

**CAMDEN COUNTY  
WORKFORCE INVESTMENT BOARD**

---

**Industry-Based Collaborative  
Planning Strategies**

**An Addendum to the Five-Year Strategic Plan  
July 2007**

**Submitted by:  
John J. Gallagher, Jr., Chairman  
Leona Tanker, Executive Director  
Camden County WIB  
420 Benigno Blvd., Suite B-1  
Bellmawr, NJ 08031  
856-931-9999**

# **CAMDEN COUNTY WORKFORCE INVESTMENT BOARD**

## **Industry-Based Collaborative Planning Strategies for Camden County**

### **Table of Contents**

<b>I.</b>	<b>Executive Summary</b>	<b>1</b>
<b>II.</b>	<b>About the Planning Process</b>	<b>2</b>
<b>III.</b>	<b>Alignment</b>	<b>2</b>
A.	Economic Development in Camden County	3
B.	Key Industry Groups in Camden County	4
	<ul style="list-style-type: none"><li>• Healthcare</li><li>• Information Technology/Telecommunications</li><li>• Hospitality/Tourism/Entertainment/Retail</li><li>• Transportation and Logistics</li><li>• Finance and Insurance</li><li>• Food Manufacturing</li></ul>	
C.	Strategies in Support of Key Industry Groups	15
<b>IV.</b>	<b>WIB, County College, Technical School and One-Stop Collaboration and Optimization</b>	<b>18</b>
A.	The Current Collaborative Landscape	18
B.	Current Provision of Specific Services	20
C.	Strategies for Improving Collaboration and the Provision of Services	24
<b>V.</b>	<b>Implementation Strategy</b>	<b>27</b>
Attachments:		
A.	Strategic Planning Group	i
B.	Summary of Economic Development Activities in Camden County	ii
C.	Programs Offered by the County College and Technical Schools in the Targeted Industries	iii
D.	Summary Industry-Based ITAs Funded through the Camden County One-Stop	xvi

# CAMDEN COUNTY WORKFORCE INVESTMENT BOARD

## Industry-Based Planning Strategies for Camden County

### I. Executive Summary

This plan is an Addendum to the Camden County Workforce Investment Board's (CCWIB) Five-Year Strategic Plan. In developing this plan, we focused on two primary objectives:

- ◆ **Alignment of local workforce development initiatives** with the needs of Camden County businesses and ongoing economic development efforts at both local and state levels, as described in the Governor's Economic Growth Strategy.
- ◆ **Optimization of workforce development system resources**, as well as making the system more flexible, efficient and effective.

In support of these objectives, this Strategic Plan Addendum discusses:

- ◆ The economic climate of Camden County, painting a picture of issues and needs both currently and in the future.
- ◆ Key industry groups in the County, their economic outlook and relevant economic issues.
- ◆ Current collaborative workforce and educational efforts, particularly between the CCWIB, Camden County College, Camden County Technical Schools and the One-Stop system, and how they presently support our businesses.
- ◆ New strategies for aligning and optimizing resources.
- ◆ New strategies for enhancing and improving services to meet business and industry needs.

The planning team selected six key industry groups. To achieve alignment of our initiatives and optimize our resources, we have developed three overarching goals for these industries.

- ◆ Organize work around industry sectors through collaborations between the WIB, industry partners, economic development, the educational community (e.g., the County College and the Technical Schools) and the One-Stop Partners. These collaboratives will identify and address each industry's specific workforce needs and implement a series of strategies that will enhance the development of skilled workers for each industry.
- ◆ Enhance and transform the One-Stop's delivery of employment related services to all businesses. In particular, we will focus on the One-Stop functions that most impact our ability to meet employer' hiring expectations.
- ◆ Fully implement the Camden County's Local "To Work" Consolidation Plan, especially the areas that relate to preparing job seekers for work and success in the business world.

## II. About the Planning Process

Camden County's Strategic Plan was developed through a series of five planning sessions. The first meeting was convened by the WIB Chair and included the Superintendents of Camden County College and the Technical School, as well as leaders from key businesses and industries in the county, the WIB, One-Stop, and the Camden County Improvement Authority (CCIA). The purpose of the first meeting was to discuss the 14 top industries across Camden County and the Governor's Strategy for Economic Growth. The group reviewed labor market data, heard about the County's priorities for economic development and provided insider information on the trends within their own industries. This group met a second time to review and discuss the draft plan. The six industry groups discussed in this plan were refined based on the feedback received in those sessions.

The CCWIB's One-Stop Operations Committee convened three additional meetings to discuss points of collaboration between the Camden County College, Camden County Technical School and One-Stop Career Center and future opportunities to enhance collaboration. The Committee also discussed how the One-Stop currently provides services to employers to examine the six critical functions called for in the planning guidelines. The results of these meetings are reflected in the strategies and recommendations for enhancing the work of the One-Stop Partners.

All participants in these five meetings reviewed the Strategic Plan prior to its submission to the SETC. See Attachment A for a complete list of participating organizations in the planning process.

## III. Alignment

Our first focus was on the alignment of **local workforce development initiatives** with the needs of Camden County businesses and ongoing economic development efforts at both local and state levels. Three major areas provided the framework for our discussion:

- ◆ The economic development priorities in Camden County based on the 2002 Comprehensive Economic Development Strategic Plan.
- ◆ Key industries in Camden County based on industry demand and projected growth.
- ◆ The seven industries identified in the Governor's *Economic Growth Strategy for the State of New Jersey*.

As noted below, the County intends to update its Economic Development Plan in the fall of 2007. We may modify elements of this plan in line with the findings and recommendations from this report. Below is a profile of the economic landscape of our county, our priority industries and strategies for improving the alignment of programs and services to meet industry needs.

## **A. Economic Development in Camden County**

Camden County is geographically well-situated in the Northeast Corridor. It has a solid transportation system including highways, rail, air and deep water ports, with a new light rail system under construction. The County has a strong regional healthcare sector, excellent locations for corporate and regional headquarters, an adequate supply of buildings for business expansion and relocations and has successfully transitioned to a service-oriented economy. The infrastructure is in place to serve the entire county along with a good educational system and access to post secondary institutions. Camden County prides itself in providing a good quality of life, including housing selection, top-rated park systems and an overall affordable cost of living. While the County struggles with pockets of low income levels accompanied by high levels of poverty and low labor force participation rates, recent economic development projects now underway in Camden City and other municipalities are creating additional jobs that are supported by education and training efforts of the One-Stop system and its educational and training partners.

For the past several years, the Camden County Board of Chosen Freeholders, under the leadership of Freeholder Louis Cappelli, Jr., has very purposefully created an environment that is conducive to launching innovative and successful economic development ventures. In 2006, Inc. Magazine identified the Camden County area as one of its “Top Ten Boomtowns,” citing its access to Northeastern cities and growth in insurance, banking and pharmaceuticals as key strengths. This ranking capped a year of major achievements, including:

- ◆ The beginning of an \$83 million capital investment in Camden County College.
- ◆ The development of wireless hot spots in Wiggins Park and Cooper River as part of an ongoing strategy to develop a regional wireless network that will both attract businesses to the area and bridge the digital divide.
- ◆ Completion of the Camden County Boathouse Project, designed to significantly improve the Cooper River and Camden County as a competitive rowing destination of choice.

Further, at a Board meeting in 2006, the CCWIB convened key players in county, city and municipal governments to discuss major economic development initiatives. More than 100 Board members, businesses and stakeholders from education and workforce communities attended the event. During the same time period, the CCWIB’s Camden City Initiatives Committee also convened a series of meetings to identify the planned economic development projects in the City. The sum of these 44 projects is expected to add an additional 6000 new jobs to the County’s economy. (See Attachment B for a detailed list of projects.)

To support these efforts, Freeholder Cappelli regularly convenes meetings to discuss the progress of economic development activities and how the County is supporting those activities. The Chair of the WIB and Executive Director serve on this Committee as well as the County College and One-Stop Operator, among others. The County has made a commitment in all of its economic development work with employers that the One-Stop system will be the first point of contact for filling positions emerging as a result of these projects.

In 2007, these efforts continue as the County Board of Chosen Freeholders and the Camden County Improvement Authority prepare a major update of the County's 2002 Comprehensive Economic Development Strategy (CEDS), which is expected to be finalized in September. This will include an analysis of industries, their employment and business trends as well as changing resources and opportunities. As noted above, the WIB may modify elements of this plan in line with the findings and recommendations that surface through this planning process.

## **B. Key Industry Groups in Camden County**

During the planning process, we examined State labor market information for Camden County, as well as the industries named in the Governor's Economic Growth Strategy. Our goal was to identify industry priorities that both reflect Camden County's particular demographics and industry make-up as well as the Governor's strategic priorities. The industry groups we've identified as being priorities for the County are as follows:

- ◆ Healthcare
- ◆ Information Technology and Telecommunications
- ◆ Hospitality/Tourism/Entertainment/Retail
- ◆ Transportation and Logistics
- ◆ Finance and Insurance
- ◆ Food Manufacturing

This section details each of the industries, discusses key issues and challenges, and identifies the current initiatives that exist in support of these industries. All of the employment size and growth figures were provided by the New Jersey Department of Labor and Workforce Development<sup>1</sup> and supplemented by industry and occupational information available at the New Jersey Next Stop website<sup>2</sup>.

### **Healthcare**

**Industry at a Glance:** *Healthcare industry jobs are separated into three career paths: Patient Care, which includes registered nurses, licensed practical nurses, certified nursing assistants, home health aides, physical therapists, mental health and substance abuse social workers, and pharmacists; Science and Technology Application, which includes radiology technicians and nuclear medicine technologists; and Administration, which includes medical coders. Individuals working in healthcare need to have strong interpersonal and communication skills, computer literacy, and the ability to work as a team. In addition, healthcare workers will need to keep up with new technologies, be open to improving their skills and learning new medical procedures.*

<sup>1</sup> Available: <http://www.nj.gov/labor/lra/>.

<sup>2</sup> Available: <http://www.njnextstop.com/>.

<b>Number Employed:</b>	33,000; approx. 18.3% of Camden County’s labor force.
<b>Key Employers:</b>	Our Lady of Lourdes; Cooper Health Systems; Virtua Health; Kennedy Health Systems, Brookdale Living Community, Genesis HealthCare.
<b>Demand Occupations:</b>	Nursing, EKG Technicians, Imaging Techs, Respiratory Techs, Physical, Speech and Occupational Therapists, Lab Techs, Pharmacists, Pharmacy Techs, Physicians Assistants, Nurse Practitioners, Certified Nurses Assistants.
<b>Projected Growth:</b>	Registered Nurses are the occupation most in demand for Camden County, with 1,650 new jobs projected through 2014. Cooper University Hospital has just finished Phase 1 of a 5 year plan, \$140 million hospital expansion and, the Robert Wood Johnson Medical School/UMDNJ is expanding.
<b>Outlook:</b>	Demand for healthcare is continuing to grow as Camden County’s population ages and local healthcare providers explore more community-based and preventative models for providing healthcare services. High turnover also creates ongoing job openings and a need to develop a pipeline of workers.

