

Camden County
**WORKFORCE DEVELOPMENT
BOARD**

LOCAL PLAN

2023

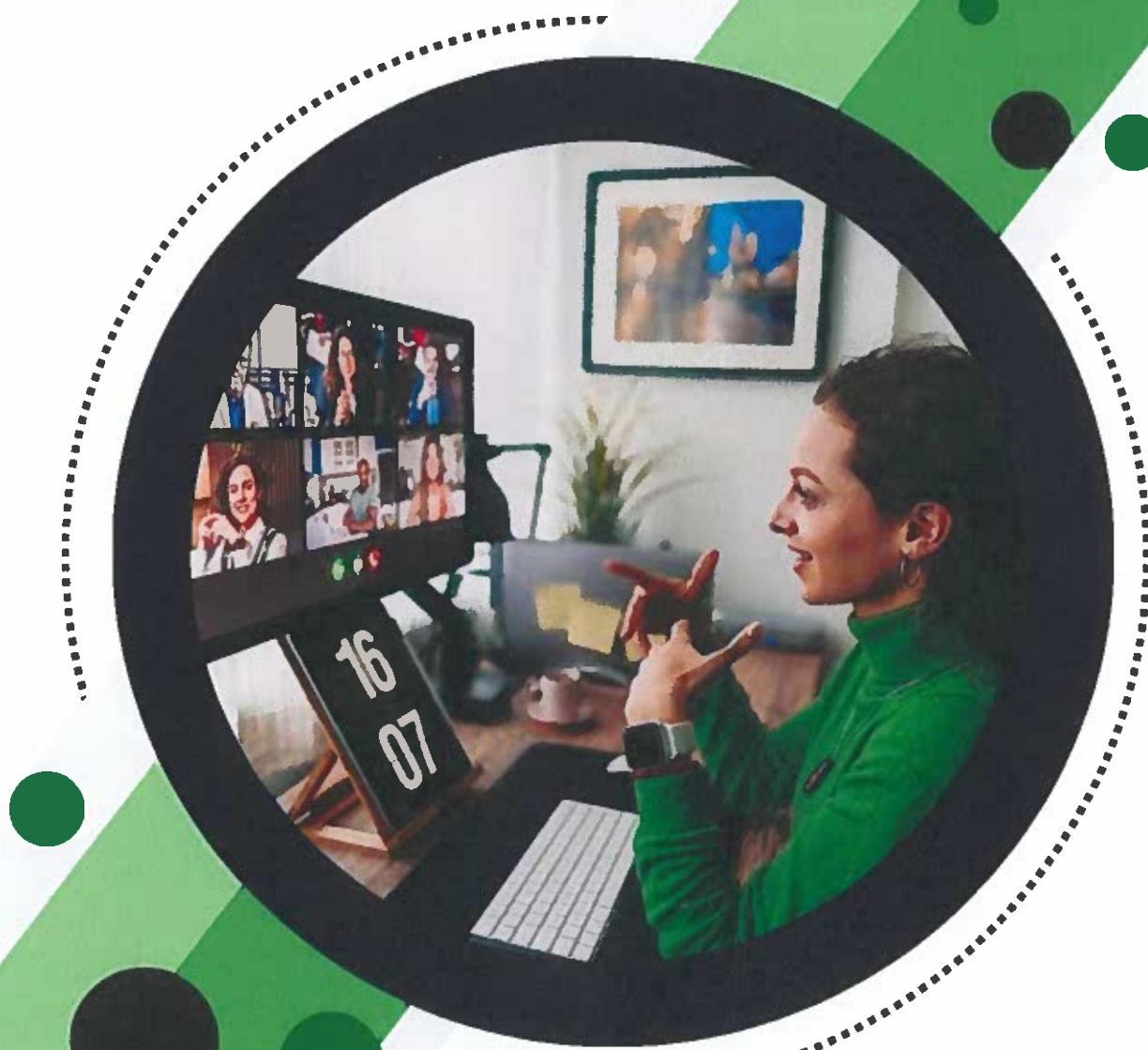


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EXECUTIVE SUMMARY

The Camden County Workforce Development Board (WDB) is responsible for the performance of all activities in Camden County, New Jersey that support employment opportunities for its residents through the provision of job training, educational-related programs, access to the region's employers and other employment related services. Included in these responsibilities is the management and operation of the Camden County Career Center ("One-Stop") that serves to bring together these services and our partner agencies in a singular, centralized location.

Starting in 2019, the WDB, along with its partner agencies, established operations at its current Cherry Hill location just adjacent to the PATCO Woodcrest Station. WDB operations at Cherry Hill are highlighted by the integration of partner agency functions as established from the outset of site operations. Integration of operations was largely accomplished through the establishment of various working groups that took into consideration factors to include: facility layout and design, data systems, resource sharing, workflow, and customer accommodation.

This Local Plan serves to highlight the WDB's continued advancement of our highly successful 'Best Practices' initiatives that were accelerated by the operational challenges caused by the COVID-19 public health emergency. Central to this success was the empowerment of key leaders at all levels to drive innovation and implement process streamlining along with other related improvements that have enabled a series of high-value outcomes for both job seekers and employers. Further, this Local Plan addresses the WDB's vision for further integration across employer and industry organizations and other initiatives leading to the development of career pathways and industry-valued credentials.

INTRODUCTION

The Workforce Innovation and Opportunity Act (WIOA), which was signed into law in 2014, requires local Workforce Development Boards (WDB) to develop and submit, in cooperation with Chief Elected Officials (CEO)s, a comprehensive four-year plan to the Governor. This four-year local plan will be effective through 2026 with a required modification in 2024. This plan aligns with and supports the 2022 modification of the New Jersey WIOA Combined State Plan, as well as the 2023 update to the South Jersey Regional Workforce Development Plan completed in February 2023. The Camden County WDB has a history of strong partnerships with the State Department of Labor and Workforce Development (LWD) and the State Employment and Training Commission (SETC) and was once again afforded the opportunity to lead the regional planning process. These partnerships, along with the local planning guidance provided on Sept. 29, 2022, have provided us with a comprehensive understanding of the goals, missions, and strategic themes of New Jersey's combined state plan. The framework outlined in the local planning guidance has been adopted for this plan.

With its county seat in the City of Camden, Camden County is New Jersey's eighth most-populous county. The county borders Philadelphia to the West, Gloucester County to the South, Atlantic County to the East, and Burlington County to the north. The largest community in terms of population is Cherry Hill, while Winslow Township is largest in terms of square miles. The county is part of the "Delaware Valley" region that includes Philadelphia and the State-defined South Jersey region.

Key attributes of Camden County are as follows:

- A vast transportation system including highways, rail, air and deep-water ports as well as the NJ Transit River Line linking the City of Camden to Trenton with expansion plans to Glassboro in the advanced planning stages.
- Fiber-optic cable services throughout the County.
- Strong regional Healthcare, Retail and Advanced Manufacturing sectors
- Excellent location for corporate and regional Headquarters
- Excellent educational systems and access to post-secondary institutions
- Camden County College, Rutgers University, Rowan University, Rowan College of Medicine located in the County, expanding in various locations across the County
- Ample supply of existing building inventory for expansions and relocations
- Active redevelopment activities and continued waterfront development in the City of Camden
- Excellent quality of life, including housing selection and affordable cost of living

While the population of Camden County was 523,771 in 2021, we anticipate a growth to 525,600 by 2034. We will need to prepare this workforce to occupy positions within our current industry sectors as well as emerging industries.

Municipalities within Camden County, NJ

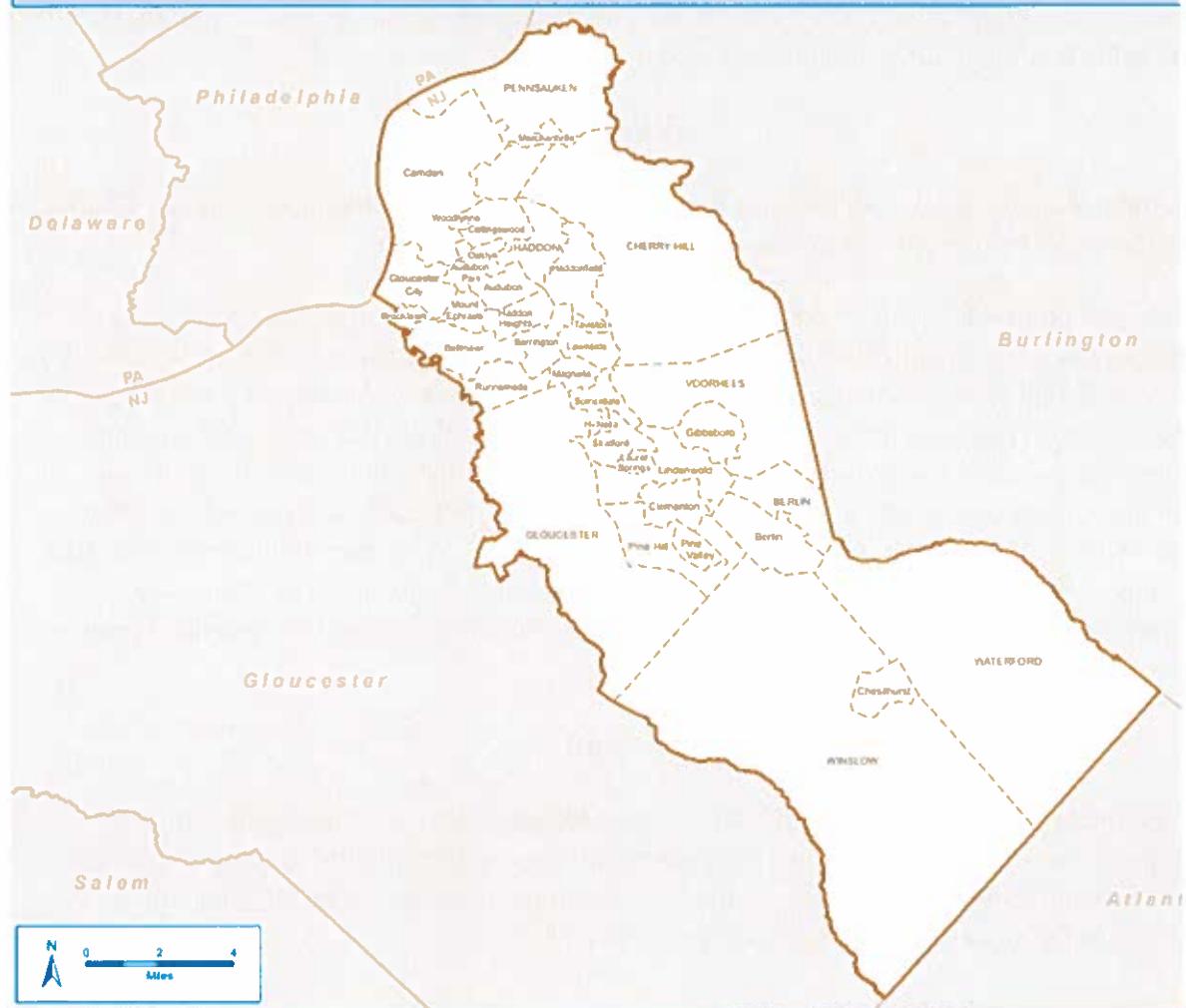


Figure 1.1: Camden County WBD Service Region

Source: Delaware Valley Regional Planning Commission

The timing of this plan comes as the region and local area return to normalcy in the wake of the Covid-19 pandemic, which in March 2020 introduced significant changes to WDB partner member operations. With the closure of the One Stop Career Center and related State and partner agency offices, a series of unprecedented steps were required to maintain operations. Fundamental to maintaining our operations was the shift to delivery of services via electronic means using in-place technology resources and platforms. Results of this shift included: Enhanced virtual access to One Stop services, virtual job fairs, special Covid-19 driven outreach to meet employer's needs, facilitation of staff telework arrangements, and particular focus upon workflow and integration of operations between WDB and partner agencies. Our response to these challenges was documented in our whitepaper, dated April 2022, entitled " 'Government Works' Doesn't Have to be an Oxymoron: How Empowering Local Leaders Created an

Integrated and Effective One-Stop Career Center in Camden County". Our whitepaper highlighted best practices developed during the pandemic developed by local leaders at our One-Stop, who were empowered to drive innovation and implement process streamlining that resulted in high-value outcomes for both job seekers and employers.

