with employers required to pay a minimum of 50% of the costs of training.
- Provide Dislocated Worker Training to help them to meet workforce and skill needs of the target industry.



- Participate in Capacity Building / Partnership Corps. New Jersey is investing in professional development to strengthen the capacity of key partners in the region to develop and sustain high-quality employer-driven partnerships.

**Advanced Manufacturing Talent Network:**

The Advanced Manufacturing Talent Network center is located at Camden County College. Through this partnership and the feedback from the industry focus groups, an advanced manufacturing academy has been established in partnership with Burlington County Institute of technology. The industry continues to face an image problem rooted in decades-old perspectives of “old manufacturing” and finds insufficient numbers of people trained for these jobs and others. The region will continue to help industry promote careers in the field.

Unique to the region, a Food Processing Targeted Industry Partnership will be manufacturer-led and will include the following sub committees: Food Safety and Operational Best Practices, Workforce (Career Pathways), and Marketing and Publicity.

**Healthcare Talent Network:**

This TN encompasses all of New Jersey with three regional sub-components. The TN team have worked with the WDBs and colleges statewide to conduct a review of labor market and training data, and is working to identify the gaps and what training is needed, with particular focus on entry- and lower-level occupations and the career pathways that can grow from them.

**Financial Services Talent Network:**

With new and more intricate regulations facing the banking industry, there are needs for skills training for all workers to meet particular needs. Currently there are no clear or simple lists of the credentials needed in the industry. Every bank or CPA firm has its own needs. There are some similarities. For example, there is, in general, not as much an emphasis on hard skills, but on a combination of hard and soft skills. The TN and WDBs will work with employer partners to gain access, confidentially, to their internal training tools, such that our system can neutrally compare and draw out the common elements of both hard-skills and essential-skills that all demand. This will allow the public system to build worker preparation and training that can best prepare candidates for opportunities in general, which should be a true benefit to the industry.

**Technology Talent Network**

This TN is unique as it cuts across industries with a focus on IT occupations that are common in all industries. With increase in cloud computing, increasing cyber-security demands, and mobile applications being the norm, skills must update regularly and even individuals trained a few years ago may lack critical skills. The TN and the region can work with employers to codify the credentials they need, and train workers to those credentials.

**Transportation/Logistics/Distribution Talent Network**

The Burlington County WDI and all WDBs are partners in the Transportation Logistics Distribution (TLD) TDC that is led by Union County College. A by-product of that partnership and the local TLD



advisory group is the institution of both credit and non-credit programs leading to industry recognized credentials and degrees.

The Region is also collaborating with this TN in its efforts to serve the TLD industry in New Jersey. Some statewide activities of this TN include:

- Organizing and hosting a one-day TLD Industry Summit to gather and share information on the needs, challenges, opportunities and trends in TLD.
- Crafting an Annual State of the TLD Industry report, Targeted Industry Partnership (TIP) Industry Plans outlining future potential activities, and an Industry Summit Action Report.

*(vi) What other public-private partnerships exist in the region that could support sector strategies and what is their role in planning?*

The TNs, TLDs, Sector Teams, Regional Consortia and other initiatives outlined above all bring together the full menu of public and private collaborative partners needed for a strong sector initiative.

Some additional key relationships and existing collaborations which will support the region's sector strategies:

- Chambers of Commerce in all of the regions communities including the Southern NJ Chamber of Commerce and the Burlington County Regional Chamber of Commerce
- Training providers including all colleges and technical schools/vocational schools and proprietary training institutions in the region working in conjunction with one another and WDBs to craft responsive programs.
- Business Associations including the New Jersey Food Processors Association, several local chapters and the statewide Society for Human Resource Management and others.
- National Defense Industrial Association – This group is a strong partner with Philadelphia's WDB, and also has responsibility for defense industry work throughout the South Jersey Workforce Collaborative. Philadelphia is in the process of helping bring them together with the South Jersey WDBs and the regional group to identify areas of collaboration here.
- Relatedly, the region is building a relationship with the Department of Defense Office of Economic Adjustment which is responsible for collaborating with regional stakeholders in relation to base closures, realignments, reuse and defense contractor transitions. Besides being available to support realignment and closure (BRAC) dislocated worker activity, there are often new base activities and contractors opening within the region that the workforce system can capitalize on. The OEA provides grant funds to support particular initiatives, which the region has begun to seek through collaborative proposals.