### ***Description and Issues***

The healthcare industry has recently been added to the high priority industries on Governor’s Economic Growth Strategy. In Camden, Healthcare is the largest industry, providing a range of employment opportunities from entry-level, relatively low-skilled jobs, to highly skilled physician positions. Currently the most difficult to fill local healthcare jobs are in technical positions, such as EKG Technicians, Imaging/Radiology Technicians, Physical and Occupational Therapy, Lab Technicians, Pharmacy Technicians and CNAs. There are also shortages in “physician extender” positions, such as Physician Assistants and Nurse Practitioners. While filling nursing positions has become less difficult than it once was, there is still a high demand and a need to pay attention to filling the pipeline of nurses from other positions. Turnover, which in some positions can be as high as 50%, is also an issue for our healthcare providers, in large part due to “burnout” and the stressful demands of the industry. This exacerbates existing shortages that result from increased demands for services, creating an even greater need for career pipelines to serve the industry and industry/demographic changes.

The industry is currently undergoing a major transformation in response to demographic changes, shifts in market expectations and greater integration of technology. For example, one of the major health care institutions explained that they are exploring a “distributed healthcare strategy” to move more healthcare activities into homes and communities and to make the provision of services more “hotel-like” with various amenities. In addition, new technologies are

increasingly being integrated into organizational processes and job descriptions as healthcare organizations begin to use electronic medical recordkeeping and other more advanced technologies. This makes customer service, interpersonal skills and technology-based skills a far more important part of many occupational profiles.

Other challenges in meeting the training and workforce needs of the industry include:

- ◆ **A severe shortage of qualified professionals** to train applicants for RN and LPN programs. This is because requirements for training positions are set by the State and are extremely rigorous. In addition, nursing staff who leave clinical practice to train other nurses typically take pay cuts of up to 50% to take these positions.
- ◆ **Requirements of federal and state funding for training programs that do not always match the realities of the industry.** For example, turnover in many healthcare positions is 50%, yet WIA funding requires that 80% of workers trained with WIA funds must retain their jobs. WIA also requires that workers be employed full-time, yet many home health organizations specifically require only part-time employment. These requirements somewhat limit our ability to use workforce funds and services to support the industry.
- ◆ **Difficulties in workers finding the time for ongoing training and advancement**, while also working in demanding positions and meeting personal responsibilities. In many instances, this is exacerbated by a need for ongoing literacy skill development to pursue more advanced levels of training.
- ◆ Our employer partners report that they face major **difficulties in forecasting skill needs** and potential shortages.

On the plus side, healthcare providers are very interested in exploring more collaborative and innovative ways to “grow” their workforce and are very positive about working more closely with the workforce system to create new strategies and approaches.

### ***Current Initiatives***

Camden County workforce programs and educational providers have a long history of working collaboratively to respond to the needs of the healthcare industry. Through the efforts of the County College, Vocational School and One-Stop Career Center, there are a wide array of programs offered in this industry. Of particular importance is that the College has developed a fully articulated academic path from CNA to LPN to RN that connects Camden County Vocational Technical School programs with those at the College. The combination of these efforts results in a fully developed career path for the health care industry.

Camden County College offers a number of career programs, which yield an associates degree, and certificate programs as well as partnering with all four major hospital systems to provide staff training. The Camden County Technical School offers an LPN program which is articulated with Camden County College’s RN program. They also offer a Multi-Skilled Technician program as well as other technical courses. The Camden County One-Stop offers several CNA programs.

One program that was particularly successful with our healthcare providers was the Upward Mobility Program, which was designed by the County College to introduce non-clinical staff (i.e. custodial staff, cafeteria workers, etc.) to clinical positions and to attract them to these career paths. This program was set-up with funding from the WIB and participating employers felt that it was highly successful. However, funding has run out for the program, and so it is no longer offered.

## Information Technology and Telecommunications

**Industry at a Glance:** *The Information Technology Industry, which includes the key telecommunications sector, is vital to all fields due to the high degree of technology integration across all fields. The field demands strong math, science and technological knowledge, as well as the ability to learn and adapt to new technologies.*

**Number Employed:** 13,000, which includes 4,500 individuals working in IT and Telecommunications firms, plus an estimated 5% of the labor force across other industries); approx. 7.4% of Camden County's labor force.

**Key Employers:** Verizon, Comcast, L-3 Communications, Data Systems Analysts, Pro Computer Services, Knowledge Guard.

**Demand Occupations:** Communications and Systems Analysts, Software Engineers, Database Administrators, Communications Equipment Mechanics, Installers and Repairers, Customer Service Representatives.

**Projected Growth:** An \$80 million Technology Center is being built along the Camden City waterfront. Though dependent on the industries attracted, 300 technology-based jobs are expected to result. The Camden Municipal Area Network Project and Campbell's Urban Business Park are also expected to attract IT firms.

**Outlook:** The County is developing the infrastructure and resources (e.g. broadband and wireless) to make it more attractive to IT companies. In addition, Verizon and Comcast are undergoing major expansions and will need to replace a number of retiring workers in the next several years. The IT industry is also one of the Governor's High Priority Industries.

### ***Description and Issues***

The Information Technology and Telecommunications group have been identified as a high priority in Camden County due to the projected growth of key employers as well as the opportunities emerging from the presence of the large fiber optic cable capacity in the northern and western parts of the County. Communications, which includes IT and Telecommunications jobs, is also a high priority under the Governor's Economic Growth Strategy.

The strong local presence of both Verizon and Comcast is driving much of the growth in the Information Technology sector in Camden County—these two companies alone expect to add 1500 workers in the next year. Further, Pro Computer Services and Knowledge Guard have both been identified as being in the top 25 fastest growing businesses in South Jersey. Both technician and supervisor positions are in demand and the aging out of the existing workforce is a significant issue, particularly for CDL truck drivers and line workers.

In many ways, the Information Technology sector is a tricky area to grasp, in part because IT positions can be found in both companies that specifically provide IT services, as well as in many other industries. Healthcare and finance, for example, employ large numbers of IT workers, although when we think of either of these industries, we don't typically think of IT jobs. Therefore, in looking at Information Technology, we must both consider work that is specific to the industry, as well as IT jobs in other industries.

Another difficulty is the impact of constant changes in technology and increased uses of outsourcing to other countries. Demand for skills in specific programming languages can change in months, rather than in years, which means that individuals employed in the sector must be constantly upgrading their skills. Further, because of the nature of IT work and the growth of the Internet, IT jobs can be easily outsourced to other countries—something that is particularly true for IT work that is more repetitive in nature, such as certain types of simple programming. Outsourcing is less likely in those IT positions that require greater creativity and judgment, such as game design, or more sophisticated programming languages.

Challenges in providing training and workforce development services in this sector include:

- ◆ Constantly evolving technology standards and platforms that require constant skill upgrades.
- ◆ Employer demand for certification programs that meet industry standards, which requires educational providers to revamp curricula and match their own technology and teaching to meet these standards.
- ◆ Attracting workers to IT positions and helping them to understand that IT jobs increasingly involve more creativity, such as in game development and computer-aided design and graphics.

### ***Current Initiatives***

The College presently offers a range of associates' degree programs including an Information Technology specialty in a Management Degree, as well as a host of Certificate programs in support of this industry. IT training is increasingly being geared to meet industry-recognized credentials and certifications that reflect industry trends and requirements. The College also offers on-site computer training at the One-Stop.

Camden County College is taking the lead in developing the State's Innovative Partnership Institute for Information Technology. Through this project, the Institute will identify the key technology skills being sought by businesses, develop appropriate curricula, and create academic and skill linkages from Tech Prep (high school level) through Bachelor's degree programs. The goal of the Innovative Partnership Institute will be to create the most effective, coordinated process for ongoing development of technology skills. This work is being informed by collaboration with key local employers, such as Verizon, Comcast, L-3 Communications and Lockheed Martin, and their work with the New Jersey Information Technology Council.

In addition, the Camden County Technical School is in the process of developing an IT Academy and currently offers an IT Apprenticeship program for high school students. The Apprenticeship project developed when Lockheed Martin approached the Technical School for assistance in developing a program that would address the fact that 60% of the Lockheed workforce will be retiring in the next ten years. This program combines on-the-job work experience and education. Juniors spend two half days per week at Lockheed Martin and in their senior year, this increases to two full days. They also take courses at Camden County College and work full-time in the summer. Graduates of the program enter jobs that start at around \$32,000/year and they have the opportunity to earn their A.S. degrees. This is a model that the Technical school would like to replicate with other companies and industries.

Furthermore, individual employers have also been working on their own initiatives to attract and train workers. Verizon has been working with local high schools to put their employees in the classroom to talk with students about career options in the industry. They are also offering training to high school students that allows them to combine academic and on-the-job training that prepares them for employment at graduation. This can be followed by additional training to upgrade skills and employment.

## **Hospitality/Tourism/Entertainment/Retail**

***Industry at a Glance:*** *Due to the high degree of interaction with the public we have grouped these industries together as they offer a significant number of job opportunities and all require strong customer service skills. This includes having effective communication skills, the ability to work well within a team and strong problem-solving skills.*

**Number Employed:** 41,000; approx. 23.6% of Camden County's total labor force.

<b>Key Employers:</b>	Adventure Aquarium, Battleship New Jersey, Tweeter Center, Clementon Amusement Park, Holiday Inn, Infinity Hotel Group, stores at the Cherry Hill and Echelon Malls, Home Depot, Target, Staples and other major retailers.
<b>Demand Occupations:</b>	Cashiers, Retail Salespersons, Waiters and Waitresses, Maids and Housekeeping Cleaners, Food Preparation Workers, Travel-Tourism Services Management, Hospitality Marketing, Hospitality Administration and Management.
<b>Outlook:</b>	Several major waterfront projects have been completed or are underway with the goal of positioning Camden County as a vacation and event destination of choice. This is also a priority focus for the Governor.
<b>Projected Growth:</b>	Demand for Retail Salespeople is projected to grow by 700 jobs or 10.6%. More than 2350 employees across 5 other occupations are expected to be hired through 2014. A number of shopping centers to be completed in the next five years are planned to create upwards of 1000 retail jobs. Economic development projects such as the Kroc Center and Cramer Hill Project are expected to bring recreation jobs to Camden City.

### ***Description and Issues***

Currently, Camden County and the City of Camden are engaged in several projects designed to revitalize the waterfront area and turn it into a “destination” for personal travel as well as for events and conferences. This, in turn, means an increase in both entry-level and supervisory service positions at hotels, restaurants, stores and entertainment venues, such as the Aquarium. Most of this development is along the Waterfront, in the City of Camden. Additionally, the Echelon Mall and Cherry Hill Mall are undergoing a combined \$10 million in renovations, creating high-end retail and restaurant marketplaces in both locations. In addition to being a priority for the County, Hospitality and Tourism are high growth industries under the Governor’s Economic Growth Strategy.

This industry faces several challenges—most notably high turnover, particularly in entry-level jobs that require less skill and therefore tend to attract workers with more barriers. For Camden County to become a destination of choice, however, it must have workers with superior customer services skills, as high quality service is a key differentiator for this industry. Another challenge is the nature of work in the industry, which often includes low wages, part-time employment and, therefore, lack of benefits. This makes it difficult to attract and retain

workers, which in turn complicates the process of developing a pipeline to more advanced employment.

That said, positions in this industry serve for many workers as a stepping stone to other work. Particularly as other industries emphasize higher level customer service skills (such as previously discussed in the section on healthcare), there may be greater cross-training opportunities that could connect various industries and occupations.

### ***Current Initiatives***

Talks are currently underway between the WIB, Camden County College and the National Retail Federation to open a Skills Center in cooperation with the two major malls in the area. Camden County College also offers career programs for individuals to advance themselves, including Management that can include an emphasis on small business. Certificate programs in Food Services Management and Hotel and Retail Management are also offered. See Attachment C for a more complete description of coursework.