Vision

The Camden County WDB will enhance the quality of life for all residents of Camden County by supporting the development and retention of a world class workforce.

This vision supports the goals of New Jersey's talent development strategies, specifically (1) building an innovative, skilled workforce to power economic growth, and (2) building economic opportunity for all New Jersey residents. We continue to partner with educators and employers in targeted industry sectors to provide credentialed workforce skills that grow as companies innovate. We continue to expand our reach to all residents of the county with the expansion of Youth One-Stop services, literacy needs assessment studies, outreach to veterans, and DVR programs that reduce barriers for customers with disabilities. In addition to analyzing the state's performance measures quarterly, we developed a "scorecard" focusing on strategies with measurable outcomes, while measuring service activity monthly to identify trends and program effectiveness.

Mission

To create the best customer-driven delivery system for employment, training and education-related programs and services by providing strategic management, planning, implementation, and evaluation to enhance the region's long term economic success for all citizens and organizations by implementing the following strategies:

1. Providing leadership in all workforce issues.
2. Providing a holistic delivery of services.
3. Continually improving the quality of services for all customers.
4. Empowering customers to make informed choices and take control of their careers.
5. Providing and guaranteeing universal access to employment opportunities.
6. Providing quality workers for all the region's employers.

Our mission aligns with the first theme of New Jersey's Talent Development Strategy, as we continue to increase the number of residents with an industry-valued credential or degree through high-quality partnerships. We will build on the success of the Retail Skills Training program offered at Camden County College, while meeting regularly with industry consortiums such as Camden's "Eds and Meds" group, which has resulted in cohorts for medical coding and EMT training. We are working hard with training providers to assure that candidates are provided with all the information they need to obtain the industry credential, that is significantly more beneficial than a certificate of completion. This important step is often lacking as a component of

training, even though it is the point of the training. We have taken steps to ensure that customers are aware of the issuer of the credential and how it may be obtained.

The second theme, to expand high-quality employer-driven partnerships, is reflected in our sixth and seventh mission strategy (as above). While we continue to work with local economic development agencies, we have had success in expanding the outreach of our Business Services Outreach Team (BSOT), involving more employers in monthly meetings, and reaching out to industry trade groups, many of whom offer industry credentials.

The third theme of providing career navigation assistance through One-Stop Career Centers and broad partnerships, is embodied in our seventh mission strategy and continues to manifest in the form of outreach to veterans (focusing on transferable skills) as well as working with partners like the Department of Corrections and the Camden County Library System. We continue to maintain partnerships with private-sector organizations in Camden such as Hopeworks and Cooper Hospital.

The fourth theme of strengthening governance through effective WDB's and regional collaborations has been a newer theme for our Board. We were recently the first WDB to receive certification (as is customary), and our process for the solicitation of the One-Stop Operator is well-documented and has been adopted by some of our regional partners. The Operations Committee chair is a member of the SETC Governance Committee, and our WDB once again was chosen as the leader for the Regional Plan.

The fifth strategic theme of ensuring system integrity through metrics and transparency is of particular focus by our WDB, as we fully embrace measurement and are on the constant lookout for new and interesting metrics. State performance measures are reviewed monthly at Executive Committee meetings, presented at quarterly meetings to the full Board, and included in our annual report. Our customer check in form, implemented in 2019, was thoroughly analyzed by the Operations Committee, with the results showing that 86% of customers coming to our One-Stop were coming for UI services prior to the pandemic. The results of that survey were documented in our whitepaper and shared with the region as well as Bergen County. Our website has minutes from committee meetings, local and regional plans, recent reports (such as the Literacy Needs Assessment) that reflect our efforts to be transparent. We measure what we treasure and believe that transparency allows for the beneficial exchange of ideas and perspectives among our partners and the community.

New Jersey State Plan / Workforce Strategy Goals

The update to the 2020 State Plan outlined four (4) goals that the State will focus on:

1. Local Workforce Development Board Governance: we have strong firewalls in place between governance and operations; we are now reviewing training modules provided by NJDOL/GSETA. Supporting key board functions is welcomed at the Local level.

2. One-Stop Partnerships: We are fortunate in Camden County to have a long list of partners in government, private, and non-profit organizations. We are a 501-C3 and we have full support and cooperation from the County's administration and Commissioners.
3. Expansion of Services and Populations Served: We will continue to work with local partners in the southeastern part of the county to target literacy needs; we continue to work more closely with the Board of Social Service to refer more customers to training.
4. Expansion of Work-Based Learning Opportunities: We have recently had success with expanding Incumbent Worker Training at Camden County College and continue to look for ways to expand WorkFirst and sector-specific training.

The goals highlighted in NJDOL's Workforce Strategy include:

1. Integration of required One Stop partners and services into One Stop Career Centers: We continue to bring partners into our new location in Cherry Hill next to the Woodcrest PATCO rail station. Having all of the partners under one roof since September 2019 has been an excellent learning experience for us, as outlined in our whitepaper.
2. Customization of services for employers and jobseekers: We will continue to expand training options for sector-specific occupations with a priority on training leading to an industry-valued credential. We will also seek to expand our work with partners in the areas of recovery, re-entry, and children aging out of foster care. We will ensure that our youth always have access to financial literacy training.
3. Strengthening Local Governance: We will continue to refine the One-Stop Operator procurement process, constantly seek to improve contracting, monitoring, and accountability with training providers, and provide local Board members with updated governance training.

Regional Plan Goals

The seven (7) Regional Goals, which are the foundation of our Local Plan and Goals, are as follows:

1. Respond to Changes in the Region's Economy and Demographics that Enhance Service Delivery and Program Access: After careful analysis of current LMI data, presented in this plan, we will once again consider methods to enhance service delivery, with a look-back on lessons learned in the pandemic regarding what methods worked, as well as those that did not, for various customer populations.
2. Address Barriers in Service Delivery to Ensure that Hard to Reach Populations and Isolated Areas of the Region have Equal Access to Workforce Development Programs and Support: We have found that our customer check-in analysis has been extremely helpful in *identifying* where barriers in service delivery exist, as well as the unique needs of populations in isolated areas of the

county. We have brought literacy services to these areas, working with government and library partners.

3. Promote Ongoing Coordination among Local WDB's to Ensure Excellent Integration of Services, Partnerships and Support: As the lead WDB on the regional plan, we are fortunate to have the cooperation and support of our regional partners, as well as those in other parts of the State, such as Bergen County. We welcome the opportunity to share and receive best practices, and we encourage the State to enhance the facilitation of coordination of *all* WDB's throughout the State via GSETA and other venues.

4. Strengthen Governance through Enhancing Regional Collaborations and Promoting Effective Workforce Development Boards: The regional WDB's in the South Jersey area often hold job fairs together and are disciplined in maintaining a meeting schedule and communications that allow for the mutually-beneficial exchange of ideas. The Regional Plan was an example of that, as is the Atlantic City Electric initiative.

5. Continue to Foster Coordination of Transportation and Supportive Services through Career Pathways with a Focus on Industry-Valued Credentials; Career Navigation Assistance and Linkages with One-Stop Career Centers and Other High-Quality Employer-Driven Partnerships: We continue to provide shuttle bus services from the PATCO station and to a nearby bus station. We also advertise the services of the WDB on PATCO. Our signage and lobby videos have QR codes that can direct customers to the supportive services they need.

6. Ensure System Integrity Through Metrics and Greater Transparency While Continuing the Collaboration with Local WDB's, the South Jersey Region, the Governor's Office and Other State Agencies to Negotiate Challenges, Measure Performance and Continue Successful Service Delivery: We have worked with regional partners in the past and other partners in the state to develop new performance metrics that will give insight into process flow and quality of service delivery. The customer check-in outcomes referenced and documented in our whitepaper identified areas for attention and was shared with DOL, SETC, and regional partners.

7. Develop Uniform Credentials for Employer Driven Work-Based Learning, which Includes Additional Opportunities for Apprenticeship Programs, On-the-Job Training, and Other Partnerships that Advance Existing and Emerging Skills in Business and Industries Throughout the Region: We have recently embarked on Incumbent Worker Training with success, and continue our outreach to employers and industry trade groups in the challenging quest to bring value to industry credentials. We have worked with Cooper Hospital and Hopeworks of Camden to provide training for much-needed medical coders and EMT technicians.

Given the goals outlined in the State Plan and the Regional Plan, we will outline our specific strategies and priorities in the Strategic Priorities section of this Local Plan.

IA.

ANALYSIS OF LABOR MARKET INFORMATION

Demographics

	Camden County	State
Population	523,771	9,267,961
Median Household Income	\$75,485	\$89,703
White	68.2%	71.1%
Black or African American	22%	15.3%
American Indian or Alaskan Native	.7%	.7%
Two or More Races	2.8%	2.4%
Hispanic or Latino	8.5%	21.5%
Asian	6.2%	10.3%
Native Hawaiian or Other Pacific Islander	.1%	0.1%

Figure 2.2 Camden County & State Demographics

Camden County is in the southwestern part of New Jersey. According to the US Census Bureau's 2021 estimates, the population of Camden County was approximately 523,771, making it the eighth most populous county in the state.

Camden County is relatively diverse. The racial and ethnic makeup of Camden County is approximately 68.2% White, 22% Black or African American, 8.5% Hispanic or Latino, and 6.2% Asian. About 2.8% of the population identifies as two or more races (US Census, 2021).

The median age of residents in Camden County is 38.8 years, which is slightly higher than the national median age of 38.1 years (US Census, 2021). About 22.7% of the population is under 18 years old, while 16.5% are over 65 years old. Camden County has a high population of residents over 65, and the workforce is expected to decrease as more residents age out and retire.

The county is also home to several colleges and universities, including Rutgers University-Camden, Camden County College, and Rowan University School of Osteopathic Medicine, which contribute to the county's highly educated population.

Currently, the median household income in Camden County is \$75,485, while the median household income for Camden City is \$30,247 (US Census, 2021). 12% of people in Camden County are living in poverty (US Census, 2021).

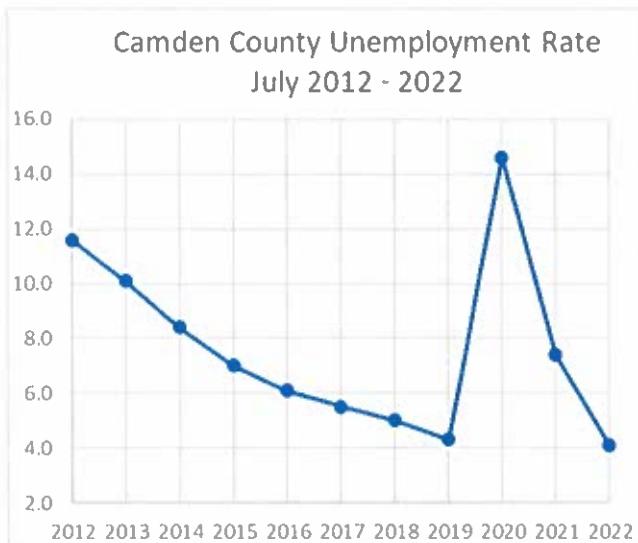


Figure 2.3 Camden County Unemployment Rate

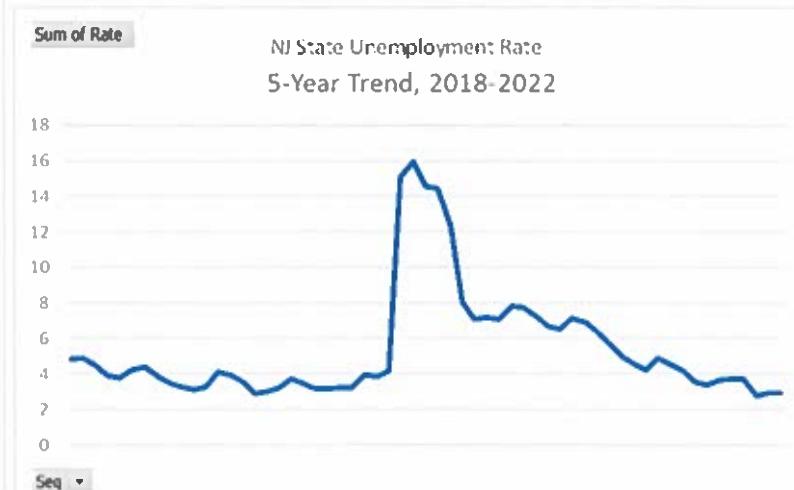


Figure 2.4 New Jersey Unemployment Rate

Educational Attainment

A significant proportion of the population in Camden County has attained higher education, as almost 37% of the population aged 25 years and over have at least a bachelor's degree or higher. The percentage of residents with a graduate or professional degree is also relatively high at 14.3%, indicating a well-educated population in the county. The educational data also highlights the need to address the educational disparities in the county, as 10% of the population has less than a high school diploma or equivalent. This suggests the need for educational programs and initiatives that can help residents attain a basic education, which can improve their chances of securing higher-paying jobs and contribute to the overall economic development of the county.