## V. Administrative Cost Arrangements, Including Pooling of Funds

**(A) Describe the coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate. Regions should consider the following questions when responding to this requirement**

*(i) What administrative cost arrangements have been agreed upon by all members of the planning region?*

The South Jersey Workforce Collaborative local area WDB Executive Directors have committed to including in their program year operating budgets, 1-2% of administrative and/or program funding to support regional activities or events. The cost of regional activities and events will initially be allocated equally by the five local area WDB's represented in the collaborative. Consideration will be given for "in-kind" services provided by a local area collaborative member. Each local area will execute a Shared Services Agreement, on an "event by event" basis, which will specify the amount and the details of how cost will be allocated to each local area. Potential initiatives that pooled funding may be used for include:

1. Regional job fairs and positive recruitments
2. Regional business outreach and Job Center service promotional events (Chamber Events)
3. Job Center staff and WDB regional training events

*(ii) How will these administrative cost arrangements support regional workforce development objectives?*

The region is considering the pooling of funds to support the three initiatives mentioned above. The first two initiatives would increase awareness to both employers and job seekers of the services provided by the Workforce Development Board and the American Job Centers. The third initiative works to better align the workforce system while maximizing resources.

*(iii) What process was used between regional partners to reach agreement on cost sharing arrangements?*

An administrative cost arrangement is not yet necessary for the region; however, the region will explore such options as needed based on the needs of the region.



## VI. Coordination of Transportation and Other Supportive Services

Supportive services for adults and dislocated workers include services such as transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in activities authorized under WIOA. Local WDBs, in consultation with the Job Center partners and other community service providers, assessed these services regionally to ensure resource and service coordination throughout the region.

**(A) Describe how transportation and other supportive services are coordinated within the region. Regions should consider the following questions when responding to this requirement:**

*(i) What regional organizations currently provide or could provide supportive services?*

Each county in the South Jersey Workforce Collaborative has a county-wide resource guide or lists of supportive services that can be accessed on a local level. The available resources are kept up to date and are made available to all staff members at the local American Job Centers or the Boards of Social Services. For example, supportive services for Camden County can be found in their resource guide which is available at: <http://camdencountyresourcecompass.org/>.

*(ii) How can gaps in service be addressed regionally?*

Most of the services will continue to be delivered locally. The county resource guides are available for anyone in the region to access, and if a county needs to access services from outside of their county in the region, the region will address any region-wide policies or procedures at that time, if needed.

*(iii) What policies and procedures will be established to promote coordination of supportive services delivery?*

Supportive services will continue to be delivered on a local level, and according to the local policies in place. If any supportive services were needed to be accessed on a regional level, the region would create or update any needed policies at that time.



## VII. Coordination with Economic Development

The South Jersey Workforce Collaborative, as a workforce development effort, coordinates closely with existing economic development efforts within the region, including those of each of the local economic development areas/regions as well as several other larger regional efforts. These efforts are described in the following subsections.

Additionally, across the State, New Jersey will use the Talent Networks to further regional coordination, create meaningful employer partnerships, and better understand the current and future talent needs of the state's strategic industries. Talent Networks will engage employers, convene and coordinate state and local economic development agencies, training providers, Workforce Development Boards, and other system stakeholders in order to create a unified approach to workforce and economic development. The Office of Business Services has dedicated a special statewide initiatives coordinator to serve as the liaison with the Lt. Governor's Business Action Center and local economic development agencies. Successful coordination of economic development funds, tax credits, and training grants has facilitated economic development opportunities in several depressed urban areas with high concentrations of unemployed and underemployed workers including Camden, Atlantic City, Jersey City, and Asbury Park.

**(A) Describe the coordination of services with regional economic development services and providers. Regions should consider the following questions when responding to this requirement:**

*(i) What economic development organizations or businesses are actively engaged in regional planning?*

The region is in close coordination with the Delaware Valley Regional Planning Commission, which in 2015 released an update of that multi-state Region's Comprehensive Economic Development Strategy. The WDBs and Region were part of the planning process for that regional Comprehensive Economic Development Strategy (CEDS), represent a number of the key workforce priorities and strategies of that CEDS and are deeply involved in many of the initiatives resulting from or described in that CEDS.

Several of the Counties had previously created their own CEDS plans, but when the Federal Economic Development Agency (EDA) realigned Regions to permit this larger Regional CEDS, those Counties have or will soon sunset their own separate plans. These include the Gloucester County CEDS, Burlington County CEDS and the South Jersey Economic District (encompassing Atlantic, Cape May, Cumberland and Salem Counties). These and the other Counties' own economic development agencies or departments, however, although they are not formally completing EDA CEDS Plans, of course each guide economic development activities within their Counties. The WDBs are in close partnership with these county agencies. In several cases the economic development department and workforce department are housed within the same County agency, in others there is a close partnership with a separate public entity. See subsection VII.A.(iii) below for details on these relationships.