## **Transportation and Logistics**

***Industry at a Glance:*** *There are six separate career paths for Transportation and Logistics professionals—Vehicle Operation, Labor and Skill Trade, Analytical and Logistics, Safety and Security, Management and Supervision and Administration.*

<b>Number Employed:</b>	7,000; approx. 4.4% of Camden County's total labor force.
<b>Key Employers:</b>	NFI Industries, UPS, FedEx, AmeriQuest Transportation and Logistics Resources.
<b>Demand Occupations:</b>	CDL Drivers, Logistics Professionals, Storage and Distribution Managers, Auto/Automotive Mechanics.
<b>Outlook:</b>	Demand for CDL drivers has been high for several years and continues to be a major need in the area.
<b>Projected Growth:</b>	Truck Drivers, light or delivery service, is the occupation with the 8 <sup>th</sup> most projected growth for Camden through 2014, with 500 jobs expected to be added. FedEx is expanding its ground distribution center in the Barrington Business Center. The expansion is expected to bring in 200 jobs. Though small in terms of some of the other industries, this is an emerging industry.

### ***Description and Issues***

While there is little land available for warehousing, Camden's location and the development of the waterfront make it an attractive hub for transportation and logistics activities. As one of the Governor's targeted high priority industries, this is an area that is also changing due to developments in technology, which in turn impacts requirements for jobs.

Demand for Certified Drivers License positions is particularly strong, in part because these are positions that, like IT, cut across industries. Comcast, for example, will be facing a shortage in of CDL drivers as many of their current workers are approaching retirement.

### ***Current Initiatives***

Camden County College offers an Automotive Technology Apprenticeship with GM/ASEP and Toyota T-Ten options. Additionally, there are a number of IT career programs such as Computer Information Systems and Computer Systems Technology for individuals pursuing the analytical and logistics career path. Also, a wide range of certificate programs are offered related to automotive repair and Heating and Air Conditioning. See Attachment C for a more complete description of coursework.

CDL training is one of the most successful individual training programs (ITAs) offered through the One-Stop.

## **Finance and Insurance**

***Industry at a Glance:*** Jobs in the finance industry are divided in four career paths: Customer Service and Support, which includes such jobs as bank teller and insurance policy processing clerk; Sales and Relationship Management, which includes jobs such as financial services sales agents, business sales representatives, insurance sales agents, and financial planners; Computer Science Application, including the position of computer systems analyst; and Management, which includes administrative and customer service managers. Individuals employed in this industry need to have strong math and computer skills.

<b>Number Employed:</b>	8,000; approx. 4.4% of Camden County's total labor force.
<b>Key Employers:</b>	Commerce Bank, PNC Bank, GB Collects.
<b>Demand Occupations:</b>	Bank Tellers, Sales Agents (Insurance, Business Services, and Financial Services), Administrative/ Customer Service Manager.
<b>Outlook:</b>	Finance and Banking are important to Camden County and continue to grow, in part because of the strong employer base.
<b>Projected Growth:</b>	This industry is expected to grow from 2.5-3.7% through 2014. Finance and insurance companies

are expected to expand into the commercial space being developed as part of the County's efforts. For instance, Susquehanna Bank is moving its headquarters to the Ferry Terminal Office building in Camden City. When completed, 75 jobs are expected to result.

### ***Description and Issues***

The Camden County Improvement Authority is currently exploring the FIRE cluster as a potential area of growth for the County. Because of differences in how industries are categorized, it's difficult to get a firm grasp on the number of jobs in the County that fall into the sector. Furthermore, there are many financially-related occupations that cut across sectors. Accountants, for example may be employed in sectors other than the Finance cluster. Finance is a high growth target under the Governor's Economic Growth Strategy.

### ***Current Initiatives***

Camden County College offers a number of career and certificate programs in support of the FIRE industry. Career programs include Accounting, Finance, Management, and Marketing. Certificate programs are available in Computerized Accounting Specialist and Real Estate Sales.

## **Food Manufacturing**

***Industry at a Glance:*** Food manufacturing involves processing raw food products into finished goods that are sold at grocers/wholesalers, restaurants and institutional food services. Occupations are organized around two areas: animal slaughtering and processing and baking and other food batchmaking. These jobs require knowledge of Environmental Health & Safety Regulations and HACCP (Hazard Analysis-Critical Control Points), and increasingly require specialized skills and technologies.

<b>Number Employed:</b>	2500; approx. 1.4% of Camden County's total labor force
<b>Key Employers:</b>	Campbell's, Catelli Brothers, J&J Snack Food.
<b>Demand Occupations:</b>	Automated Plant Operation, Food Handling/Safety, Packaging Technology/Design, Occupational Safety and Health Technology, Food Technology and Processing.
<b>Outlook:</b>	Camden County is home to a large number of both small and large companies in the prepared foods industry with a significant number of job openings in food manufacturing.

**Projected Growth:**

Campbell's, with corporate headquarters in Camden City, is creating an 80,000 urban business park on 110 acres, which includes a projected \$98 million infrastructure improvement. The company is hoping to attract light and food manufacturers.

***Description and Issues***

Camden County already has a well-developed infrastructure to support Food Manufacturing. The Port of Camden, combined with an existing transportation and warehousing network, make Camden County attractive to prepared foods and food manufacturing businesses looking for a central location to ship products throughout the Northeast corridor. The existence of a labor force with some experience and skills in the industry also makes Camden County attractive.

Training varies widely among food processing occupations; however, most manual food processing workers require little of no training prior to being hired. The length of training varies significantly from occupation to employer. Butchers and poultry and fish cutters and trimmers acquire skills on the job through both formal OJT and informal programs; whereas bakers often start as apprentices or trainees. The training level for highly skilled butchers—one of the most skilled occupations—is estimated to be 1-2 years.

That said, food manufacturing and processing is becoming increasingly sophisticated as changing technologies impact how food is prepared and packaged. This, in turn, impacts the skill levels required for many food manufacturing positions. Advancement in this industry area to supervisory and other positions also means the development of higher level interpersonal and technical skills.

In Camden County, a significant proportion of the available, experienced workforce for this industry has weaker English language skills, making it more difficult for them to adapt to more sophisticated requirements as they move up the career ladder. Any training and workforce development activities in this area must address not only technical and occupation skills training, but also development of the foundational literacy skills that make it possible for the workforce to adapt to changing requirements.

***Current Initiatives***

While the Camden County Technical School has secondary programs in Commercial Baking, Culinary Arts and Food Services, these programs do not specifically prepare workers for employment in the food manufacturing field. Currently, most workers in the industry receive little formal training, learning most of their skills through on-the-job demonstrations and informal coaching. However, as skill requirements become more sophisticated and technical, we anticipate that this will change. In addition, ESL and literacy skill development are frequently necessary for workers to move up the career ladder into higher level positions with more stringent job requirements.

## C. Strategies in Support of Key Industry Groups

In working with our business partners to develop a plan that is responsive to their needs, a number of issues were identified as needing to be addressed to create a more responsive and coherent workforce system that is better aligned with industry requirements. To bring our local resources and initiatives into better alignment with business needs, we intend to pursue three overarching goals.

- ◆ Organize work around industry sectors through collaborations between the WIB, industry partners, economic development, the educational community (e.g., the County College and the Technical Schools) and the One-Stop Partners. These collaboratives will identify and address each industry's specific workforce needs and implement a series of strategies that will enhance the development of skilled workers for each industry.
- ◆ Enhance and transform the One-Stop's delivery of employment related services to all businesses. In particular, we will focus on the One-Stop functions that most impact our ability to meet employer' hiring expectations.
- ◆ Fully implement the Camden County's Local "To Work" Consolidation Plan, especially the areas that relate to preparing job seekers for work and success in the business world.

The first overarching strategy is discussed in this section of this Plan, while the other overarching strategies are detailed in the following sections.

### *Organize Work around Industry Sectors*

During our planning, it became clear that in order to be successful in supporting the development of key industries in Camden County, we needed to concentrate our efforts on specific industries. The six industry groups were selected because they best represent the future expansion and growth opportunities in Camden County as we know them today.

- ◆ Healthcare
- ◆ Information Technology and Telecommunications
- ◆ Hospitality/Tourism/Entertainment/Retail
- ◆ Transportation and Logistics
- ◆ Finance and Insurance
- ◆ Food Manufacturing

For each industry sector, the WIB will convene industry representatives, along with the County College, Technical Schools and One-Stop staff to form industry consortia. Each industry consortium will meet on a routine basis. During the planning process, we identified a series of nine potential strategies that can be customized and implemented based on specific needs and opportunities within the specific industry. The following are suggested strategies to be considered for each industry sector:

- ◆ **Identify the specific workforce needs—both present and projected—to improve forecasting and develop a pipeline of qualified, educated and trained workers.**

Industry representatives indicated that they too struggle with forecasting needs and with pulling the various available resources together to formulate a comprehensive assessment of their future needs. An example of an approach that may be considered is the work being done by one of the major hospital systems who has implemented a computerized Human Resource Information System (HRIS) to help them collect and analyze workforce data. They are able to look at the numbers of full-time employees, calculate turnover and potential retirements and then begin using this information to try to forecast workforce needs for the future. However, this is an inexact science and it is difficult to forecast far enough ahead to be able to be more strategic about the areas in which they need to begin recruiting and developing staff.

- ◆ **Develop a process and tools for identifying unmet skill needs on an ongoing basis.** In our strategic planning sessions, it became clear that job and skill requirements are constantly changing and that we need to develop better processes for capturing and working with this information. Therefore, as we work with each of our priority sectors, we will explore the best strategies for obtaining ongoing information about changing skill requirements. We will also identify strategies to more systematically use this information to improve programs and services, as well as educate staff and job seekers.
- ◆ **Develop training curricula and programs to address skill gaps.** Using information on unmet skill needs, the County College, Vo-Tech, One-Stop Career Center and other key stakeholders will develop the necessary training curricula to address skill gaps. We will work with each priority sector to identify learning objectives, business-based standards and certifications to consider, and other tools and resources. We will use this information to develop training curricula and programs that effectively prepare workers for the needs of our local businesses and that address their specific needs.
- ◆ As part of working with each sector, we will **develop organized and clearly laid out career paths.** This will include information about the jobs, available programs to prepare for the career, paths of advancement and transferable skill areas, skill lattices, etc. Our goal will be to develop paths that allow all stakeholders to see connections between jobs, paths of advancement through the industry and the ongoing education and skill upgrades necessary to maintain and advance in employment.
- ◆ **Identify business-based assessment tools and strategies to incorporate into the One-Stop assessment process.** Quality assessment is critical to providing businesses with workers who meet skill and other requirements. While some tools and processes cut across all industries, other assessment issues are specific to certain industries. As we work with each priority area, we will identify the assessment tools and resources currently used by their HR departments to assess job applicants. Where possible and appropriate, we will integrate these tools and processes into the assessment process used at the One-Stop Career Center so that the One-Stop can more effectively refer applicants to local jobs.
- ◆ **Identify dual enrollment opportunities between the Technical School, the County College and four year institutions in support of career pathing.** This can shorten the path of preparation for particular careers as well as lower the cost of education for

individual students so they are able to move more quickly in completing academic requirements and fill the pipeline of employees.