The Camden County WDB has several programs that assist Out of School Youth with securing a high school equivalency diploma to address this educational disparity. Each year, Camden County releases a Request for Proposals for Out of School Youth Programming through the Workforce Innovation Opportunity Act. The goal of these programs is to emphasize the attainment of the High School Diploma/equivalency, coupled with either: entrance into a post-secondary education program; or entrance into a registered apprenticeship program; or employment at a minimum of 20 hours per week. These programs help youth become educated and productive members of Camden County's workforce.

Camden County Resident Population by Educational Attainment	Number	Percent
Population 25 years and over	363,076	100.0%
Less than 9th grade	14,686	4.0%
9th to 12th grade, no diploma	20,524	5.7%
High school graduate (includes equivalency)	105,272	29.0%
Some college, no degree	60,277	16.6%
Associate's degree	31,356	8.6%
Bachelor's degree	79,199	21.8%
Graduate or professional degree	51,762	14.3%

Figure 2.5 Camden County Educational Attainment

NJ State Resident Population by Educational Attainment	Number	Percent
Population 25 years and over	6,474,427	100.0%
Less than 9th grade	291,610	4.5%
9th to 12th grade, no diploma	292,323	4.5%
High school graduate (includes equivalency)	1,649,422	25.5%
Some college, no degree	996,422	15.4%
Associate's degree	454,004	7.0%
Bachelor's degree	1,664,353	25.7%
Graduate or professional degree	1,126,293	17.4%

Figure 2.6 New Jersey Educational Attainment

Labor Force Employment

Camden County has a diverse economy with various industries, including healthcare, education, finance, retail, manufacturing, and transportation. Recently, an influx of cannabis, energy, and wine industries are adding to the diverse economy and creating more jobs in the county.

Camden County's current labor force consists of roughly 270,000 people. Of those 270,000 people, 260,800 are employed and 11,100 are unemployed (NJLWD, 2022). Camden County boasts its lowest unemployment rate in over ten years, at 4.1% unemployment (NJLWD, 2022). The unemployment rate in Camden County has dropped 3.3 points in just one year from 2021 to 2022 (NJLWD, 2022).

The largest sector in terms of average annual employment is health care and social assistance, with 40,494 employees, followed by retail, with 23,921 employees (NJLWD, 2022). The sector with the highest average annual wage is management of companies and enterprises with \$156,606, followed by finance and insurance with \$123,583. The sector with the highest total wages is health care and social assistance with \$2,585,527,413, which is almost 25% of the total private sector wages (NJLWD, 2022).

Labor Market Trends

NAICS + Industry Sector	Units	Average Annual Employment	Average Annual Wages	Total Wages	Percent of Private Employment	Percent of Private Total Wages
62 Health care and social assistance	2,752	40,494	\$63,850	\$2,585,527,413	24.4%	24.9%
44 Retail trade	1,551	23,921	\$38,473	\$920,321,098	14.4%	8.9%
31 Manufacturing	460	13,623	\$70,035	\$954,088,739	8.2%	9.2%
72 Accommodation and food services	981	13,431	\$24,369	\$327,295,311	8.1%	3.2%
56 Administrative and waste services	740	13,410	\$53,549	\$718,086,188	8.1%	6.9%
54 Professional and technical services	1,358	10,511	\$87,865	\$923,546,013	6.3%	8.9%
23 Construction	1,035	8,687	\$78,774	\$684,310,620	5.2%	6.6%
48 Transportation and warehousing	278	8,157	\$48,587	\$396,327,204	4.9%	3.8%
42 Wholesale trade	582	6,601	\$75,318	\$497,170,855	4.0%	4.8%
81 Other services, except public administration	1,145	6,376	\$38,359	\$244,574,209	3.8%	2.4%
52 Finance and insurance	506	4,981	\$123,583	\$615,567,025	3.0%	5.9%
55 Management of companies and enterprises	68	4,358	\$156,606	\$682,487,411	2.6%	6.6%
61 Educational services	160	3,294	\$45,445	\$149,695,229	2.0%	1.4%
53 Real estate and rental and leasing	373	2,591	\$66,008	\$171,026,323	1.6%	1.6%
51 Information	126	1,315	\$77,727	\$102,210,817	0.8%	1.0%
22 Utilities	19	378	\$111,023	\$41,966,852	0.2%	0.4%
11 Agriculture, forestry, fishing and hunting	N/D	N/D	N/D	N/D	N/D	N/D
21 Mining	N/D	N/D	N/D	N/D	N/D	N/D
71 Arts, entertainment, and recreation	N/D	N/D	N/D	N/D	N/D	N/D
99 Unclassified	345	400	\$37,431	\$14,972,542	0.2%	0.1%
Total Private Sector	12,662	166,001	\$62,506	\$10,376,089,126	100.0%	100.0%

Source: Quarterly Census of Employment and Wages

Prepared by: New Jersey Department of Labor and Workforce Development, December, 2022

Figure 2.7 Camden County Employment by Industry Sector & Wages

One of the significant labor trends in Camden County is the growth of the healthcare sector, driven by an aging population and an increased demand for healthcare services. The healthcare sector is the largest employer in the county, accounting for 24% of total employment (NJLWD, 2022). Local hospitals and healthcare networks, such as Inspira and Cooper University Hospital, have partnered with schools and training providers to fund certificate programs and hire students upon completion of courses. Currently, Cooper University Hospital and Virtua Health have the most open job postings in the county (NJLWD, 2022).

Another notable trend in the labor market of Camden County is the growth of the logistics and transportation sector. The county is strategically located near several major highways and ports, making it an ideal location for transportation and logistics companies. This sector has seen significant growth in recent years, with new companies establishing operations and existing ones expanding their workforce.

The education sector is also a significant employer in Camden County, with several large universities and colleges located in the area, such as Camden County College, Rowan University, Rutgers University, and Rowan College of South Jersey. The county also has a significant number of K-12 schools, which employ many teachers and administrative staff.

Retail is another populated sector in the county's economy, although it has been affected by the growth of e-commerce. Despite the challenges, the retail industry in Camden County remains a significant employer, providing jobs in various fields, such as sales, marketing, logistics, and customer service.

Understanding which industries play a significant role in local employment allows the Workforce Development Board and the Camden County One Stop the information needed to focus their efforts on partnering with education and training providers that can achieve maximum impact on the labor market. Training programs that partner with Camden County are chosen based on the in-demand occupations in the local area. The New Jersey Educational Training Provider List displays which credentials are in-demand and providers must be listed there to enter into an agreement with the county. Many training providers that work with Camden County provide certificate courses in healthcare, information technology, and transportation, preparing a workforce that meets the demands of the current labor market.

Emerging Sectors & Projections

Industry	Camden County			
	2020 Actual	2030 Projected	Increase	Percentage Change
Total All Industries	209,800	230,300	20,500	9.8%
Health Care and Social Assistance	41,800	48,250	6,450	15.4%
Accommodation and Food Services	11,750	15,950	4,200	35.7%
Administrative and Support and Waste Management and Remediation Services	15,050	18,600	3,550	23.6%
Arts, Entertainment, and Recreation	2,700	4,500	1,800	66.7%
Manufacturing	13,850	15,400	1,550	11.2%
Transportation and Warehousing	8,150	9,200	1,050	12.9%
Construction	8,750	9,650	900	10.3%
Other Services (except Government)	7,350	8,100	750	10.2%
Wholesale Trade	7,300	8,000	700	9.6%
Finance and Insurance	5,500	6,000	500	9.1%
Management of Companies and Enterprises	4,600	4,950	350	7.6%
Information	2,050	2,200	150	7.3%
Educational Services	20,450	20,550	100	0.5%
Real Estate and Rental and Leasing	2,450	2,500	50	2.0%
Utilities	400	400	0	0.0%
Professional, Scientific, and Technical Services	11,550	11,100	-450	-3.9%
Retail Trade	22,600	22,050	-550	-2.4%
Government	12,300	11,700	-600	-4.9%

Source: Industry and Occupational Employment Projections

Figure 2.8 Camden County Emerging Sectors by Industry

Occupation	Camden County	2020 Actual	2030 Projected	Increase	Percentage Change
Home Health and Personal Care Aides		4,100	5,450	1,350	32.9%
Laborers and Freight, Stock, and Material Movers, Hand		5,300	6,250	950	17.9%
Fast Food and Counter Workers		3,000	3,850	850	28.3%
Waiters and Waitresses		2,200	2,950	750	34.1%
Registered Nurses		6,100	6,700	600	9.8%
Receptionists and Information Clerks		3,200	3,700	500	15.6%
Cooks, Restaurant		700	1,150	450	64.3%
Security Guards		2,150	2,550	400	18.6%
Software Developers and Software Quality Assurance Analysts and Testers		2,350	2,750	400	17.0%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners		3,500	3,850	350	10.0%
Medical and Health Services Managers		900	1,250	350	38.9%
Medical Assistants		1,200	1,550	350	29.2%
Hairdressers, Hairstylists, and Cosmetologists		1,700	2,000	300	17.6%
Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity		1,050	1,350	300	28.6%
Fitness Trainers and Aerobics Instructors		550	850	300	54.5%
Landscape and Groundskeeping Workers		1,850	2,150	300	16.2%
Nurse Practitioners		400	700	300	75.0%
Construction Laborers		1,800	2,050	250	13.9%
Bartenders		550	800	250	45.5%
Food Preparation Workers		1,850	2,100	250	13.5%
Packers and Packagers, Hand		2,550	2,800	250	9.8%
First-Line Supervisors of Food Preparation and Serving Workers		850	1,100	250	29.4%
Heavy and Tractor-Trailer Truck Drivers		2,200	2,400	200	9.1%
Stockers and Order Fillers		3,250	3,450	200	6.2%
Light Truck or Delivery Services Drivers		1,350	1,550	200	14.8%

Source: Industry and Occupational Employment Projections

Figure 2.9 Camden County Emerging Sectors by Occupation

Camden County's WDB efforts are currently focused on five (5) key economic industries:

- Healthcare
- Energy
- Transportation, Logistics, and Distribution
- Leisure, Hospitality, and Retail Trade
- Advanced Manufacturing

Camden County also identified emerging sectors, and is prepared to work with local area partners to develop the workforce in preparation for new jobs:

- Cannabis Production and Distribution
- Wine and Beer Production
- Data Services

Healthcare

Healthcare remains the largest employer in Camden County, and the numbers of jobs are expected to continue to grow. The city of Camden is a hub for healthcare jobs, as it houses a level 1 trauma center, Cooper University Hospital. The fastest growing occupation in Camden County is home health and personal care aides with a projected growth rate of 32.9% by 2030. Registered nurses, medical and health services managers, and nurse practitioners are also expected to experience significant growth in the coming years (NJLWD, 2022).

Energy

Camden County, along with other southern counties in New Jersey, is an emerging producer of wind and clean energy. Currently, Atlantic City Electric is providing a grant across the southern region to train individuals in several energy related occupations. Atlantic City Electric has partnered with the Camden County Workforce Development Board to recruit students from the county and enroll them in a free comprehensive workforce development training, including a four-week Line School program offering hands-on instruction to students seeking a career as a line worker.