Other economic development entities, industry organizations and businesses that are actively involved in regional planning along with the members of the region, and some current initiatives or activities together include:

- Common marketing strategies between Economic Development and Workforce development within counties and across the region.
  - Gloucester, Camden, and Burlington created a group that has provided over \$100,000 in site selection development support for businesses seeking to move into that area.
  - Burlington County Workforce Development Initiative has a coordinated Business Engagement office that closely collaborates with the office of Burlington County Economic Development and Regional Planning
  - The South Jersey Economic Development District (Atlantic, Cape May, Cumberland, Salem) brings together that area’s WDB and economic developers to assess opportunities on community projects, and to bring private sector investments into the area to create jobs.
- Camden County College has received a Talent Network Grant from the State of New Jersey for the purpose of developing a skilled workforce in the Advanced Manufacturing Industry. Cumberland and Salem Counties have also received Opportunity Grants supporting new initiatives.
- Camden has formed a consortium with employers in manufacturing sector to ensure alignment between curriculum and needs, and build content and relationships to respond together to potential grant opportunities. There are similar models in Cumberland, Salem, Cape May and Burlington Counties that suggest this could be easily replicated through the region.

*(ii) How are regional workforce development strategies aligned to economic development priorities in the region?*

As noted, above, the CEDS Plan for the Greater Philadelphia Region, encompassing Gloucester, Camden, Burlington and Mercer Counties in New Jersey as well as the Philadelphia region in Pennsylvania (Philadelphia, Delaware, Chester, Montgomery and Bucks Counties in Pennsylvania), is now a driving force for economic development activity with which the workforce Regions activities closely align. A list of several of the priorities of that Plan, and some of the key workforce strategies being undertaken here in the region follow.

**CEDS Regional Goals and Objectives:<sup>17</sup>**

Invest in people, to support a workforce prepared to meet the evolving needs of the region’s employers.

- Improve and expand the region’s educational and workforce training networks.
  - **As noted previously in this Plan, the region is focusing on**
    - **improving coordination with schools;**

<sup>17</sup> Greater Philadelphia’s Comprehensive Economic Development Strategy, September 2015. Note, the bulleted text in BOLD after each item is a summary of the workforce Region’s key activities in response to each priority.



- **building enhanced work-based learning opportunities in conjunction with business and education institutions, and**
- **Creating a consolidated system of monitoring training institutions to ensure higher quality and efficiency in the region's workforce training**
- Provide post-secondary educational opportunities designed to meet the evolving needs of the region's employers.
  - **The Region is building on activity of Talent Networks and our Regional Sector Teams in targeted industries to improve training and make it more responsive to business needs.**
- Prepare economically disadvantaged populations to actively participate in the workforce.
  - **By delivering increased quantity and quality of internships and work-based learning, we are bridging the gap from unemployed/underemployment into workplace success and giving some populations with multiple barriers to employment a first opportunity to break into the workforce through these supported methods.**
  - **By enhancing supportive services to meet regional need revolving around disadvantaged populations**

Additionally, the Delaware Valley Regional Planning Commission (DVRPC) CEDS has a number of performance measures that are closely aligned, and in some cases almost identical, to measures to those of the local workforce development areas and Region. These include:

- Educational Attainment:
  - **Both WIOA and the CEDS work toward increasing educational attainment. While WIOA focuses more narrowly on credentials and high school completion, the CEDS also seeks to increase college graduation rates and advanced degrees.**
- Unemployment:
  - **The CEDS has a goal to reduce unemployment, aligned closely to the WIOA goals of facilitating job placements and job retention.**
- Income/Earnings:
  - **The CEDS goal of increasing per capita income is closely aligned with the WIOA earnings change goals.**
- Total Jobs and Job Growth:
  - **These goals of the CEDS relate to the same WIOA goals of placement/retention, but also to the region's workforce goals of supporting business by providing a skilled workforce.**

**Initiatives and Projects** in which the region and member WDBs participate are numerous. These have been outlined in great detail in the DVRPC CEDS, in the Appendix: 2016 List of Key Regional Projects.