- ◆ **Explore tying tuition reimbursement programs into the career pathing and preparation process.** Many local employers offer tuition reimbursement programs that could be leveraged and tied into an industry career pathing approach. Then, as part of developing career paths, we will explore how tuition reimbursement might be connected to other funding streams to support lifelong learning.
- ◆ **Develop Apprenticeship and other academic/work experience models that address specific worker shortages for a much wider array of occupations.** Healthcare, for example, has indicated an interest in developing Technology and Imaging Co-Operative agreements as one potential way to address shortages. This would both improve worker preparation as well as ensure that trainees were committed to the occupation.
- ◆ **Develop a web portal for each industry sector** to share local information on company requirements, career paths, training and education, etc. While there are a number of web-based resources available that allow job seekers and workforce and education/training professionals to understand and explore career areas, none of these are specific to Camden County. Our employer partners have indicated that the job of recruiting, screening and providing ongoing training to local job seekers would be easier if up-to-date, Camden County-specific information was available. For example, each business has particular recruitment policies and procedures. A web portal would be a resource for describing the process. It would also provide an online resource for sharing the career pathing information we will develop, as described earlier, as well as a place to share workforce best practices for the industry. Note that this is NOT meant to duplicate existing job listing processes and WNJPIN services. Instead, we will leverage and adapt current resources and information to better serve our local employers and job seekers.
- ◆ Industry representatives discussed the need to **develop an outreach program for working with schools and students, specific to their industries.** A formalized plan will be developed by the industry consortia in partnership with the Youth Committee. While several employers indicated they send speakers to schools, a consortia-based approach will provide a much more coordinated and comprehensive approach. We envision building and using NJ Next Stop materials as well as information specific to Camden County in these outreach efforts.
- ◆ **Develop a marketing campaign for working with business in each industry in concert with County economic development.** As we develop more comprehensive strategies for working with our priority industries, we will also be developing marketing tools and processes to communicate with local businesses about what's available. This include the recommendation that the WIB send out a letter/ postcard to thank every employer for listing their jobs with the One-Stop

The WIB intends to incrementally convene these industry collaboratives based on the priorities established in this plan. This will ensure that each industry consortia has a well-developed strategy that is being implemented before moving to the next industry group.

## **IV. WIB, County College, Technical School and One-Stop Collaboration and Optimization**

Our second major goal in developing this strategic plan is to ***optimize workforce development system resources*** to make our system more flexible, efficient and effective. In this section we will explore the ways in which the system is currently collaborating, particularly between the County College, Technical School and the One-Stop, to provide specific services to business and industry. We will then describe the strategies we intend to pursue to improve collaboration and make better use of limited resources.

### **A. The Current Collaborative Landscape**

#### ***Governance***

The WIB's role is to convene, plan and oversee the development of the workforce investment system in Camden County. Camden County College, the Technical Schools and One-Stop Partners are all members of the Board of Trustees of the Camden County Workforce Investment Board. The College and Vocational Schools were original members of the CCWIB during its development in 1993 and have been in step with the WIB's efforts since that time. As members of the Board and in their role as One-Stop Partners, they serve on one or more of the WIB Committees—the Camden City Initiatives Committee, Youth Committee, Disabilities Committee, and the Literacy Committee. Memoranda of Understanding have been developed between the WIB, the One-Stop Operator, and the One-Stop Partners including the County College and Technical School.

The One-Stop Operator reports to the WIB through the CCWIB's One-Stop Operations Committee. The One-Stop Operator also regularly provides reports to the Executive Committee, One-Stop Operations Committee and the Systems Performance Committee and intermittently, as needed for the other committees. The One-Stop Operator convenes the Partners for monthly meetings in which the County College and Vocational School have been very active participants over the years. WIB staff usually attend.

#### ***Planning***

The Camden County WIB has a well developed planning process that routinely involves the County College, the Technical School and the One-Stop Operator and One-Stop Partners. Through this inclusive planning process, the WIB is well-recognized for preparing quality plans that integrates input from all partners and leverages each partner's strengths and resources. The WIB's Strategic Plan, Welfare-to-Work, Literacy Plan and the Consolidation Plan are all products of an inclusive planning process. In addition, the Partners worked together over a two-year time frame to develop One-Stop Policies and Procedures that created agreed upon standards for providing services by function, particularly for job seekers.

The WIB/One-Stop Consolidation Plan is a major example of collaborative work. It was developed in cooperation with all partners and laid out a comprehensive approach to working with job seeker customers. It is important to note that the CCWIB intends for this Industry-Based Strategic Plan to build on the commitment to develop a fully integrated One-Stop system as made in the Consolidation Plan. The tenets of our Plan call for a fully integrated, functional organization of the One-Stop system with the vision that all customers will have access to the assessment, career planning, job training, job placement support that positions them for a successful career. Furthermore, the Consolidation Plan recommends a number of strategies that will prepare local residents to meet the demands of business.

### ***Collaborative Program Development***

Cooperative planning and program development is also occurring outside the CCWIB's specific aegis in support of specific business-related projects. The County College and the Technical School work together and with businesses on a regular basis to develop appropriate training programs and curricula. In projects that have required support in job search and recruitment, the One-Stop has also been incorporated into the process.

The County College and the Vocational Technical School also work together on academic program planning and meeting with Industry Advisory Boards to develop and refine curricula. This ensures that career training and education programs meet industry standards and local business requirements. As noted on Attachment C, there are a number of articulation agreements between the College and Technical School for course credit.

In working with businesses, several models have been developed for creating and funding workforce programs that meet specific employer needs. For example, the Upward Mobility program mentioned earlier exposed non-clinical hospital staff to healthcare jobs. This project was developed and implemented by Camden County College at local hospitals with funding from the WIB, along with participation from the One-Stop's Learning Link. Also, the Technical School, Camden County College and Lockheed Martin have worked together to develop an apprenticeship model for high school students that combines work experience and academic work, resulting in employment and ultimately an Associate's degree for graduates. These models can be adapted to other industries and occupations.

As noted earlier, Attachment C charts the various programs offered by the County College and Technical School for the industry groups addressed in this plan. In support of those industries, the One-Stop provides job matching and order filling services to business. Additionally, funding for training and One-Stop ITAs is targeted to support demand occupations in our priority industries. See Attachment D for a list of ITAs broken down by industry. The One-Stop makes referrals to the Technical School and the College. Referrals to the College represent between 20 and 25 percent of ITAs annually. In turn, the College and Technical School refer individuals to the One-Stop, although this information is not routinely tracked.

## **B. Current Provision of Specific Services**

### ***Consolidation Plan***

The CCWIB established the goal in its Consolidation Plan that every customer of its One-Stop system is to be given the opportunity to become a “self-sustaining contributor.” The WIB defined a “self-sustaining contributor” as an individual who possesses the life management, career management and work readiness/success skills necessary to support themselves and their families and to be active contributors in their community.

To achieve this goal, our Consolidation Plan laid out an employment readiness approach to working with job seeker customers. This model emphasized the use of a comprehensive assessment and career planning process that assesses each customer’s readiness for employment, assisting customers with developing a plan to maximize their employability and reach their career goals, and helping customers access the services they need to implement their plans. It also requires providing customers with a menu of quality programs and services, relevant to employment readiness skill levels, that clearly and effectively prepare customers to be self-sustaining contributors, by developing their career management and occupational skills and by providing appropriate job retention and advancement services.

In accordance with this vision, the WIB adopted the following Guiding Principles in its Consolidation Plan:

- ◆ Integration is driven by the desire to provide services in a manner that supports the customer in successfully transitioning to work or enhancing their current employment.
- ◆ Customers will be provided easy access to programs and services supported by professional and knowledgeable staff. A proactive outreach program will ensure full access by varied population segments.
- ◆ Our processes and protocols will empower customers through respect, encouragement and the knowledge and opportunity to make informed decisions regarding options for next steps, making choices for jobs and career development and, in general, utilizing the various services and programs available through the consolidated system.
- ◆ A comprehensive assessment system is central to successfully guiding customers to the appropriate next steps and in achieving high degrees of success in matching job seekers to employers. Our system of assessment provides customers and staff with the information necessary to pro-actively plan for and implement each customer’s career plan.
- ◆ One-Stop Partners have established policies and procedures to guide the manner in which services will be delivered. These policies and procedures are being developed in accordance with operating standards and will be well understood by all One-Stop Partners.
- ◆ Standards of service have been established for all major One-Stop functions. They are driven by customer outcomes and, when appropriate, benchmarked to employer standards to ensure long-term employability in the labor market. In addition, our

standards address communication, reporting, data sharing and coordination of services among the partnering organizations.

- ◆ One-Stop Partner services will be holistic in nature and the system embraces a wide range of local agencies to address the needs of customers. All services will be provided in a manner that is sensitive to customer needs including sensitivity to cultural, language, literacy limitations, disabilities and other diversity issues.
- ◆ Continuous Improvement underlies the development of all policies and procedures and is central to the WIB's Performance Management Plan.
- ◆ Under the guidance and oversight of the WIB, the One-Stop Operator will share with its Partners the responsibility of meeting and/or exceeding all performance requirements set by the State and Camden County Workforce Investment Board.

The following describes progress made and the current provision of services specified in the Strategic Planning Guidelines:

### ***Assessment***

Since Consolidation, a revised assessment process has been implemented to some extent in the One-Stop with WFNJ and WIA customers. This process includes more career and transferable skill assessments and is meant to go beyond the traditional process of using the TABE and screening interviews with customers as the primary modes of assessment. Our piloting of the Work Readiness Credential will give us another tool. We have also made headway in better coordinating the sharing of assessment information in OSOS and in connecting to assessments used at other organizations (i.e., the Technical School administers the TABE and then refers customers needing basic skills training to the One-Stop or CCC).

However, this is an area that requires ongoing attention and support, as employer partners have indicated that both staff and self-referrals of job seeker customers frequently do not reflect that an appropriate assessment process has occurred. Further, there is a need to incorporate into the assessment process the expectations, tools and processes of businesses as we move to a more industry-focused approach to working with job seekers. For example, the TABE is currently the "tool of choice" for assessing literacy. However this is primarily an academic assessment tool used to determine academic program placement, not a tool that is used in a business environment. The Workplace Readiness Assessment and Credential is a more appropriate tool to be using to support businesses.

### ***Career Guidance and Preparation***

Employers want job seekers who can manage their own careers. Therefore, as outlined in our Consolidation Plan, providing appropriate career guidance and career planning support to our job seeker customers is a critical component of One-Stop services. Job seekers must clearly understand their interests, skills and strengths in order to determine their readiness for employment and the services they may need to achieve their career goals. Our employer partners support this approach, as they've indicated that job seekers who have set career goals

based on good assessment and career information are better prepared to succeed in the work environment.

As discussed in the previous section, some headway has been made in incorporating more effective career planning information and processes into our work with WFNJ and WIA customers. Many One-Stop staff have all been trained on how to provide career planning services and new tools and processes have been developed and integrated with existing services (such as Career Beacon) to support our approach.

Again, however, this is an area that requires ongoing attention, especially as we look to incorporate a more industry-specific approach to working with business and job seeker customers. Currently the bulk of career planning support occurs through the One-Stop and to a large extent it is based on the program in which the customer is enrolled and the staff person with whom the customer is working. Our vision during the Consolidation planning process was that all job seeker customers would understand the importance of lifelong career planning and would have access to the supports and tools necessary to develop necessary career management skills. For this to happen, however, we must continue to work with our partners to develop and implement the appropriate processes.

### ***Knowledge and Skill Acquisition***

Ensuring that job seekers are appropriately prepared for the local demand industries and occupations is a critical component of the system. As discussed previously in our plan, Camden County College and the Technical School work closely with their Advisory Boards and each other to:

- ◆ Identify industry skill requirements.
- ◆ Develop appropriate curricula and provide necessary training.
- ◆ Link to industry-recognized credentials and skill expectations.
- ◆ Link to each other's programs (i.e., through dual enrollment and clear articulation agreements).