Transportation, Logistics, and Distribution

The county is home to several major transportation hubs, including the Port of Camden, which provides easy access to national and international markets. With the expansion of these ports, the number of open jobs in this sector is expected to grow. Light truck driver jobs are expected to grow 14.8% by 2030, while heavy and tractor-trailer truck drivers are expected to grow 9% (NJLWD, 2022).

Leisure, Hospitality, and Retail Trade

Food, hospitality, and retail service workers make up a large percentage of the current workforce, and the number is expected to grow by 2030. First line food service supervisors and serving workers are expected to increase 30% by 2030 (NJLWD,2022). Waiters and waitresses are also expected to grow 30% by 2030 (NJLWD, 2022). Camden County has a large number of restaurants, hotels, and retail stores, including the Gloucester Township Premium Outlets, that require staff skilled in customer service. Customer service continues to be a highly sought out skill by employers, and the Career Services offered by the One Stop and partnering providers prepares both youth and adult workers to obtain customer service jobs, and grow within companies to management and supervisory positions.

Advanced Manufacturing

Camden County is home to several advanced manufacturing companies, including Holtec International and American Water Works. These companies employ a significant number of workers in the county and are expected to continue to grow. Camden County College offers a variety of programs in advanced manufacturing, including courses in robotics, automation, and mechatronics. Manufacturing jobs in Camden County have high wages, with an average annual wage of \$70,035, making up 9.2% of total private wages (NJLWD,2022).

Cannabis Production and Distribution

With the legalization of Marijuana occurring in New Jersey in 2021, cannabis and cannabis products have become an opportunity for economic gain in Camden County. The New Jersey Department of Labor and Workforce Development partnered with Rowan University to develop a Cannabis Apprenticeship Training Initiative to prepare a highly skilled workforce to work in the cannabis retail field (Nj.gov). Camden County already houses one medical and recreational

dispensary in the town of Bellmawr that attracts customers from the Southern New Jersey region and expects to open more in the coming years.

Wine and Beer Production

Camden County has seen a growing interest in wine and beer production in recent years, with several wineries and breweries popping up in the region, including Tonewood Brewing located in Audubon and William Heritage Winery in Haddonfield. This trend can be attributed to a number of factors, including the availability of land and favorable growing conditions, as well as the increasing popularity of craft beer and locally sourced products. Camden County College provides programming to prepare students for careers in the wine production sector.

Data Services

As high technology companies move into the Camden County area, the demand for entry level data specialists of various kinds along with more advanced positions such as software engineers, programmers, and managerial positions will increase. The projected rate of increase for software developers is 17% by 2030 (NJDOL, 2022). The universities, colleges, and training providers in the region are preparing the workforce by offering classes such as front end and back end development, coding, and computer programming. Many One Stop customers choose training programs in this sector as Camden County holds training agreements with providers who offer these courses.

Overall, the projected growth rates for most occupations in Camden County are positive, suggesting that the job market will continue to grow in the coming years. Camden County uses these projections to determine what training courses and workforce development strategies can best meet the needs of the demands of the labor force.

Effects of the Pandemic

While the COVID-19 pandemic had some impact on the labor market in Camden County, the general trend has been positive, with job growth in several sectors, including healthcare, transportation, and logistics, as they provided essential services that were in high demand. The pandemic also accelerated pre-existing labor market trends, such as the shift towards remote work and the increased use of automation and technology in various industries.

At the height of the Pandemic in May 2020, the number of unemployed residents in Camden County hit an all time high of 42,000 people, over 16% of the workforce (NJLWD, 2022). As of November 2022, the unemployment rate is at 3.2% (NJLWD,2022).

IB.

STRATEGIC PRIORITIES

The strategic vision of the Camden County WDB is to continue to grow our world class workforce to enhance the quality of life for the residents of Camden County.

This will be accomplished by continuance of our customer-driven delivery service system for employment, training and education programs and services by providing strategic management, planning, implementation and evaluation in order to enhance not only the county's but the region's long-term success.

The Board will continue to provide leadership in all areas of workforce development, including a holistic delivery of services. We will continuously look to improve the quality of these services. We will empower our customers to make informed choices and take control of their careers. We will guarantee universal access to employment opportunities, providing quality workers for the region's employers. Lastly, our Board will create partnerships and collaborate with government, private and non-profit stakeholders.

It has always been a focus of the One-Stop Career Center to deliver all employment services in a "seamless one door model". This provides the customer with a positive employment experience.

Since the 2019 local plan update was released, the One-Stop Career Center moved to a newer modern, convenient, and functional location in Cherry Hill. Ahead of the relocation, all the partners met on a regular basis to conduct comprehensive planning and coordination discussions to assure minimal disruption to services. The new, welcoming layout promoted comprehensive assistance and avoided disconnected important services.

Local Goals & Strategies

Within the backdrop of the State and Regional Goals, along with the framework provided by guidance, our Local WDB will be guided by the following seven goals and forty-nine strategies:

1. Provide equitable access to all services, training and education for *all* customers, ensuring DEI by prioritizing Board of Social Service customers and customers from isolated areas of the county.

- Continue to relocate more partners to Cherry Hill so that more training and services are available under one roof, with close proximity to public transportation.
- Continue to offer shuttle bus services that enhance One-Stop accessibility.
- Become a certified HiSET and GED testing center so as to help customers, particularly youth customers, to begin their career pathway.

- Following the results of the literacy needs assessment, continue to offer literacy training with local libraries in the southeastern part of the county.
- Continue to involve the Board of Social Services in To-Work activities including outreach and referrals of GA, TANF, and SNAP recipients. Offer virtual as well as in-person training. Track monthly progress by developing activity metrics with the Operations Committee of the WDB.
- Work with supportive service agencies such as Department of Corrections, Dept. of Children and Families (Customers aging out of foster care), Recovery agencies, and veterans homes. Assure that customers receive the appropriate training, counseling, and follow-up services.
- Expand DVR's Project Search with a new employer to ensure inclusion for customers with disabilities.

2. Increase employer engagement in the workforce system so as to guide the development of career pathways and the attainment of industry-valued credentials.

- Consider developing relationships with national and larger employers on a regional basis, and small businesses on a local basis.
- Consider methods of incentivizing employers to share their knowledge with us and create win-win training and employment opportunities.
- Expand the scope of the Business Services Team to work more with industry groups to develop and identify industry-valued credentials.
- Encourage the Business Services Team to utilize activity metrics to identify trends and focus their efforts on positive outcomes.
- Consider ways to revive WorkFirstNJ, On the Job Training programs (OJT), and continue to move forward with Incumbent Worker Training (IWT), which has been successful with our two recent Shop-Rite cohorts. Work with partners to address administrative issues, then look to expand to other employers.
- Continue to develop the training initiatives with Atlantic City Electric, Cooper Hospital, and other employers that lead to high-quality jobs in targeted industry sectors.
- As healthcare is the predominant industry in our county, consider methods to create more involvement by employers in assessing their needs and developing training to fill them. For example, attending Camden's "Eds and Meds" meeting group has helped us to identify medical coders and EMT personnel as employees that were in short supply.

3. After a thorough review of LMI data, continue to expand training options for sector-specific occupations, working with postsecondary and industry partners.

- Look to expand Incumbent Worker Training (IWT) to targeted sectors such as healthcare or construction.
- Extend outreach efforts to local construction unions so as to offer more participation in apprentice training and future projects in the county, such as the expansion of Cooper Hospital.
- Consider offering free use of our facilities for training or industry conferences.
- Work closely with the State's Talent Networks and New Jersey Industry Partnerships, as well as regional partners, to identify employer needs in targeted sectors and develop training programs for those jobs.
- Consider sectors appropriate for youth to pursue long-term careers, such as the programs we're offering with Atlantic City Electric.
- Work effectively with other partners, such as the Camden County Improvement Authority and Camden County College, to provide sector-specific training when a large employer moves to our county, as was the case with Holtec, and our welding training programs.
- Ensure that we are ready to provide appropriate training in the event that the Philadelphia Navy Yard re-opens with the building of high-tech submarines.

4. Strengthen and expand programs and services providing work-readiness and literacy training, the fundamental skills required by industry.

- Expand the One-Stop Literacy Lab, Workforce Learning Link, and Library literacy programs.
- Continue to engage with employers to define necessary work-readiness skills.
- Working with the Board of Social Services, provide outreach to customers regarding training opportunities when their benefits end.
- Expand training delivery options for GA, TANF, and SNAP recipients that are referred to the One-Stop. Work the bugs out of virtual training methods and consider protocols that will result in effective virtual or virtual hybrid training approaches.
- Working with NJDOL, establish and document work readiness protocols.
- Seek to overcome the many barriers that exist for these customers by developing joint-responsibility standards that foster personal responsibility.

- Identify programs that are effective for ex-offenders, combine them with supportive services (such as substance abuse services), and create a path to employment with meaningful career potential. Work with the Vital Statistics department to create standard methods for obtaining identification.

5. Continue to improve and enhance the services of the Youth One-Stop within the Local Career Center:

- Increase outreach to out-of-school youth via pre-enrollment engagement activities and the development of an initial evaluation system.
- Continue outreach to in-school youth as well, with programs that provide insight on career selection and growing industries.
- Increase the use of activity metrics in evaluating youth programs to as to be able to measure success and failure.
- Continue to move ahead with the Youth Work Experience program by finding employers, building cohorts, and applying the lessons learned so that we see improvement with each cohort.
- With each summer, fine-tune the Summer Youth Employment program by increasing the number of employers, while perfecting the payment process.
- Expand HiSET and GED training and testing now that we are a certified test center. Encourage regional partners to utilize this new service.
- Involve more youth in the WDB's Youth Investment Council to provide a proper perspective while assisting us with technology and social media trends.

6. Expand the use of meaningful performance and activity metrics throughout the system to enhance insight and accountability.

- Import key measurement criteria from the 2014 scorecard and ensure that we have the data to bring back some of these measurements.
- Continue to review the Futureworks performance data monthly with the WDB's Executive Committee, adding additional measures when appropriate.
- Bring Unemployment Insurance into the fold to develop a chart that summarizes monthly Local activity measures for the Operations Committee (see Appendix B), as we do for Employment Services and the Board of Social Services.
- Consider performance measures for training providers that include the attainment of an industry-valued credential.

- Develop employer evaluations for the Business Services Team to determine the effectiveness of our efforts and guide training curriculum.
- Determine activity levels that will require the addition or deletion of staff to as to deliver services in the most cost-effective manner.
- To assure transparency, post the results of Futureworks performance data on the Local WDB website and welcome public input.

7. Enhance Local Governance and Regional Coordination:

- Create agenda time at regional meetings for the sharing of best practices in the areas of governance.
- Continue to refine and define the One-Stop Operator procurement process, working with State and Federal partners to enhance segregation of duties and documentation.
- With a deliberate approach, determine methods for making Board positions attractive to top talent in the private sector, assuring compliance with Board composition regulations.
- Continually fine-tune the orientation information for new Board members and consider adding NJDOL / GSETA governance training videos to the package.
- Continue to budget for fiscal coordination with the region regarding job fairs, chamber events, job center staff training events, and regional town halls.
- Continue to request Board members to invite a guest to quarterly meetings.
- Encourage enhanced communication with NJDOL and SETC by meeting regularly with WDB Directors and WDB Chairs to discuss regulatory updates, provide guidance, and share best practices.

IIA.

ONE STOP CAREER OPERATIONS

One Stop Delivery Service & Flow

Title I Adult

An array of services for eligible Title I Adult individuals is available through the Camden County Career Center. Services are accessible virtually or in-person. Job Seekers complete Registrations, view Orientation, and gather additional information about partner services using www.camdencounty.com. Or, job seekers can visit the office Camden County Career Center in-person. Whether services are provided virtually or in-person, the individual learns about the assessment process and begins creating a plan of action to meet individual needs.

Although the Title I Adult program begins with eligibility determination and the identification of interest, supports, academic assessment, and career needs. Staff review the individual's career service request and schedule appointments with career counselors. Barriers to employment are identified, partner services are explained, and referrals are made as appropriate and necessary.