**Business Outreach:** An additional strategy that is the focus of the South Jersey Workforce Collaborative and relates to these priorities is work with economic development partners and agencies to create a list of new and expanding businesses in the region. Once a list is developed, the Region will collaborate to send Business Service Representatives visit those businesses to



develop relationships, offer assistance with workforce needs and secure job orders/announcements of openings. Gloucester already does this, and the rest of the region is working to replicate this work.

*(iii) How will economic development organizations be engaged in strategies to align supply and demand within the labor market? and*

*(iv) How will the region engage economic development organizations in an ongoing, sustained way?*

As mentioned above in subsection (i) above, the region works closely with economic development organizations in our communities. In some cases workforce development is housed within the economic development department or both within the same City/County agency. In others, relationships have been built for many years that remain strong and will be still further improved in the future under this Plan and the regional CEDS.

- Gloucester: Workforce Development Board staff and leadership have a key role in economic development activity WDB leadership also serves in ED activity.
- Cumberland: The County's Center for Workforce and Economic Development co-locates WIOA workforce programming and wider economic development activity. Under the leadership of the Workforce Development Board, the business services staff from all agencies are very closely connected and cross-trained. Workforce is "at the table" in the dialogue from the very beginning of any business outreach or development effort. This model has demonstrated success such that the other two counties within this workforce area are working to replicate some of the energy of Cumberland's relationship, with the WIOA leadership building closer relationships with those counties' economic developers.
- Camden: The WDB director was the former County Economic Development director for 15 years. His expertise and connections to the business community has allowed the WDB access to employers in the County.
- Atlantic: The County did not have a significant economic development presence, but the WDB is beginning to work closely with the Atlantic County Improvement Authority, who is now designated as the County's economic development arm.
- Burlington County: The Workforce Development Institute is a collaboration of County Economic Development, WDB, Rowan College of Burlington County and the Burlington County Institute of Technology.

All WDBs have begun to work closely within this larger region, the DVRPC, with a wide array of initiatives across the entire region, including parts of PA. This has resulted in each County no longer choosing to have their own individual/independent CEDS plan. As a result of having a wider regional approach in economic development with which all of our workforce entities interface, Regional alignment between the WDBs is greatly enhanced and facilitated. We will always align because even when we work independently we are all working to align with the same economic development initiatives.



## VIII. Performance Negotiations and Other Requirements

**(A) Document how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA sec. 116(c) for local areas or the planning region.**

*(i) What process will be used to determine regional performance goals?*

The South Jersey Workforce Collaborative will not be establishing any performance measures beyond the Locally Area performance measures which will be negotiated independently of one another with the state.



## IX. Coordination with Other Regional Efforts

**(A) Describe the coordination which exists (if any) with other regional planning efforts, such as municipal planning boards, Mayors' Associations, grant initiatives, and New Jersey Transit?**

*(i) What additional regional planning efforts exist and how do they play into regional WIOA planning efforts?*

The region has a history of true partnership and has participated in a number of regional grants. The most recent effort, the State Energy Sector Partnership Grant (SESP), provided training and job placement assistance in energy efficiency assessment occupations. A development of a diverse portfolio of training projects that improved participants access to mid-level career path jobs; provide skill upgrades to incumbent workers to help them maintain employment and move along career paths; opened new positions for unemployed and disadvantaged populations; attracted younger workers and non-traditional populations to key occupations; and ensured accountability among funded training program. Participants earned industry recognized degrees or certificates.

There are few regional efforts and initiatives currently underway which have not already been identified in this plan. The economic development entities from the counties of Gloucester, Burlington, and Camden have worked together during the past 10 years to join marketing campaigns in an effort to attract business to the region. This collaboration is named the Tri County Partners and also contains annual events which are attended by over 500 people per year.

### **Grants Related Efforts within the Region**

Camden – Camden Core Plus Grant, America's Promise Grant, and a few infrastructure grants.

Burlington County – America's Promise and partners in the TLD TDC and the Advanced Manufacturing TDC

Cumberland – Various transit grants are unitized to support a deviated-fixed route transit system; USDOL Linking to Employment Activities Pre-Release – Specialized American Job Centers (AJC) will provide AJC services to inmates pre-release and provide a continuum of service post release.

### **Other Efforts within the Region**

Gloucester County is working with the Woodbury Redevelopment Project to prescreen clients for interviews for new positions being created due to redevelopment projects.

Future suggestions to improve regional collaboration may include Chamber of Commerce events, Presentations to the Mayor's Association, or Business Card Exchange events.



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## Appendix 1: Local Area Plans



New Jersey State Employment  
and Training Commission