For most career path training programs, we have developed well-defined educational ladders that take customers from the Technical School, through Camden County College to 4-year degrees through Rutgers University, where appropriate. These paths are supported by articulation agreements and, where possible, dual enrollment options.

While a number of linkages and connections exist, to develop clearly articulated career paths, additional opportunities for linkages will surface. Mechanisms for ensuring that all One-Stop staff is kept up-to-date on available programs, how they connect in a career path, etc. will be defined and systematic process will be developed. Further, as discussed earlier, there will be additional opportunities to develop apprenticeship and co-op models, as well as creating more dual enrollment strategies.

### ***Job Matching, Placement and Referral***

The job search/job matching process involves several different activities. From the job seeker side, it includes preparation of job seekers for the job search process and appropriate matching and referral of job seekers to meet business needs. From the employer perspective, job placement and referral refers to the system for posting jobs and referring qualified applicants to the employer.

In meeting job seeker needs, currently, there is some coordination and collaboration in the provision of services. Staff from the Technical School facilitates the WNJPIN workshop at the One-Stop once a month and they also collaborate with the One-Stop to provide resume services. In addition, both the Technical School and County College refer job seekers to the One-Stop to register in the WNJPIN system and to be referred to job postings.

Placing skilled employees in emerging job openings is increasingly a priority, with upwards of 6,000 new jobs projected as a result of economic development efforts. The Board of Chosen Freeholders has the expectation that the One-Stop will be the first contact that employers have in regards to job placement. Therefore, the Operations Committee embarked on a project to interview employers who have listed jobs with the One-Stop within the past year.

A full report is being prepared, and preliminary data indicates the following:

- ◆ The contact information listed on OSOS was, for a large number of employers, out of date or incorrect. Some employers targeted for interviews could not be contacted, and multiple phone calls were needed to pinpoint the most appropriate contact person at some employers.
- ◆ Very little information was available on OSOS in terms of the number of referrals for each job listing and the number of hires for each job listing.
- ◆ Some employers only placed jobs online; they did not have any contact with One-Stop staff. These tended to be larger employers, particularly those with centralized hiring practices.
- ◆ A number of the employers that only listed their jobs online did not know if someone that they hired came through the One-Stop system.
- ◆ The employers that were satisfied with the employees they hired from the One-Stop were very highly satisfied. The common denominator appears to be that One-Stop had developed strong working relationships with the employers.
- ◆ Employer dissatisfaction centered around the following areas: retention or referrals, lack of follow-up from One-Stop staff, screening (i.e., referrals did not have a valid driver's license when required or did not pass a drug test).

- ◆ The employers had varying degrees of familiarity with the WIB and/or One-Stop, and there were some employers that did not know what the One-Stop is.

Again, we see many opportunities for improvement in building relationships with employers, including creating a single point of contact for businesses, creating more effective screening and referral processes based on industry needs and developing business-based standards and processes for ensuring that job seekers are prepared to meet business requirements in the job search process.

### ***Financial Aid***

Camden County College, the Technical School and the One-Stop all make financial aid information available to job seeker customers. Job seekers who are currently seeking funding for training may access one-on-one counseling at the One-Stop and through the Technical Schools and College. For example, at the Technical School, counseling includes individual assistance completing the Free Application for Federal Student Aid (FAFSA), on which counselors have received training by the Higher Education Student Assistance Authority (HESSA). Individuals may also attend a financial aid workshop provided through the One-Stop.

These services work reasonably well in helping job seekers, who wish to access training, figure out how they can pay for services. However, to use financial aid to support career pathing and industry-focused services, we believe we need to do more. This is an area where exploring how to tie employer tuition reimbursement programs with existing financial aid resources to support long-term planning needs to be explored. We also need to look at the use of customized training dollars and ITAs to support specific industries in a more comprehensive way.

### ***Small Business Administration and Business Resource Center Services***

The One-Stop, through the NJ Department of Labor and Workforce Development in coordination with the College and Rutgers Small Business Program, administers a Self Employment Assistance Program to provide assistance to individuals seeking to be self employed.

Additionally, the on-site Business Resources Center contains valuable tools for employers. This is a fully equipped conference room with support staff for meetings, training, recruitment and other business related activities. The BRC is marketed through an Account Representative, the WNJPIN website, the Reemployment Orientation and the Employer Job Order Process.

## **C. Strategies for Improving Collaboration and the Provision of Services**

As noted earlier, there are three overarching goals identified in this plan:

- ◆ Organize work around industry sectors through collaborations between the WIB, industry partners, economic development, the educational community (e.g., the County College and the Technical Schools) and the One-Stop Partners. These collaboratives will identify

and address each industry's specific workforce needs and implement a series of strategies that will enhance the development of skilled workers for each industry.

- ◆ Enhance and transform the One-Stop's delivery of employment related services to all businesses. In particular, we will focus on the One-Stop functions that most impact our ability to meet employer' hiring expectations.
- ◆ Fully implement the Camden County's Local "To Work" Consolidation Plan, especially the areas that relate to preparing job seekers for work and success in the business world.

The One-Stop, County College and Technical School should be complemented for their efforts in working closely to develop a positive and productive collaborative relationship, with the intent of leveraging each others' strengths and resources. This was particularly evident when the U.S. Department of Labor's General Accounting Office (GAO) came to New Jersey in June to investigate how effectively WIBs, County Colleges and One-Stops are collaborating. Camden County was selected by the State as one of two sites for the interviews. GAO interviewed the three parties separately. Once again Camden County was pleased to be selected for this project and appreciate the State's continued confidence and support of our collective work.

Notwithstanding the above, the following identifies a number of opportunities for boosting the provision of services to better meet businesses expectations for a fully developed workforce development system and enhancing services for the job seeker customer.

### ***Job Matching, Placement and Referral***

Employers were unanimous in describing their standards for job matching services. They want every applicant to thoroughly understand the specific job requirements and the core competencies associated with carrying out those requirements. They view the One-Stop as responsible for preparing, assessing and referring individuals based on this standard of service.

As a result of this clear statement the following recommendations were made for organizing One-Stop Services to meet these standards.

- ◆ **Industry Specialists who are responsible for specific industries and, within those industries, for priority employers.** Organize employer job matching, placement and referral services based on industries and assign One-Stop staff to service those industries. Staff will be expected to become experts on their industry, understanding hiring and business trends, skill needs, business culture, etc. These staff will also work with the WIB on industry sector strategies.

Within these industries, we also expect to identify priority employers, based on the number of job openings that are available, the quality of those jobs, and other factors. One-Stop Industry Specialists will be expected to become experts on these particular businesses, serving as key supports to their HR functions. They will meet monthly with HR staff from the priority businesses and will work to develop ongoing relationships, clear communications and a full working knowledge of the needs of these priority organizations.

- ◆ **Train One-Stop staff from two perspectives.** For staff assigned to specific industries, conduct in-depth staff training on that particular industry. For general One-Stop staff, conduct training that orients staff to an industry approach and provides them with relevant labor market information, hiring trends and Camden County industry priorities.

### ***Assessment***

- ◆ Work with priority industries to develop an assessment process that incorporates industry-specific tools and ensures that referrals meet business requirements. This might include incorporating specific skill assessments or inventories and/or using behavioral interviewing questions specific to a sector.
- ◆ Camden County College will work with the One-Stop to enhance the interviewing and assessment process.
- ◆ Fully implement the Work Readiness Credential, which we believe is the foundation for assessing job seekers ability to meet the “work readiness” skills sought by employers. Through our earlier work with employers, we know that this resonates well with employers as an important tool in the job matching process.

### ***Career Guidance and Preparation***

- ◆ Identify and train Career Navigators (referred to in the Consolidation Plan as Coaches) who can work more effectively with job seeker customers in support of specific industry sectors. Several of our employer partners have also indicated that job seekers need more guidance and support in developing career plans for specific industries.
- ◆ Increase referrals from the Technical School and Camden County College to the One-Stop workshops. One-Stop staff will submit monthly calendars to facilitate this process.
- ◆ Continue to work on implementing the career planning and guidance vision as established in the Consolidation Plan.
- ◆ Ensure that staff and job seekers have ongoing access to the career path information and other tools being developed in our work with priority sectors.

### ***Knowledge and Skill Acquisition***

- ◆ Camden County College will work the One-Stop to incorporate resume and basic skills development into its curricula. This includes revamping the job readiness program to include an emphasis on customer service training.
- ◆ Re-design current job readiness programs so that they prepare graduates to meet the standards of the Work Readiness Credential, as well as provide remediation in the specific areas where job seekers fail to meet the standards. This training will be modular, so that individuals who are unsuccessful in a portion of the Credential testing will only have to take those modules which they failed.

- ◆ Develop and implement a cross-industry customer service training program that can be integrated into re-vamped job readiness training to better prepare workers for industry positions requiring strong customer service and interpersonal skills. This training will be based on industry standards and developed in cooperation with local business partners to reflect industry needs.
- ◆ Develop mechanisms for continually updating information on skill requirements, available training programs, etc. so that job seekers and staff are better educated.

### ***Small Business Administration and Business Resource Center Services***

Both the Camden County College and the Technical School will be taking advantage of the Business Resource Center at the One-Stop to hold meetings and refer customers.

### ***Youth Council***

Revamp the CCWIB's Youth Council to focus on proving schools with employment and career information on our priority industries. These efforts could include conducting an Industry Speakers series where industry professionals make presentations on their careers at the schools; conducting an Educator's Forum where teachers and guidance counselors learn about an industry, along with the educational requirements associated with a particular occupational area; career planning and portfolio development for students and parents; and development of mentoring and internships in alignment with a student's career goals.

## **V. Implementation Strategy**

Per the Planning Guidelines, below we discuss our three-year implementation plan.

It's important to note that in implementing these strategies, we intend to identify all potential sources of funding to support our activities, including public workforce, education and economic development funding, as well as private-sector funding. Where ever possible, we want to leverage existing resources so that we avoid duplication of services and make the most of limited dollars. We will also work to identify new funding sources when it makes sense for the goals of our plan.

The WIB will maintain overall responsibility for implementing this plan and will do so with the full participation of the One-Stop partners, the County College, and the Technical School. Where appropriate, we will also be pulling in other stakeholders, including employers and other educational institutions.

### **Year One**

In the first year of implementing our plan, we will focus our efforts on four major areas:

- 1. Organizing our Healthcare Industry Collaborative**

- The WIB will work with the County College, the One-Stop and the Technical School to conduct outreach to and convene employer partners to form the Healthcare Collaborative.
- The WIB will facilitate the Healthcare Collaborative in developing a work plan to customize the strategies discussed earlier in this plan for the needs of healthcare employers.
- The Healthcare Collaborative will identify skill gaps and training needs and work with the County College, the Technical School and other local providers to develop appropriate programs and expand the availability/accessibility of training.
- The Healthcare Collaborative will work with the One-Stop to identify assessment tools and processes used in the healthcare industry and to develop a plan for adopting these tools and processes in the One-Stop Career Center.

2. **Organizing our IT Industry Collaborative**

- The WIB will work with the County College, the One-Stop and the Technical School to conduct outreach to and convene employer partners to form the Information Technology Collaborative. (Note--It may be most appropriate to build on the employer partnership already developed for the Innovation Partnership Institute. Also, members of this collaborative may also include employers from other industries that employ large numbers of IT workers.)
- The WIB will facilitate the IT Collaborative in developing a work plan to customize the strategies discussed earlier in this plan for the needs of IT employers.
- The IT Collaborative will work with the One-Stop to identify assessment tools and processes used in the IT industry and to develop a plan for adopting these tools and processes in the One-Stop Career Center.