As the Adult individual moves through the comprehensive assessment process, career pathways are identified through Labor Market Information, the career planning process, and co-enrollments are determined, based on need, available resources, and program requirements. Title I Adult and Title IV Vocational Rehabilitation engage in integrated services, as determined by barriers and the respective and coordinated individual employment plans. The Title I Adult and Title III Wagner Peyser *Pathways to Employment* process allows the participant to understand the current job market in preparation for occupational training and employment. Once the participant has successfully completed 50% of the training service, Wagner Peyser services are scheduled and planned considering current Labor Market Information. Training service providers permit participants to access Wagner Peyser services during a limited number of training hours, ensuring the skills gained. *Pathways to Employment* is an example of integrated services between County and State staff. This coordinated service aligns with labor market needs and prepares participants for training related employment upon completion of training services.

Attaining industry recognized credentials remains a LWDB priority, as well as supportive services for Title I Adult participants. Continued case management, follow-up, and supportive services must be improved, and services enhanced to provide Title I Adult participants with the ability to increase wages to enhance advancement opportunities.

Title I Adult - Priority of Service

Title I Adult program exceeds the minimum requirement of 50.1% in serving public assistance recipients, as well as other low-income individuals, and individuals with basic skills deficiency; Camden County is currently rated at serving 75.27% of priority populations under the Title I Adult program, well above the required federal minimum level.

	num Priority of Service	den Priority of Service	Priority of Service Rate
Total	70	93	75.27%
Camden County WDB	70	93	75.27%

Figure 3.1: Additional Activity & Performance Metrics

Source: Futureworks Bi (fwsbi.com)

Title I Dislocated Worker

Dislocated Workers also participate in *Pathways to Employment*, (see Title I Adult). This County and State integrated program provides a valuable benefit for those who want to upskill quickly and return to the labor market after short-term training. Those who participate in longer training programs receive real time Labor Market Information and preparation before and at the mid-term of training completion.

By nature of the program, many Dislocated Workers receive unemployment benefits while attending training. Often partner coordination is demanding, specifically in providing Additional Benefits during Training (ABT). This important supportive service requires partner integration to administer this State funded service. LWDB will work with multiple partners to identify procedural deficiencies that cause delays for Dislocated Workers to receive additional benefits while in training. Challenges to the ABT process might be curtailed with State staff-cross training, increased accessibility of Unemployment systems for County career counselors, and improved partner dialogue to design a different method of process for eligible unemployed and underemployed to Participants to receive ABT benefits.

The Opportunity Partnership Grant (OPG) is a State funded grant program for Dislocated Workers. This program is an example of utilization of County staff for a State funded program. Eligible Dislocated Workers receive comprehensive assessment, an employment plan, and eligibility for Additional Benefits during Training (ABT). Co-enrollment is optional under Title I Dislocated Worker.

Industry-valued credentials are the LWDB focus for Dislocated Workers. The achievement of industry-valued credentials can be lengthy and costly for program participants. Using allowable resources to increase credential attainment will continue to be a priority as a supportive service. Dislocated Workers will benefit from consideration of post-exit supportive services, as allowed under WIOA. On-going case management is an integral part of providing supportive services, as challenges occur during post-program events, case management, follow-up, supportive services, and Labor Market Information are key elements to retention and career pathway success,

Dislocated Worker participants are often affected and eligible for Trade Adjustment Assistance (TAA) Program. Although Dislocated Workers and TAA participants have similar labor market experiences, the programs work well in identifying the best program match. The seamless County and State process helps identify and direct eligible Dislocated Workers speaks to an integrated system.

Title I Dislocated Worker Consideration

Provide County case managers read-only access to the unemployment system to determine eligibility for Additional Benefits during Training (ABT).

Title I Youth

The local WDB and the Camden County One Stop/Resource Center are committed to providing high-quality services for out-of-school youth and young adults which include career exploration and guidance, career pathways for educational and industry-based opportunity, skills training for in demand occupations, access to pre-apprenticeships, internships, other work experiences, and enrollment in postsecondary education (TEGL No. 23-14, 2015). This transition plan will assist disconnected youth in navigating through educational and workforce systems by implementing a strategy to increase services to out-of-school youth and young adults.

The local WDB and the Youth Investment Council recognizes that the educational and training needs of youth are uniquely different from adult participants. As such, the Camden County One Stop hosts youth-specific orientations that provides pertinent information regarding our enrollment process. Our youth orientation is concise, providing clear guidance leading to enrollment in route to educational and/or career training, as well as, employment opportunities.

The LWDB and local Youth Investment Council are aware that alternative schools are considered In-School Youth (ISY) programs under the Workforce Innovation and Opportunity Act (WIOA). Residential ISY programs, which lead to a High School Diploma, also have a direct impact on the Camden County community, and alternative schools would derive significant benefit from WIOA services. An example of ISY coordinated services is with the Juvenile Justice Commission. In most cases, non-traditional schools serve youth with many barriers. Traditional schools may be difficult for this population and often issues such as juvenile justice interaction, disability, basic skills deficiency, and low-income are common barriers that exist and may contribute to limited success in traditional school settings. Such barriers are in line with the local Workforce Development goals. As a result, the LWDB will allow a maximum of 25 ISY enrollments during the next two program years, not to exceed 25% of the total Youth allocation, as required under WIOA. The goal of serving youth most in need will continue to be supported through a limited ISY program effort and will align with goals identified in the WIOA legislation (see Appendix C).

Title II Adult Education/Literacy

Education and occupational training programs are key for the future career choices customers will make. Camden County has designed a *Career Plan* packet that guides customers from the outset through the steps of the career planning process.

This process starts with attending a career planning orientation, which is mandatory for customers receiving funding through the One-Stop. By assisting the client their interests, likes, dislikes and skills, we can help them select the appropriate career goals and training programs.

One-Stop counselors will also assist customers in reassessing their skills to determine if those skills are transferable to another occupation. Then, counselors will share information about the current job market and industry sectors where growth is anticipated, allowing the customer to investigate job openings and matching salaries more precisely in those sectors. From there, counselors can guide the customer towards appropriate training, including the attainment of a high-school equivalency diploma and specific job certification training with an industry-valued credential.

Title III Wagner-Peyser

The Labor and Workforce Development Department (LWD), also locally known as Employment Services, provides job search and placement assistance for jobseekers, including occupational and labor market information, assessment, and referral to employers. Funded activities may be provided through staff-assisted, self-service, or facilitated self-help service. Assessment of skills levels, career guidance, job search workshops, and referral to training and/or supportive services may also be provided. LWD offers recruitment services and special technical services for employers, including assistance in analyzing hard-to-fill job orders, assisting with job restructuring, and assistance in dealing with layoffs.

Title IV Vocational Rehabilitation

The Division of Vocational Rehabilitation provides a service delivery plan in the form of an Individual Plan of Employment (IPE). This plan is mutually agreed upon by the customer and counselor and looks at the customer's strengths, abilities, and interests to determine an appropriate vocational objective and the services that will be needed to obtain this objective. Since the plan is "customer centered" it is uniquely designed to meet the specific needs of that customer. Services can include but are not limited to vocational counseling and guidance, supported employment, college or vocational school sponsorship, physical restoration and assistive technology.

Title III Unemployment Compensation

There are Unemployment Insurance (UI) Representatives on site at the Camden One-Stop Career Center to assist customers with their UI benefits claims. Computers and telephones are available for UI customers to file or claim their biweekly benefits.

WorkFirst New Jersey

As throughout the State of New Jersey, Camden County delivers a WorkFirst NJ (WFNJ) program as an assistant component of Temporary Assistance to Needy Families (TANF). WorkFirst NJ coordinates partner and non-partner agencies and services to families who are experiencing economic hardship. Often the hardship is related to barriers to employment as well as other factors such as basic skills deficiencies, English Language Learning, lack of marketable skills, jobs search assistance needs, and a lack of occupational skills. Through an integrated and coordinated partnership with the County Welfare Agency, Title III Wagner Peyser, the Title I programs (Adult, Dislocated Worker, and Youth) through the Career Center, and other partner agencies, as well as various community and faith-based organizations, supportive and other services are available to eligible Camden County public assistance recipients.

WFNJ services continued during the Pandemic and the Governor's State of Emergency though program modification from in-person to virtual services was essential. WorkFirst maintained programs with adjustments in how service delivery would ensure that program participation was not detrimental to the public welfare during the emergency. With the Public Health Emergency ending, July 2022 brought restoration to some existing rules, but not all. Since that time, it remains difficult to meet pre-pandemic participation levels of service. The State of New Jersey provided funding for outreach following the Normalization of Work First Services. The LWDB was able to reach out to thousands of recipients and provide information on WorkFirst NJ services.

Currently WFNJ procedures are being modified so the Career Center can take the lead role in connecting WFNJ customers to employment and training programs and services. Moving forward, if no participation barriers are found by the CWA, referrals are made to the Career Center for employment and training services. An Orientation is conducted at which time a triage occurs and if barriers are discovered, they are addressed by employment and training services or the participant is referred to the CWA for additional supports. At this point eligibility is determined and assessment begins. Most WFNJ participants have Reading and Math assessment, when possible, as well as interest assessment. Job search skills are essential, as well as Labor Market Information. As interests, barriers and other needs are identified, the Career Center, in consultation with the CWA Case Managers, determine the best service activity for the participant. Referrals occur to providers for skills such as additional job training, basic skills, occupational training, along with follow-up services for retention. Supportive services like the Chrome Book Loaner program are also available for WorkFirst NJ participants.

The Camden County One-Stop Center received a state grant to promote some of the services that have been impacted because of COVID-19. Camden County fostered with the focus on educating eligible Temporary Assistance for Needy Families (TANF) & Supplemental Nutrition Assistance Program (SNAP) populations. The following concept was supported: Chromebook Loaner program (with eligibility requirements) in partnership with the Camden County Library System; QR codes on all tangible media to drive traffic to the following website <https://www.camdencounty.com/service/employment/one-stop-career-center/>. Inclusion of additional resources promoted Job Training, Job Search, career counseling, education, and similar One Stop resources. Awareness of other support services such as transportation and childcare services were included in the campaign for awareness for eligible WorkFirst NJ program participants.

The Camden County CWA (Board of Social Services), worked closely with program management from the Career Center to establish a flow of services between agencies, organize and establish a new process. The Camden County WFNJ and SNAP E&T Customer Flow Chart January 2023.

Senior Community Service Employment Program

Workforces 55+ is a federally funded program committed to empowering economically disadvantaged seniors to achieve economic independence and control of their futures. The aim of

Workforce 55+ is to help mature workers return to the workforce through an "earn while you learn" program. The program partners with community-based, nonprofit organizations and government agencies to provide participants with training to update their skills. Program participants receive counseling, assessments, and training to obtain employment.

Jobs for Veterans State Grant

At the Camden County One-Stop, signs are prominently displayed to notify veterans and eligible spouses that they receive priority of service. At the triage desk, all veterans are given a checklist that identifies Significant Barriers to Employment (SBEs). If a veteran discloses SBE(s), he or she meets with a Disabled Veteran Outreach Program Specialist (DVOP) who provides job search assistance through case management. Individual Employment Plans are created to guide the veteran towards full time employment. DVOPs may refer veterans to an array of supportive services such as Division of Vocational Rehabilitation Services or the Camden County Board of Social Services as well as provide help in navigating the Veterans Administration benefit system.

Reentry Employment Opportunities

Employment Services has a Reentry Specialist that provides information regarding referrals to ex-offender friendly employers and assistance in removing barriers to employment. A weekly workshop provides an overview of relevant resources that include Federal Bonding, Workforce Learning Link, On the Job Training (OJT), and appropriate Resume/Cover Letters techniques to land the interview. An ex-offender can meet individually with a Career Coach for an assessment and creation of an Employment Plan (EP) that may contain referrals to supportive services and/or in demand employment opportunities. However, we have found that the need for identification documentation for this population is critical. Without proper identification we cannot register or provide any services.