3. **Aligning One-Stop Staff to support the work of the Industry Collaboratives**

- The WIB will work with the Healthcare and IT Industry Collaboratives to identify standards and processes desired by businesses in these industries in working with a One-Stop Career Center representative.
- The One-Stop will develop draft job descriptions and policies/procedures for implementing One-Stop Industry representatives, as described earlier in this plan.
- The WIB and the Industry Collaboratives will review the job descriptions and policies and procedures and provide feedback for revisions.
- The One-Stop Career Center will implement the agreed-upon job descriptions and policies and procedures.

**4. Developing a cross-industry Customer Service Training program**

- The WIB will convene a cross-industry Employer Advisory Group to identify cross-cutting customer service skills and related business standards.
- The Advisory Group will identify existing curriculum resources and evaluate these resources for their potential to meet local needs.
- Where necessary, the Advisory Group will work with local providers to develop additional training components.
- The Advisory Group will develop a plan for integrating Customer Service Training with training for the Work Readiness Credential (described below).

**5. Implementing the Work Readiness Credential**

- The WIB, through the Literacy Council, and the One-Stop will work with State and local stakeholders to develop an implementation plan for the Credential.
- The Literacy Council and the One-Stop will work with local job readiness providers to develop curriculum modules that prepare workers to meet Work Readiness Credential standards.
- The WIB, the One-Stop, the County College and the Technical School will promote the Work Readiness Credential with local employers.

**6. Revamping the WIB's Youth Council**

- The WIB will revamp its Youth Council to align it with the Industry collaborative approach discussed in this plan.
- The Youth Council will develop a plan to work more closely with schools and local youth programs to provide career exploration activities and to educate young people about the County's target industries.

**7. Continuing Implementation of Consolidation Plan**

- ◆ The WIB, through its One-Stop Operations Committee, will ensure that One-Stop assessment and job placement/referral functions are aligned with industry standards, as described earlier in this plan.
- ◆ The WIB will work with the One-Stop Operator to ensure that One-Stop staff are trained on business standards and expectations and on providing services in an industry/business-based system.

## **Year Two**

In Year Two, our goals are as follows:

- ◆ Evaluate our IT and Healthcare industry initiatives to identify and address opportunities for improvement and to develop a model/framework for expanding into new industry areas.
- ◆ Re-evaluate our economic priorities and determine the next areas for implementation of our collaborative model.
- ◆ Begin organizing new industry collaborations based on our economic priorities, using our refined model.
- ◆ Implement cross-industry Customer Service and Work Readiness Credential Training Modules.
- ◆ Continue implementation of our Consolidation Plan.

## **Year Three**

Our third year goals are as follows:

- ◆ Continue to refine and expand our industry collaborative model.
- ◆ Continue to evaluate economic priorities and develop and implement programs in response to those priorities.
- ◆ Continue implementation of our Consolidation Plan.

## **Attachment A**

# **Camden County Workforce Investment Board Strategic Planning Group**

Gary Bennett, Superintendent, **Camden County Technical Schools**  
Phillip Brewer, General Manager, **Holiday Inn**  
Terri Dariano, Director of Occupational Skills, **Camden County College**  
Gregg DeBaere, President, **Atlantic Coast Communications**  
Frank Filipek, Assistant Director, **Camden County One-Stop**  
John J. Gallagher, Jr., Chairman & CEO, **The Gallagher Group** and Chairman of the Board, **Camden County WIB**  
Karen Harrison, Human Resources, **PNC Bank**  
Sandi Kelly, Economic Development Coordinator, **County of Camden**  
Ann Koelling, Workforce Manager, **NJ Department of Labor and Workforce Development**  
Monica Lesmerises, Manager Public Policy and Community Development Initiatives, **Cooper Hospital**  
Kathy Mayfield, One-Stop Operator, **Camden County One-Stop**  
Edward McDonnell, Freeholder, **Camden County Board of Chosen Freeholders**, Vice-President of Economic Development, **Camden County College**  
Stephanie Mink, Learning and Development Manager, **Comcast**  
William Mink, Dean of Continuing Education, **Camden County College**  
Janet Moran, VP of Human Resources, **Our Lady of Lourdes**  
Stewart Rosenberg, President, **Progress Packaging**  
Teri Stallone, Director of Adult Education, **Camden County Technical Schools**  
Jeffrey Swartz, Executive Director, **Camden County Improvement Authority**  
Alan Stein, President, **Stein Associates**  
Leona Tanker, Executive Director, **Camden County Workforce Investment Board**  
Robert Weil, Account Executive, **Commerce Banc Insurance Services**  
Michael Willmann, Chairman & CEO, **WMSH Marketing Communications**  
Jennifer Young, Director of External Affairs, **Verizon**  
Raymond Yannuzzi, President, **Camden County College**

## Attachment B

# SUMMARY OF ECONOMIC DEVELOPMENT EFFORTS IN CAMDEN COUNTY

*Compiled by The Camden County Workforce Investment Board*

### CAMDEN CITY

Project/Location	Type of Industry	No. of Jobs	Potential Types of Jobs	Additional Details	Timeframe
Ferry Terminal Office Building, Camden City	Restaurants · Two Spaces	TBD	<ul style="list-style-type: none"> <li>· Waiters and Waitresses</li> <li>· Cooks</li> <li>· Dishwashers</li> <li>· Hosts and Hostesses</li> <li>· Food Preparation Workers</li> </ul>	\$12m project.	
	Commercial · Susquehanna Bank Headquarters · Other space	75 1500	<i>(Highly dependant on the industries attracted)</i> <ul style="list-style-type: none"> <li>· Customer Service Representatives</li> <li>· Secretaries, Receptionists, Administrative Assistants and Information Clerks</li> <li>· Computer Support Specialists</li> <li>· Human Resources</li> <li>· Bookkeeping/Billing</li> </ul>		
Steiner Town Center, Camden City	Restaurants	600	<ul style="list-style-type: none"> <li>· Waiters and Waitresses</li> <li>· Cooks</li> <li>· Dishwashers</li> <li>· Hosts and Hostesses</li> <li>· Food Preparation Workers</li> </ul>	6 new restaurants	
	Commercial · Office space	TBD	<i>(Highly dependant on the industries attracted)</i> <ul style="list-style-type: none"> <li>· Customer Service Representatives</li> <li>· Secretaries, Receptionists, Administrative Assistants and Information Clerks</li> <li>· Computer Support Specialists</li> <li>· HR Bookkeeping,/Billing</li> </ul>		
Waterfront Technology Center, Camden City	Commercial · Office space	300 technology jobs and 1500 additional jobs.	<i>(Highly dependant on the industries attracted)</i> <ul style="list-style-type: none"> <li>· Customer Service Representatives</li> <li>· Secretaries, Receptionists, Administrative Assistants and Information Clerks</li> <li>· Computer Support Specialists</li> <li>· HR Bookkeeping,/Billing</li> </ul>	\$80m project; 500,000 square feet of high tech office building and business incubator creating	Phase 1 is completed

## SUMMARY OF ECONOMIC DEVELOPMENT EFFORTS IN CAMDEN COUNTY

*Compiled by The Camden County Workforce Investment Board*

<b>Project/Location</b>	<b>Type of Industry</b>	<b>No. of Jobs</b>	<b>Potential Types of Jobs</b>	<b>Additional Details</b>	<b>Timeframe</b>
7 <sup>th</sup> /Linden Avenue Shopping Center, Camden City	Retail	225	<ul style="list-style-type: none"> <li>· Retail Sales Person</li> <li>· Cashier</li> <li>· Stock Clerk</li> <li>· Laborers and Freight, Stock, and Material Movers, Hand</li> </ul>		
Cooper University Hospital Expansion, Camden City	Health Care	300+	<ul style="list-style-type: none"> <li>· Nursing Aides, Orderlies, and Attendants</li> <li>· Licensed Practical and Licensed Vocational Nurses</li> <li>· Office Clerks</li> <li>· Maids and Housekeeping Cleaners</li> <li>· Healthcare Support Workers</li> <li>· Health professionals and technicians</li> <li>· Medical Assistants</li> <li>· Medical and Clinical Laboratory Technologists</li> </ul>	\$140m project to expand hospital.	Phase 1 of 5 year program completed
301 Market Street, Camden City	Commercial <ul style="list-style-type: none"> <li>· Office space</li> </ul>	TBD	<i>(Highly dependant on the industries attracted)</i> <ul style="list-style-type: none"> <li>· Customer Service Representatives</li> <li>· Secretaries, Receptionists, Administrative Assistants and Information Clerks</li> <li>· Computer Support Specialists</li> <li>· HR Bookkeeping/Billing</li> </ul>	\$13m restoration and new construction for 16,000 square feet of office space.	
Cramer Hill Redevelopment Plan, Camden City	Amusement and Recreation <ul style="list-style-type: none"> <li>· Golf club</li> <li>· Marina</li> </ul>	TBD	<ul style="list-style-type: none"> <li>· Amusement/Recreation Attendants</li> <li>· Cashiers</li> <li>· Counter and Rental Clerks</li> <li>· Waiters and Waitresses</li> <li>· Combined Food Preparation and Serving Workers</li> <li>· Janitors and Cleaners</li> <li>· Maintenance and Repair Workers</li> <li>· Landscaping and Grounds keeping Workers</li> </ul>	5000 square feet of retail space, marina, 18 hole golf course.	

## SUMMARY OF ECONOMIC DEVELOPMENT EFFORTS IN CAMDEN COUNTY

*Compiled by The Camden County Workforce Investment Board*

Project/Location	Type of Industry	No. of Jobs	Potential Types of Jobs	Additional Details	Timeframe
	Retail	TBD	<ul style="list-style-type: none"> <li>· Retail Sales Person</li> <li>· Cashier</li> <li>· Stock Clerk</li> <li>· Laborers and Freight, Stock, and Material Movers, Hand</li> </ul>		
	Residential · 6000 homes	1500	Unclear if any ancillary services to the residential units will be put in place which will directly create jobs.		
Kroc Center, Camden City	Retail	TBD	<ul style="list-style-type: none"> <li>· Retail Sales Person</li> <li>· Cashier</li> <li>· Stock Clerk</li> <li>· Laborers and Freight, Stock, and Material Movers, Hand</li> </ul>	\$57 million grant, \$27 million for initial construction.  Adjacent to Cramer Hill Golf Course.	Still in planning stage.
	Amusement and Recreation · Fitness Center · Aquatics Center · Teen Center · Gymnasium · Arts Center · Family Education Center	TBD	<ul style="list-style-type: none"> <li>· Amusement/Recreation Attendants</li> <li>· Cashiers</li> <li>· Counter and Rental Clerks</li> <li>· Waiters and Waitresses</li> <li>· Combined Food Preparation and Serving Workers</li> <li>· Janitors and Cleaners</li> <li>· Maintenance and Repair Workers</li> <li>· Landscaping and Grounds keeping Workers</li> </ul>		
3D IMAX Theater, Camden City	Restaurants	TBD	<ul style="list-style-type: none"> <li>· Waiters and Waitresses</li> <li>· Cooks</li> <li>· Dishwashers</li> <li>· Hosts and Hostesses</li> <li>· Food Preparation Workers</li> </ul>	300 seat IMAX and restaurants.	
	Recreation · IMAX	TBD	<ul style="list-style-type: none"> <li>· Cashiers</li> <li>· Combined Food Preparation and Serving Workers</li> <li>· Janitors and Cleaners</li> </ul>		
DRPA Aerial Tram, Camden City	Transportation	TBD	<ul style="list-style-type: none"> <li>· Counter and Rental Clerks</li> <li>· Janitors and Cleaners</li> <li>· Maintenance and Repair Workers</li> </ul>	\$40m project; 54 person gondolas.	