Title I Job Corps

The local WDB recognizes the importance of partnership in cultivating progressive opportunities for local youth. As such we have implemented a MOU with Job Corps in collaboration with the Camden County One Stop Career Center to expose local youth to the training opportunities available via both points of entry. Our MOU with Job Corps sets forth the referral of Job Corps applicants to the Camden County One Stop Career Center for individuals who do not meet the eligibility or suitability qualifications of their program. Job Corps is on site at the Camden County One Stop several times per month conducting information sessions to prospective candidates and their parents.

Title I YouthBuild

As a community-based alternative education program, *YouthBuild* provides job training and educational opportunities for targeted youth ages 16-24. Youth learn construction skills while rehabilitating affordable housing for low-income or homeless families in their own neighborhoods. Youth divide their time between the construction site and the classroom, where they earn a high school diploma or equivalent, learn to be community leaders, and prepare for college and other postsecondary training opportunities. *YouthBuild* includes

significant support systems, such as mentoring, follow-up education, employment, and personal counseling services; and participation in community service and civic engagement.

Trade Act Assistance

The Trade Act Assistance (TAA) is a federal program established under the Trade Adjustment Reauthorization Act of 2015 and provides aid to workers who are losing their jobs because of increased imports. The TAA program offers benefits, including reemployment services, and assists customers in obtaining suitable employment. Services include training, job search and relocation allowances, income support, and other reemployment services (Trade Act Programs | U.S. Department of Labor (dol.gov)). Although funding has been limited in recent years, TAA is currently funded and can assist customers separated from a certified employer before July 1, 2022 if provided on a petition worker list to NJDOL. Although USDOL is collecting new employer petitions, they cannot process eligibility until legislation is reauthorized for the TAA program.

Career and Technical Education

The Camden County Technical Schools provide skilled training and education on a secondary educational level and offer Career and Technical Education (CTE) programs including, Culinary Arts, Information Technology, HVAC, Automotive Technology, Cosmetology, Carpentry and others. Youth participants are considered In-School under WIOA and receive service presentations from the Youth One-Stop, as requested. Successful transition to post-secondary education, work, or the military is one of the goals of Camden County Technical School Camden County Technical Schools (ccts.org).

IIB.

OPERATIONAL PRIORITIES

Title I Adult and Dislocated Worker basic career services are available to all job seekers entering the Camden Local Area. Workforce development services may be initiated virtually or in-person, as determined by customer choice. As basic career services proceed, the assessment process begins and progresses. Nearly all basic career services can be accessed either virtually or in-person.

Customer characteristics, barriers, education status, and work experience data are collected and reviewed, along with other information related to priority populations. Depending upon the customer's work experience and education, an initial skills assessment is administered. The initial skill level assessment includes eligibility determination for Adult and Dislocated Worker individualized services is conducted and labor exchange information is available and discussed along with programs and services. The customer's ability to return to the labor market is a key element in whether individualized career services are required.

An Individualized Career Service may occur in-person or virtually and is sometimes the first service that a customer receives. The need for individualized services is determined through a joint process between the customer and workforce staff, depending upon eligibility and program services. Review of available training provider services and outcomes may occur at this time or may be part of basic career services.

The LWDB training provider agreement includes the requirement that all training provided under Title I Adult and Dislocated Worker programs include an industry-valued credential. Career Counselors discuss the significance of attaining this credential relative to the labor market. Customers are required to research training programs and occupations prior to and during individualized career services.

Part of customer research includes the Eligible Training Provider List (ETPL) search during which a Career Plan is completed. The ETPL includes *Program Results* which contain Employment Rate, Average Wage, and Estimated Quarterly Wage data, which are available to customers during the occupation and training research process. Additionally, customers are required to research occupations which will result from the successful completion of selected training and attainment of a credential. The process of Labor Market Information, Training Provider choice, and training provider performance ensure that customer choice drives the workforce development system.

In cases when State-wide labor demand differs from "WIOA In-demand", the customer may elect to research labor market information and provide documentation to support a local in-demand decision. Customers collect the data, research and submit the request to the Career Center staff. Following review by the Career Center, the LWDB receives the request and determines if there is enough support for a local WIOA In-demand exception. The LWDB notifies the Career Center, and the State if the exception is approved.

The Career Center identifies priority populations through the workforce development application process, the interviewing process, initial assessment, Adult basic skills assessment, the Workforce Learning Link, as well as self-disclosure. Close linkages between the Camden County Board of Social Services, the Employment Service, and other partner agencies assist in identifying the Adult priority populations as well, with referrals between agencies occurring as necessary. If a customer's basic skills fall below 5th grade, referrals to the Title II Adult Education and Literacy may occur. However, current career center data show the Adult program is exceeding the minimum level of Adult target populations serving at a rate of 75% in program years 2019, 2020, and 2021, according to *NJ FutureworksBi* (February 2023).

The workforce system continues to prioritize Veteran services with the coordination of services starting with the WIOA Title III Veteran specialist staffing. The LWDB believes that the number of Title I Adult and Dislocated Workers Veterans served might be underreported based upon characteristic data. Often Veterans do not self-disclose their Veteran status and/or may not have documentation to support the status being reported. An effort will be made to improve the reporting of serving Veterans under Title I through intake and interview identification, encouragement to self-disclose, and referrals to and from Veteran specialist staff throughout the workforce development system.

The Governor's Emergency health declaration in March 2020 was a workforce development changing moment because the Career Center services were in-person only. "As the Covid-19 pandemic continued, the need for transition to an electronic process became more evident. Initially, services were provided via phone with operating systems documenting basic career services, in anticipation of labor market restoration. The changes brought "enhanced virtual access to 'One-Stop'" services, Virtual Job Fairs, Special COVID-19 driven outreach to meet employer's needs, facilitation of staff telework arrangements and particular focus upon workflow and integration of operations between WDB and Partner Agencies ("Government Works' Doesn't Have to be an Oxymoron: How Empowering Local Leaders Created an Integrated and Effective One-Stop Career Center in Camden County, 2022)."

In September 2020, the Career Center was able to obtain 35 laptops with virtual capability enabling staff to provide individualized career services. Training providers modified curricula to convert training services to hybrid models, thereby providing smaller in-person classrooms; this practice continues to date. The Career Center purchased Q-Less to provide a remote check-in system. DocuSign was purchased so customers no longer traveled to and from the training provider sites for training voucher approval; this procedure continues to be used.

Orientation and provider services directories now contain QR codes for direct connections to workforce development information. The Camden County website www.camdencounty.com provides full and complete information for customers to begin the workforce development process. Information about partner agencies provides simple procedures for access of services.

Performance and participant trends scaled downward and rose simultaneously during the pandemic, as a result, calendar year 2020 performance targets were not met for most workforce development areas. Participants exited the program while workforce development enrollment numbers climbed due to local labor market unemployment claims (NJ FutureworksBi, 2023).

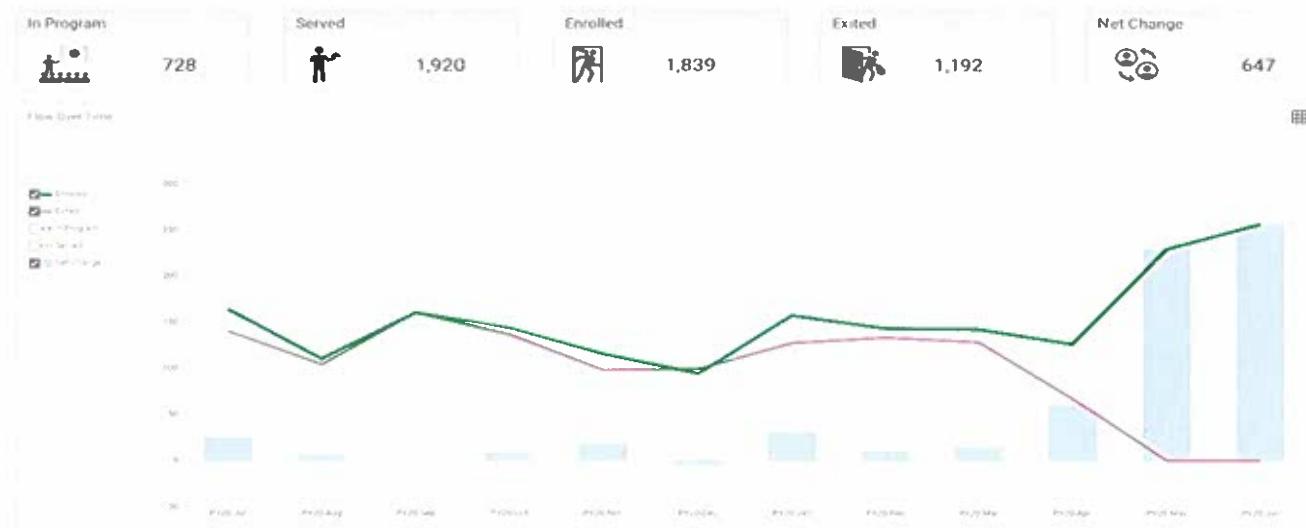


Figure 3.2 Futureworks Development Enrollment

Source: Futureworks Bi (fwsbi.com)

Operational Priorities in the Local Area One-Stop

The Camden County One-Stop system will continue to advance efforts to ensure partner programs and other entities are jointly responsible for workforce and economic development, along with educational and other resource programs to provide a seamless customer focused system. Under WIOA, partner programs and agencies are jointly responsible for the workforce and economic development structure. To advance this effort, the LWDB has established long-term goals and strategies in the following ways:

- Staff-cross training so partners understand the various roles, responsibilities, and functions of the workforce system.
- Continuous improvement of virtual information so customers can quickly identify services.
- Improve standards of performance for Career Center staff to ensure quality of service.
- Reinstate local customer satisfaction surveys to identify areas of improvement in program and training services.
- Create procedures so partners share responsibility for Unemployment related issues, as permitted.
- Continue outreach and expand referrals to targeted customers for the provision of available services.

- Implement a WorkFirst, General Assistance/Supplemental Nutrition Assistance, Employment and Training process to connect eligible participants with workforce development services.
- Expand Supportive Services for workforce development programs within the appropriate regulatory and funding requirements.

IIC.

SERVICE EXPANSION & ACCESSIBILITY

In September of 2019, the One Stop relocated to our new location in Cherry Hill. The facility is centrally located in the County, with direct access to the PATCO high speed rail line, bus routes, and has ample parking for customers.

The newer, modern, welcoming facility provided a new look for the staff and customers alike. The design layout was created to serve as a true “one stop”. Easily accessible to all populations, all partner agencies are co-located under one roof. A triage desk is located at the entrance with bi-lingual speaking staff assisting customers.

Promotion and accessibility to our service has been accomplished in many ways, with highlights as follows:

- HiSET/GED Testing – One Stop staff continues to cross train for HiSET testing. Our location has been designated a HiSET testing center. The HiSET testing schedule will be available during off hours and on some Saturdays.
- The Chromebook Loaner Program allows customers to use these for educational programs, work readiness or job search activities.
- Outreach campaign continues with advertisements on bus wraps, PATCO trains, social media, radio spots and printed materials. We also plan to expand the measurement of our outreach by including a box on our intake form asking participants how they learned about our services. Our message is to create awareness of the services at the One Stop. These advertisements include a QR code which directs customers to information in bi-lingual format for our services.
- A job board is posted in the lobby area with information about upcoming events and job fairs.
- Our team approach will also coordinate with our UI partners to ensure customers who attend for UI-related issues are engaged with WIOA staff for additional training.

ID.

DETAILED PARTNERSHIP & SERVICE INTEGRATION

Secondary And Postsecondary Education Programs

The Holtec International relocation to Camden city serves as an example of how we work with partners, including the County College, to manage all training activities for educational programs. By bringing partners to the table at the beginning of the process, we were able to involve the State, local economic development agencies, the City of Camden, employer representatives, and other partners to deliver a welding training program that met the growing needs of Holtec while providing good-paying careers for our residents.

Of recent note is our success with Incumbent Worker Training in supermarket operations at Camden County College, which has just completed its second cohort.

By assuring our Board's participation in local industry consortia such as Camden's "Eds and Meds" group, Camden Works, New Jersey's Talent Networks, or the New Jersey Business and Industry Association, we can coordinate strategies early in the process so as to avoid duplication of services while offering our expertise in areas where we can assist.

Youth

Camden County's youth are the next generation workforce. The CCWDB realized several years ago that outreach to this population, engaging them with meaningful discussions about career opportunities, vocational training, summer youth employment programs and utility grant choices was necessary. Staff attend career days at many of the local area high schools speaking one on one with students about these initiatives.

Our outreach doesn't stop here. Our booth and tables are present at most job fairs in the County and "National nights out."

The Workforce Board has reached out to many local school districts, engaging guidance counselors and teachers with information about our programs and new emerging sectors that their students may want to pursue.

State Employment Service

Key partners have created a fully integrated One-Stop Career Center service delivery system through the colocation of One-Stop staff according to comparable functional job duties. WIOA Title I Counselors (Local WIOA staff), Title III Interviewers (DOL ES staff), Title IV Counselors (DOL DVRS) and the Board of Social Services Case Managers (WorkFirst NJ) occupy a shared space. Aligning staff by counseling and case management functions empowers DVRS, ES, WFNJ and WIOA staff to efficiently deliver comprehensive and cohesive services to our customers. This integrated approach ensures seamless process navigation for our customers and avoids duplication of services. Front-line staff from all partners are cross-trained regarding all One-Stop services so they can refer customers to the appropriate partner.

To further improve service delivery and avoid duplication of services, ES implemented a Customer Check-In system with buy-in among all partners. Service delivery data captured includes specific program services provided to customers as well as residential zip codes served. This data provides a comprehensive view of provided services as well as our accessibility to customers throughout our county. Upon entry into our One-Stop, all customers are directed to complete our Customer Check-in Form by scanning a QR Code with their phones or clicking the link on a Public Access computer. The Check-In form submittal populates a linked spreadsheet in "real time" so all Partners' staff can view customer arrival and meet with them in a timely manner.

The form also operates as an Inter-Agency referral tool that enables co-enrollment documentation. If the customer needs additional services from a different Partner agency, the Customer Check-In form is resubmitted to the appropriate Partner creating a "real time" referral which expedites a customer's access to appropriate services.

Disabled Veteran Outreach Program (DVOP)

Our Disabled Veterans' Outreach Program (DVOP) Specialist provides intensive services and facilitates placements to meet the employment needs of veterans and spouses, prioritizing service to special disabled veterans, other disabled veterans, and other significant barriers to employment categories. Intensive services are provided to both unemployed participants who require such services to obtain employment and to employed participants who require such services to obtain or retain employment leading to self-sufficiency.

Our DVOP provides monthly outreach services to homeless veterans at the Volunteers of America Home of the Brave facility located in Camden and Veterans Haven located in Winslow Township. The goal is to assist homeless veterans overcome employment barriers that will lead to economic and social self-sufficiency. To achieve this goal, an Individual Employment Plan (IEP) is jointly developed by the DVOP and veteran. The IEP provides agreed upon actions that the veteran will take to obtain employment. As the IEP progresses, the DVOP assists job ready veterans, one-on-one, with creating a resume and cover letter, practicing interviewing skills, identifying job opportunities, applying for jobs, and ensuring success once employed. If needed, the DVOP may refer veterans to other One-Stop services such as occupational training, high school completion/literacy classes, Vocational Rehabilitation services, and employment counseling. The DVOP follows up with each veteran, using a case management approach, to ensure progress is being made to complete the plan.

Part of ensuring priority of services to veterans is ensuring there are employers positioned to hire veterans. Our Veterans Business Representative (VBR), formerly known as Local Veterans Employment Representative (LVER) performs outreach to the employer community and provide facilitation within the state's employment service delivery system. Therefore, the VBR is assigned duties that promote to employers, employer associations, and business groups the advantages of hiring veterans.

Board of Social Services

The Camden County Board of Social Services (CCBSS) works cooperatively with partner agencies co-located at the Camden County One-Stop (CCOS) as well as community organizations that service our Work First New Jersey (WFNJ) and Supplemental Nutrition Assistance Program (SNAP) clients. We have a streamlined system for sending referrals to one another via electronic communication. Additionally, we have an in-person network to communicate timely information to one another to expedite clients receiving exceptional customer service.

WFNJ clients have a mandatory requirement to participate in a work activity to maintain receipt of their cash assistance. Sanctions may be imposed on WFNJ General Assistance (GA) and WNFJ Temporary Assistance to Needy Families' (TANF) clients that fail to participate. However, at times, there are exceptions to the implementation of sanctions. Therefore, enhanced effort must be made to motivate clients to participate in training, education, and other work activities.

The CCBSS aids clients in addressing employment barriers including mental health, substance abuse, and family violence via referral to The National Center for Advocacy and Recovery for Behavioral Health (NCAAR-BH). NCAAR-BH completes an assessment to determine the client's level of need and the best resource for providing service and treatment to our clients.

To support clients' ability to participate in training, education, and other work activities, CCBSS provides transportation and childcare services to eligible individuals.

WFNJ (TANF and GA) clients have a 60-month lifetime limit on receipt of benefits, except for cases that qualify for an exemption or time-limited extension. Therefore, clients are given intensive case management in their last 24 months of receiving benefits. This intensive case management is done via referral to Catholic Charities for the Supportive Assistance to Individuals and Families (SAIF) Program. The SAIF program is implemented at 48 months to assist WFNJ recipients to become self-sufficient before they reach the maximum time limit allowed by law.

Since the height of the pandemic, the CCBSS, has made concerted effort to keep clients engaged in work activities. We outreach to clients daily via phone, mail, or in-person contact. We provide written and verbal information regarding the availability of services offered and referral to each resource partner and organization. We continue to monitor and enhance our outreach efforts and will share future opportunities with our clients as enriched programs are established.

III.

EMPLOYER ENGAGEMENT

The local area workforce area has a robust business services and outreach team consisting of private sector representatives, members of Camden County College, as well as state and local partner agencies.

At their monthly meetings, LWD business services representatives report on all of their recent activity including site visits, job fairs, job postings, incumbent worker training applications, veteran services and provide the committee with recent intelligence about new hiring and plant/business expansions.

The local business services representatives also update the WDB executive director on weekly activity with written reports. The executive director can collaborate with the BSR to address activities at our industry targeted sectors. An example of this collaboration will result in a partnership with Camden County College, the local LWD BSR team and the WDB to address the need to fill positions recently announced at the Philadelphia Navy Yard. The United States Navy will be building the next generation of world class submarines at the Philadelphia Navy Yard. Welders, steel fabricators and other related positions will be needed. Camden County College and other institutions of higher education will be providing the training for these positions.

The committee has also addressed some of the challenges for new “emerging industries.” Camden County College will be looking into certification programs for the wine industry and cannabis production to enhance our workforce and prepare us for these emerging industries.

IIIA.

LOCAL WDB STRUCTURE & FUNCTIONS

Local WDB Structure

The business and affairs of the Camden County Workforce Development Board (WDB) are controlled and administered by its Board of Trustees (the “Board”), through the Executive Director hired by the Board and serving at its pleasure.

The Chief Elected Official (CEO) with the approval of the County Board of Commissioners, appoints members to the Camden County Workforce Development Board (WDB) Board of Trustees (the “Board”) as defined in the WIOA Legislation Act 29 USC §3122(c)(1)(A)

The WDB has an Executive Committee chaired by the Chair of the Board (the “Chair”) and has Standing and Special Committees with Chairpersons appointed by the Chair. The Chair and each Committee Chairperson jointly appoints members of Standing and Special Committees, which may include both Trustees and non-voting non-Trustees having knowledge and abilities which assist the Committee in its work.

The CEO agrees that the WDB will appoint members to the committees:

1. To the Youth Investment Council (Standing Committee) which includes members representative of the one-stop and youth service partners,
2. To the Operations Committee (Standing Committee) to provide information and assist with operational and other issues relating to the one-stop delivery system. This committee also includes members representative of one-stop and one-stop partners,
3. To the Abilities Committee (Standing Committee) to provide information and assist with operational and other issues relating to the provision of services to individuals with disabilities, including applicable provisions of the Americans with Disabilities Act of 1990 regarding providing programmatic and physical access to the services, programs and activities of the One-Stop delivery system, as well as appropriate training for staff on providing supports for or accommodations to, and findings employment opportunities for, individuals with disabilities.
4. To the Literacy Committee (Standing Committee) which promotes awareness and communicates the impact of literacy within our communities. This committee also enhances literacy events and activities coordination among residents, employers, and service providers.
5. To the Systems Performance Committee (Standing Committee) which serves as the fiscal planning and management committee including the development of standards and criteria for one-stop partners, programs, and vendors.
6. To the Business Service and Outreach Team (Special Committee) which builds relationships with employers, supports community engagement and identifies employer

workforce development needs and connects them with appropriate programs and services.

7. To the Executive Committee (Standing Committee) which is an oversight committee made up of the Board Officers, the Immediate Past President and the Chairs of all standing and special committees.

In accordance with the Act, 29 USC §3122(d)(12)(B)(i)(I), the Chief Elected Official (CEO) also serves as the local grant recipient in accordance with the requirements of the Act.

The CEO designates the County of Camden as the Fiscal Agent who along with the WDB is responsible for the administration of the grant and disbursement of grant funds. The grant is administered in accordance with established County and State Policies and Procedures. The County as the designated Fiscal Agent disburses the grant funds immediately for workforce development activities at the direction of the local WDB.

It is the policy of the WDB that we encourage and empower our local staff to develop and implement new processes and methodologies to better serve our customers. We have demonstrated that teamwork across all functions and Partner activities can yield significant organizational efficiencies. Below is a Local Area Organization Chart which shows the relationships between each governing entity within the our workforce area.

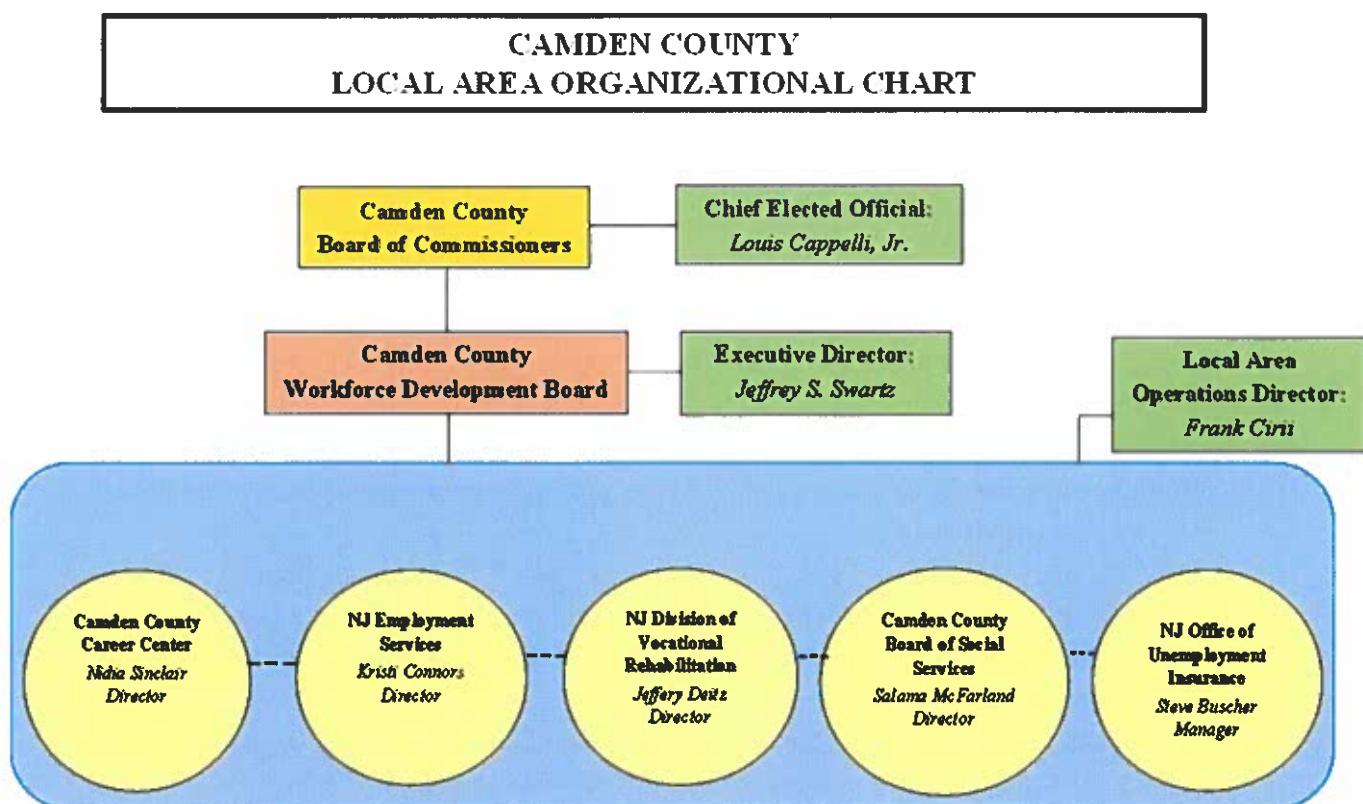


Figure 4.1 Camden County Local WDB Organizational Chart

As the Board members are comprised of public and private sector members, the By-laws which govern the Board include an extensive *Conflict of Interest Policy* to protect the WDBs interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

IIIB.