## SUMMARY OF ECONOMIC DEVELOPMENT EFFORTS IN CAMDEN COUNTY

*Compiled by The Camden County Workforce Investment Board*

<b>Project/Location</b>	<b>Type of Industry</b>	<b>No. of Jobs</b>	<b>Potential Types of Jobs</b>	<b>Additional Details</b>	<b>Timeframe</b>
Camden Municipal Area Network Project	Telecommunications	TBD	<ul style="list-style-type: none"> <li>· Telecommunication Line Installers/Repairers</li> <li>· Sales Representatives</li> <li>· Computer Hardware Engineers</li> <li>· Electronics Engineer</li> </ul>	Fiber optic infrastructure will support a high volume of high tech/ virtual business methods throughout the area.	
Radio Lofts/Cooper Commons and Restaurant, Camden City	Restaurants	TBD	<ul style="list-style-type: none"> <li>· Waiters and Waitresses</li> <li>· Cooks</li> <li>· Dishwashers</li> <li>· Hosts and Hostesses</li> <li>· Food Preparation Workers</li> </ul>	Convert the RCA building into 75-100 condos.	
	Residential	TBD	Unclear if there will be any ancillary services which will directly create jobs.		
Residential Community Developments, Camden City	Residential	TBD	Unclear if any ancillary services to the residential units will be put in place which will directly create jobs.		
	<ul style="list-style-type: none"> <li>· <i>Baldwin's Run</i></li> <li>· <i>Clifton Terrace</i></li> <li>· <i>Antioc Manner</i></li> <li>· <i>B—Square</i></li> </ul>				
Rutgers University, Camden City	Education	TBD		Expansion of Dorms, Student Services, etc.	
Rowan University, Camden City	Education	TBD		Expanded Classroom space	
Camden Creative & Performing Arts High School, Camden City	Education	TBD		Expand to support 400 additional students	
UMDNJ/Robert Wood Johnson Medical School, Camden City	Education	TBD		Expansion of academics	
Two Port Center, Camden City				150,000 sq. feet of office space	
Soundwave Museum of Recorded Sound, Camden City					
Battleship Museum, Camden City					
Johnson Park Restoration/ Walt					

# SUMMARY OF ECONOMIC DEVELOPMENT EFFORTS IN CAMDEN COUNTY

*Compiled by The Camden County Workforce Investment Board*

Project/Location	Type of Industry	No. of Jobs	Potential Types of Jobs	Additional Details	Timeframe
Whitman Art Center, Camden City					

## PENNSAUKEN

Project/Location	Type of Industry	No. of Jobs	Potential Types of Jobs	Additional Details	Timeframe
Admiral Wilson Blvd Rest Stop/Visitors Center, Pennsauken	Retail	TBD	<ul style="list-style-type: none"> <li>· Retail Sales Person</li> <li>· Cashier</li> <li>· Stock Clerk</li> <li>· Laborers and Freight, Stock, and Material Movers, Hand</li> </ul>	Approx \$5m project	
	Restaurants	TBD	<ul style="list-style-type: none"> <li>· Counter and Rental Clerks</li> <li>· Waiters and Waitresses</li> <li>· Combined Food Preparation and Serving Workers</li> <li>· Cooks</li> <li>· Dishwashers</li> <li>· Hosts and Hostesses</li> <li>· Food Preparation Workers</li> </ul>		
Crossroads	Residential · 300-500 units	TBD	Unclear if any ancillary services will be put in place which will directly create jobs.	Located at 130 and Haddonfield Rd.	
	Commercial/Retail		<i>(Highly dependant on the industries attracted)</i> <ul style="list-style-type: none"> <li>· Customer Service Representatives</li> <li>· Secretaries, Receptionists, Administrative Assistants and Information Clerks</li> <li>· Computer Support Specialists</li> <li>· Human Resources</li> <li>· Bookkeeping,/Billing</li> <li>· Retail Sales Person</li> <li>· Cashier</li> <li>· Stock Clerk</li> </ul>		
Delaware River Waterfront, Pennsauken	Residential ·	TBD	Unclear if any ancillary services will be put in place which will directly create jobs.		

# SUMMARY OF ECONOMIC DEVELOPMENT EFFORTS IN CAMDEN COUNTY

*Compiled by The Camden County Workforce Investment Board*

Project/Location	Type of Industry	No. of Jobs	Potential Types of Jobs	Additional Details	Timeframe
	Restaurants	TBD	<ul style="list-style-type: none"> <li>· Waiters and Waitresses</li> <li>· Cooks</li> <li>· Dishwashers</li> <li>· Hosts and Hostesses</li> <li>· Food Preparation Workers</li> </ul>	700 acres of vacant and underused industrial space along a 7-mile strip of the Delaware River is being converted to residential, recreational, hotel and retail space.	
	Recreational Activities <ul style="list-style-type: none"> <li>· <i>Golf Course</i></li> <li>· <i>Aquatic Center</i></li> </ul>	TBD	<ul style="list-style-type: none"> <li>· Amusement and Recreation Attendants</li> <li>· Cashiers</li> <li>· Counter and Rental Clerks</li> <li>· Waiters and Waitresses</li> <li>· Combined Food Preparation and Serving Workers</li> <li>· Janitors and Cleaners</li> <li>· Maintenance and Repair Workers</li> <li>· Landscaping and Grounds keeping Workers</li> </ul>		
	Retail	TBD	<ul style="list-style-type: none"> <li>· Retail Sales Person</li> <li>· Cashier</li> <li>· Stock Clerk</li> <li>· Laborers and Freight, Stock, and Material Movers, Hand</li> </ul>		
	Hospitality <ul style="list-style-type: none"> <li>· <i>Hotel/Conference Center</i></li> </ul>	TBD	<ul style="list-style-type: none"> <li>· Hotel, Motel, and Resort Desk Clerks</li> <li>· Maids and Housekeeping Cleaners</li> <li>· Maintenance and Repair Workers, General</li> <li>· Janitors and Cleaners,</li> <li>· Landscaping and Grounds keeping Workers</li> <li>· Waiters and Waitresses</li> <li>· Cooks</li> <li>· Food Preparation Workers</li> </ul>		
The Pointe, Pennsauken	Business Support Services <ul style="list-style-type: none"> <li>· <i>Harte Hanks Call Center</i></li> </ul>	200	<ul style="list-style-type: none"> <li>· Customer Service Representatives</li> <li>· Telemarketers</li> <li>· Switchboard Operators, Including Answering Service</li> <li>· First-Line Sup/Mgrs of Office and Administrative Support Workers</li> </ul>		
Cooper River Boathouse,	Amusement/Recreation	TBD		\$4 million community boathouse to bolster	To Be Completed

# SUMMARY OF ECONOMIC DEVELOPMENT EFFORTS IN CAMDEN COUNTY

*Compiled by The Camden County Workforce Investment Board*

Project/Location	Type of Industry	No. of Jobs	Potential Types of Jobs	Additional Details	Timeframe
Pennsauken				rowing races and other income producing events.	June 2006

## CHERRY HILL

Project/Location	Type of Industry	No. of Jobs	Potential Types of Jobs	Additional Details	Timeframe
Garden State Park, Cherry Hill  \$500 million commercial and residential redevelopment	<u>The Marketplace</u> Retail · <i>Home Depot</i> · <i>Bed Bath and Beyond</i> · <i>Dick's Sporting Goods</i> · <i>Christmas Tree Shops</i> · <i>Best Buy</i>	TBD TBD TBD TBD TBD	· Retail Sales Person · Cashier · Stock Clerk · Laborers and Freight, Stock, and Material Movers, Hand		Some doors open beginning Feb. 2006
	Food · <i>Wegmans</i>	500	· Retail Sales Person · Cashier · Combined Food Preparation and Serving Workers · Stock Clerk · Laborers and Freight, Stock, and Material Movers, Hand		
	<u>The Towne Place</u> Retail	TBD	· Retail Sales Person · Cashier · Stock Clerk · Laborers and Freight, Stock, and Material Movers, Hand		Some doors open beginning winter 2006.
	Restaurants · <i>Cheesecake Factory</i>	TBD	· Waiters and Waitresses · Cooks · Dishwashers · Hosts and Hostesses · Food Preparation Workers	150 high end restaurants and small shops.	
Garden State Park, Cherry Hill  Towne Place <i>Cont.</i>	Commercial · <i>Office Complex</i>	TBD	<i>(Highly dependant on the industries attracted)</i> · Customer Service Representatives · Secretaries, Receptionists, Administrative Assistants and Information Clerks · Computer Support Specialists	Not yet brought before the appropriate planning board(s).	TBD

## SUMMARY OF ECONOMIC DEVELOPMENT EFFORTS IN CAMDEN COUNTY

*Compiled by The Camden County Workforce Investment Board*

Project/Location	Type of Industry	No. of Jobs	Potential Types of Jobs	Additional Details	Timeframe
	Recreational Activities · <i>Off-track betting club</i>	TBD	<ul style="list-style-type: none"> <li>· Human Resources</li> <li>· Bookkeeping,/Billing</li> <li>· Gaming Dealers</li> <li>· Gaming Change Persons and Booth Cashiers</li> <li>· Counter and Rental Clerks</li> <li>· Cashiers</li> <li>· Waiters and Waitresses</li> <li>· Combined Food Preparation and Serving Workers</li> <li>· Bartenders</li> <li>· Cooks</li> </ul>		
	Residential · <i>Parkplace – 360condo/ town homes</i> · <i>Plaza Grande – 608 senior condos</i> · <i>Village Place – 691 apartments</i>	TBD	Unclear if any ancillary services will be put in place which will directly create jobs.		Construction has begun; scheduled completion is 2010
Echelon Mall, Voorhees	Retail	<i>TBD</i>	<ul style="list-style-type: none"> <li>· Retail Sales Person</li> <li>· Cashier</li> <li>· Stock Clerk</li> <li>· Laborers and Freight, Stock, and Material Movers, Hand</li> </ul>	\$10 million renovation.	Under construction
Cherry Hill Mall Expansion	Restaurants	TBD	<ul style="list-style-type: none"> <li>· Waiters and Waitresses</li> <li>· Cooks</li> <li>· Dishwashers</li> <li>· Hosts and Hostesses</li> <li>· Food Preparation Workers</li> </ul>	Creating a high-end retail and restaurant market place in both locations	
Cherry Hill Towers	Residential · <i>800 apartments</i>	TBD	<ul style="list-style-type: none"> <li>· Maintenance and Repair Workers, General</li> <li>· Landscaping and Grounds keeping Workers</li> </ul>	Unclear if any ancillary services will be put in place which will create jobs.	Doors open beginning Jan. 2006

### LOWER END OF COUNTY

Project/Location	Type of Industry	No. of Jobs	Potential Types of Jobs	Additional Details	Timeframe
------------------	------------------	-------------	-------------------------	--------------------	-----------

## SUMMARY OF ECONOMIC DEVELOPMENT EFFORTS IN CAMDEN COUNTY

*Compiled by The Camden County Workforce Investment Board*

<b>Project/Location</b>	<b>Type of Industry</b>	<b>No. of Jobs</b>	<b>Potential Types of Jobs</b>	<b>Additional Details</b>	<b>Timeframe</b>
Route 30 Shopping Center, Clementon	Residential · 140 units	TBD	Unclear if any ancillary services will be put in place which will directly create jobs.	\$10 million transition of 30 acre unused commercial space to 140 units in a 55+ adult living community with some commercial/retail marketplace	
	Commercial/Retail	25	<i>(Highly dependant on the industries attracted)</i> · Customer Service Representatives · Secretaries, Receptionists, Administrative Assistants and Information Clerks · Computer Support Specialists · Human Resources · Bookkeeping,/Billing · Retail Sales Person · Cashier · Stock Clerk · Laborers and Freight, Stock, and Material Movers, Hand		
Sahara Sams, Berlin Township	Amusement and Recreation · Water Park	75	· Amusement /Recreation Attendants · Cashiers · Counter and Rental Clerks · Waiters and Waitresses · Combined Food Preparation and Serving Workers · Janitors and Cleaners · Maintenance and Repair Workers · Landscaping and Grounds keeping Workers		To Be Completed Early 2007
Sysco Foods, Gloucester Township	Transportation and Warehousing · Food Distribution	500	· Truck Drivers, Heavy/Tractor-Trailer · Laborers and Freight, Stock, and Material Movers, Hand · Shipping, Receiving, and Traffic Clerks · Bus and Truck Mechanics and Diesel Engine Specialists · Cargo and Freight Agents · Dispatchers		
Former Owens-Coming Facility, Berlin Borough	Commercial	TBD	<i>(Highly dependant on the industries attracted)</i> · Customer Service Representatives	400 square feet of space	

## SUMMARY OF ECONOMIC DEVELOPMENT EFFORTS IN CAMDEN COUNTY

*Compiled by The Camden County Workforce Investment Board*

Project/Location	Type of Industry	No. of Jobs	Potential Types of Jobs	Additional Details	Timeframe
			<ul style="list-style-type: none"> <li>· Secretaries, Receptionists, Administrative Assistants and Information Clerks</li> <li>· Computer Support Specialists</li> <li>· HR Bookkeeping/Billing</li> </ul>		
	Residential · 200 homes	TBD	Unclear if any ancillary services to the residential units will be put in place which will directly create jobs.		
Monkey Joes Nut Company Expansion, Laurel Springs	Manufacturing	10	<ul style="list-style-type: none"> <li>· Packaging and Filling Machine Operators and Tenders</li> <li>· Laborers and Freight, Stock, and Material Movers, Hand</li> </ul>	Will be in proposed Redevelopment Area	
Lakeland Complex, Gloucester Township	Enforcement <i>Detention center</i>	TBD	<ul style="list-style-type: none"> <li>· Correctional Officers and Jailers</li> <li>· Maintenance and Repair Workers</li> <li>· Probation Officers/Correctional Treatment Specialists</li> </ul>	<ul style="list-style-type: none"> <li>· Residential facility for low income seniors, assisted living facility, juvenile detention center, fire training academy, marina Law</li> </ul>	Begin Phase I in summer 2006
	Health Care/Residential Care · Residential facility · Assisted living facility	TBD	<ul style="list-style-type: none"> <li>· Home Health Aides</li> <li>· Nursing Aides, Orderlies, and Attendants</li> <li>· Maids and Housekeeping Cleaners</li> <li>· Cooks, Institution and Cafeteria</li> <li>· Receptionists and Information Clerks</li> <li>· Licensed Practical and Licensed Vocational Nurses</li> <li>· Maintenance/Repair Workers, General</li> </ul>		
	Recreation Activities · Marina	TBD	<ul style="list-style-type: none"> <li>· Amusement/Recreation Attendants</li> <li>· Cashiers</li> <li>· Counter and Rental Clerks</li> <li>· Waiters and Waitresses</li> <li>· Combined Food Preparation and Serving Workers</li> <li>· Janitors and Cleaners</li> <li>· Maintenance and Repair Workers</li> <li>· Landscaping and Grounds keeping Workers</li> </ul>		
	Education · Vocational training				

# SUMMARY OF ECONOMIC DEVELOPMENT EFFORTS IN CAMDEN COUNTY

*Compiled by The Camden County Workforce Investment Board*

## BALANCE OF COUNTY

Project/Location	Type of Industry	No. of Jobs	Potential Types of Jobs	Additional Details	Timeframe
Barrington Business Center, Barrington	Courier · <i>FedEx Ground Distribution Center</i>	200	<ul style="list-style-type: none"> <li>· Truck Drivers, Light or Delivery Services &amp; Heavy and Tractor-Trailer</li> <li>· Laborers and Freight, Stock, and Material Movers, Hand</li> <li>· Shipping, Receiving, and Traffic Clerks</li> <li>· Bus and Truck Mechanics and Diesel Engine Specialists</li> <li>· Cargo and Freight Agents</li> <li>· Dispatchers</li> </ul>	FedEx Ground Distribution Center Expansion	
Creek Road Development, Bellmawr	Commercial	TBD	<p><i>(Highly dependant on the industries attracted)</i></p> <ul style="list-style-type: none"> <li>· Customer Service Representatives</li> <li>· Secretaries, Receptionists, Administrative Assistants and Information Clerks</li> <li>· Computer Support Specialists</li> <li>· Human Resources</li> <li>· Bookkeeping/Billing</li> </ul>	Currently seeking State approval.	
	Residential	TBD	<ul style="list-style-type: none"> <li>· Unclear if any ancillary services to the residential units will be put in place which will directly create jobs.</li> </ul>		
	Hospitality · <i>Hotel</i>	TBD	<ul style="list-style-type: none"> <li>· Hotel, Motel, and Resort Desk Clerks</li> <li>· Maids and Housekeeping Cleaners</li> <li>· Maintenance and Repair Workers, General</li> <li>· Janitors and Cleaners,</li> <li>· Landscaping and Grounds keeping Workers</li> <li>· Waiters and Waitresses</li> <li>· Cooks</li> <li>· Food Preparation Workers</li> </ul>		
Lion's Head Revitalization, Somerdale/Magnolia	Retail · <i>Walmart</i> · <i>Additional storefront space</i>	500 jobs; 450 jobs more than the site currently provides	<ul style="list-style-type: none"> <li>· Retail Sales Person</li> <li>· Cashier</li> <li>· Stock Clerk</li> <li>· Laborers and Freight, Stock, and</li> </ul>		

## SUMMARY OF ECONOMIC DEVELOPMENT EFFORTS IN CAMDEN COUNTY

*Compiled by The Camden County Workforce Investment Board*

Project/Location	Type of Industry	No. of Jobs	Potential Types of Jobs	Additional Details	Timeframe
	Recreation · <i>Cinemark Theater (currently located here)</i>	TBD	Material Movers, Hand · Cashiers · Combined Food Preparation and Serving Workers · Janitors and Cleaners	Still in planning stage; not yet brought before the appropriate planning board(s).	
	Residential 200 housing units	TBD	Unclear if any ancillary services will be put in place which will directly create jobs.		
Four Echelon Plaza, Voorhees	Retail	TBD	· Retail Sales Person · Cashier · Stock Clerk · Laborers and Freight, Stock, and Material Movers, Hand	\$10 million redevelopment to attract new tenants.	
Centennial Mill Adult Community, Voorhees	Residential · <i>406 units</i>	TBD	Unclear if any ancillary services will be put in place which will directly create jobs.	\$70 million adult community project.	

## Attachment C

### Programs Offered by the County College and Technical Schools in the Targeted Industries

	Camden County College (CCC)	Technical Schools (TS)	Articulation Agreements
<b>Healthcare</b>	<p><b>Associates Degree (A.S.) programs:</b> Dental Assisting, Dental Hygiene, Dietetic Technology, Health Information Technology (with an optional Cancer Tumor Registry Track, Health Science with Certified Medical Assistant, Medical Radiography Technology and Surgical Technology Options, Ophthalmic Science Technology, and Respiratory Therapy</p> <p><b>Certificate programs:</b> Cancer Tumor Registry, Dental Assisting, Developmental Disabilities, Medical Coding, Medical Transcription, Nutrition Care Manager, Ophthalmic Medical Technician, Ophthalmic Science Apprentice, Paramedic Sciences and Surgical Technology</p>	<p>Allied Health                      Licensed Practical Nursing                      Multi-Skilled Technician (training in Phlebotomy, EKG, Medical Assisting and CNA/ Home health skills)                      Medical Billing/Coding                      Dialysis Technician                      Certified Medical Assistant                      Medical Records Assistant                      Unit Secretary Coordinator                      Medical Laboratory Assistant</p>	<p>CCC awards up to 22 credits for the associated certifications/licenses towards an A.S. in Health Science</p>
<b>Information Technology/ Telecom</b>	<p><b>A.S. programs:</b> CADD, Computer Information Systems (w/Personal Computer Track), Engineering Technology (w/ Broadband Communications Option, Photonics (w/Fiber Optic Technology and Laser Electro/Optic Technology Options), Computer Systems Technicians, and Information Technology specialty in a Management Degree</p> <p><b>Certificate Programs:</b> Computer Applications Programming, Computer Graphics, Computer Integrated</p>	<p>Computer Aided Drafting                      Computerized Electrical Technology</p>	<p>CCC awards 17 credits for specific CAD courses completed at TS</p> <p>CCC awards 6 credits for specific Computerized Electrical Technology courses</p>

	Manufacturing Technology, Computer Programming, Computer Science, Computer Systems Technology Linux/UNIX, Personal Computer Specialist, and Programming Tools for Web Pages, Relational Database Management System Using ORACLE, Web Design Development and Photonics: Fiber Optic Technical Specialist		completed at TS
<b>Hospitality/ Tourism/ Retail</b>	<b>A.S Programs:</b> Management (w/small business emphasis option), Marketing, Retailing.  <b>Certificate programs</b> in Food Services Management and Hotel and Retail Management	Culinary Arts Food Service (secondary program) Commercial Baking (secondary program)	CCC awards 12 credits for specific Culinary Arts courses completed at TS
<b>Transportation and Logistics</b>	<b>A.S. programs:</b> Computer Information Systems and Computer Systems Technology (analytical and logistics career path)  <b>Certificate programs:</b> Automotive Brakes, Steering and Suspension; Automotive Electrical, Heating and Air-conditioning System Specialist; Automotive General Technician; and Automotive Transmission/ Transaxle and Power Train System Specialist	Automotive Technology	CCC awards 9 credits for specific Automotive Technology courses completed at TS
<b>Finance and Insurance</b>	<b>A.S. programs:</b> Accounting, Finance, Management, and Marketing  <b>Certificate programs:</b> Computerized Accounting Specialist and Real Estate Sales	Banking and Finance (secondary program)	CCC awards 12 credits for specific courses completed at TS

## **Attachment D: Summary Industry-Based ITAs Funded through the Camden County One-Stop**

### **Summary of Training Outcomes by Industry\***

Industry	Category Total	% Training Related Employment
Transportation	52	92.31%
Science Technology	10	80.00%
Other	1	100.00%
Information Technology	50	68.00%
Hospitality	1	100.00%
Health	88	87.50%
Food Processing	2	100.00%
FIRE	20	60.00%
Call Center	28	85.71%

\*Training grants are offered as the last form of financial aid. Therefore, a customer who is intending to go for advanced training would be serviced without a grant first and would be given a grant last. Employment is expected following completion of training with a grant; advanced training is not a positive outcome for any customer/funding stream other than the youth population. The report reflects the placement information gathered on the customers.