PROCUREMENT OF OPERATOR & SERVICES

The Camden County Workforce Development Board, Inc. (hereinafter the Board) issues a Request for Proposals (RFP) to procure a One-Stop Operator to provide direct services and coordinate services with the One-Stop Career Center (OSCC) personnel and staff of the OSCC partners to deliver Adult, Dislocated Worker, Youth, and Business Services under WIOA, as well as Work First New Jersey and Workforce Learning Link in the single county region of the Camden County Workforce Development Board.

The One-Stop Operator Procurement process is as follows:

1. A Procurement Taskforce is convened consisting of private sector members of the CCWDB Board of Trustees. (The CCWDB is an independent non-profit organization.) Each member of the taskforce is required to sign a confidentiality and conflict of interest disclosure form prior to the procurement process.
2. The Procurement Taskforce then releases a Request for Proposal (RFP) with proper notifications through local print media and the Board website. The purpose of the Request for Proposals (RFP) is to procure a One-Stop Operator to provide direct services and coordinate services with OSCC personnel and staff of the OSCC partners to deliver Adult, Dislocated Worker, Youth, and Business Services under WIOA, as well as Work First New Jersey and Workforce Learning Link in the single county region of the Camden County Workforce Development Board.
 - Thirty days is allotted for response to the RFP.
 - A technical conference is also convened and led by the WDB Program Monitor during the response period.
3. The Camden County Workforce Development Board staff will conduct the preliminary review and qualifying responses. Complete proposals will be forwarded to the Procurement Task Force who will independently evaluate each proposal. The scores will be aggregated with the average score recorded. The Task Force may request additional information for clarification and consideration. The Task Force will then rank the proposals. Consideration for award includes scores and what is in the best interest of the Camden County WDB.

20%	Background, Qualifications & Performance
30%	Plan of Service
15%	Staffing Plan & Organizational Chart
15%	Partnerships & Coordination
<u>20%</u>	Financial Management & Budget
100%	Total

4. Awards are made publicly by resolution of the members of the Camden County Workforce Development Board of Trustees and by resolution of the Camden County

Board of Commissioners at the next quarterly Board meeting. Offer, acceptance, scores and the review process are shown released on the WDB website.

5. A Resolution request is submitted to the Board of Commissioners acknowledging the award of the One-Stop Operator, and the award for Adult and Youth services.

The final step is to obtain signatures to fully execute the contracts.

IIC.

OVERSIGHT & MONITORING

The WDB Program Evaluator monitors all contracts for services executed with the One-Stop unless otherwise instructed by the Executive Director. The Program Evaluator is a staff member of the Camden County Workforce Development Board. The Program Evaluator makes an appointment with the key person or with a designated liaison at the provider for a specific date and time. The Program Evaluator schedules visits based on priorities including: how long ago vendor was monitored, how many funded customers are enrolled, how many problems with the vendor in the past monitoring and any customer complaints. At the discretion of the Executive Director, vendors who end up with no enrollments during the contract period and are out of State or north of Trenton may not be visited. A follow up monitoring visit is scheduled about 60 days after the response to a corrective action has been accepted by the WDB.

On arrival of a site visit, the Program Evaluator gives the provider a list of student files to be reviewed later during the visit. The Program Evaluator interviews the provider staff using the previously prepared monitoring guide and questions. If not previously examined in WDB files or items were not in the WDB files, the Program Evaluator reviews a copy of current school NJ certification or Training Provider approval, making sure it has not expired and that the certification is for the types of courses or programs being offered at the location under review. Proof of insurance is verified to ensure coverage is current and that lines of coverage are maintained at the correct amounts. The Program Evaluator uses the Training Provider Checklist to detail compliance with standard requirements. The Program Evaluator looks for evidence that all training was done by the Vendor directly with no subcontracting. If there are subcontractors, the provider must have executed subcontracts that conform to the County contract. The Program Evaluator also must verify the course has the minimum number of instructional hours per week to satisfy Additional Benefits during Training (ABT) rules and the clock hours required to complete the training within the specific time frame. A review is done of specific course completion requirements (grades, attendance, etc.) and policies to ensure that County requirements are being met.

The Program Evaluator inspects the facility and sits in on classes and labs in progress. Observations about the facility and environment are recorded on the chart in the monitoring guide. Interviews or surveys of selected students are done to evaluate customer satisfaction levels. Before leaving the site, the Program Evaluator conducts an exit interview with the appropriate vendor staff to discuss any issues or preliminary findings that arise from the visit and seek immediate answers and early resolutions.

Following the site visit, a draft of the program evaluation report is completed documenting the findings and contract compliance status based on observation, interviews, file reviews, and the monitoring guidelines. The vendor is contacted for clarification, for additional documentation, and/or to resolve as many potential issues as possible before an evaluation report is finalized. The vendor is notified that they have 30 days to respond to the mandatory corrective actions. Once the report is finalized and approved, The Program Evaluator prepares a cover letter

addressed to the vendor, informing them if there are any mandatory corrective actions and/or recommendations required. A final report is sent to the vendor and to the One-Stop Operator with an additional copy placed in the vendor's file at the CCWDB office.

If there are no corrective actions, no response is required, and no follow-up visit is needed for at least six months. If there is a corrective action response required, and the provider fails to meet the deadline for a response, a letter is written to the provider, with the approval of the Executive Director, notifying them that all referrals and/or payments will be placed on hold until a satisfactory response is received by the WDB. If a provider is placed on hold, the type and duration of the hold is communicated to the affected One-Stop Partners by the Program Evaluator, via the WDB Contract List. When a hold is removed, the Program Evaluator with the approval of the Executive Director, notifies the vendor that the hold has been removed. The Program Evaluator also notifies One-Stop Partners the hold has been removed by sending out an updated contract list.

III.D.

PERFORMANCE MEASURES & ACCOUNTABILITY

The Systems Performance Committee develops the standards and criteria for customer satisfaction and continuous improvement for One-Stop partners, programs, and vendors. The committee also provides for the fiscal planning and management for the One-Stop system. This committee is how information is shared and details the strategies used to track and measure local levels of performance.

The WDB Systems Performance Committee has instituted a Quarterly Report Process to ensure that ITA providers exert maximum effort to place One-Stop customers in full-time, training related employment. Data from Futureworks is shared at the Systems Performance Committee as well as the Operations meeting (see Appendix D). This data is used to determine the progress that vendors are making towards their employment, skills gain, and enrollment goals.

Each quarter, vendors are given a performance report generated by actual end date for the prior 12-month period. Vendors are also given the opportunity to validate the report data, and a revised report is then generated. Customer referral (slot) awards for the following quarter are based upon the revised report.

Following local governance, the One Stop Operator and Fiscal Agent are monitored and accountable to the Workforce Development Board. A Local Elected Official (“LEO”) agreement is held to ensure checks and balances between the Chief Elected Official and Workforce Development Board. In addition to the LEO agreement, both the federal and state government perform a validation of the One Stop at the end of each year, and the Workforce Development Board receives a copy of the report.

III.E.

Training & Development

The arrival of new Board members allows us to consider any refinements and updates needed to our Board member orientation packet. Our Executive Director and Chair meet with the County CEO annually to review our budget and the budget of the One-Stop prior to approval by the full board.

Our fiscal agents are recent hires who have been trained by both State and local managers, and have received guidance from our local board staff, who attend the Annual GSETA conference and receive training in selected areas. We also encourage One Stop staff members to attend GSETA and look into training sessions, which have been virtual the last three years.

We have worked with Matrix learning at the LWDB member level and One-Stop staff level and will soon be undertaking governance training offered by GSETA and EDIS Solutions.

III.F.

Regional & Local Plan Development

Process to Create the Regional Plan

The Southern NJ Region is comprised of seven counties in which are five local Workforce Development Boards (WDB). These counties are Atlantic, Burlington, Camden, Gloucester, Cumberland, Salem and Cape May Counties. The region has branded itself as the South Jersey Workforce Collaborative (SJWC).

The SJWC met virtually and decided to release a “Request for Proposal” (RFP) to obtain services to write the update to our regional plan. To ensure a fair and open process, a legal notice for the RFP was published in local newspapers representative of each county as well as each of the WDB website. Proposals received by the established deadline were reviewed by the SJWC RFP review committee using a predetermined rubric. Each proposal was evaluated for the following:

- Respondent’s qualifications and experience developing plans.
- Identification of key personnel, their qualifications, and roles under this proposal.
- Budget including cost per hour and proposed cost for the scope of the plan. Funds will be subject to the state of New Jersey and the Federal Government policies.
- Summary and examples of past four years as well as current work for government agencies and related organizations, including the start and completion dates.
- Innovative strategies in assisting teams with developing and modifying strategic plans.
- Positive and compelling referrals from existing clients.

Based on the scores received and what was determined to be in the best interest of the SJWC, a firm was selected to facilitate the writing our Regional Plan Update.

To cover the cost of securing a firm to facilitate the writing of the regional plan, each local area of the SJWC had entered into a Regional Memorandum of Understanding (MOU) whereby they agreed that all regional activities and procurement for professional services will be financially supported by each of the local areas within the region through the use of a cost sharing agreement. A minimum and maximum set aside amount is reflected in the MOU.

After approximately a thirty-day period, and two meetings between representatives of the SJWC and the facilitating firm, the following steps had taken to come up with a draft of the regional plan.

- Discussed an overview of the South Jersey Region and update of background data and demographics,
- Examination of existing workforce issues and challenges,
- Analysis of emerging industry sectors and new opportunities in the regional economy,
- Brainstorming of new initiatives for service delivery and training alignment.

Each representative WDB posted a legal notice in various local newspapers making county residents, businesses, labor organizations, and educational institutions aware that a draft of the regional plan was available for public comment at WDB offices and on WDB websites. Proof of publication and any comments received were included in the appendices of the regional plan.

The final version of the SJWC Regional Plan was signed by the South Jersey Region's WDB Executive Directors and submitted to each local area's Board of Commissioners for approval and signature. All signature pages have been included in the final document to signify the document has been fully executed. The final regional plan has been submitted to the State Employment and Training Commission and is available to the public on the websites of each WDB of the southern region.

Process to Create the Local Plan

The Camden County Workforce Development Board (CCWDB) Local Plan was authored under the direction of the Chair of the Operations Committee. The Chair convened a meeting of the CCWDB partners, One-Stop key personnel and CCWDB staff. Required sections of the document were assigned to individuals who had the most relevant corresponding information and experience.

The WDB staff collected and organized into one coherent draft report the submitted text and supporting documents received. A copy of the draft was submitted to the Chair of the Operations Committee and another private sector member the Board of Trustees for proof reading and revisions.

To ensure and fair an open process, the WDB posted a legal notice in the local newspapers to make county residents, businesses, labor organizations, and educational institutions aware that a draft of the legal plan was available for public comment at the WDB office and on the WDB website. Proof of publication and any comments received were included in the appendices of the local plan.

The final version of the CCWDB Local Plan was signed by the Executive Director, the Operations Committee Chair and then submitted to the Camden County Board of Commissioners for approval and signature. All signature pages have been included in the final document to signify the document has been fully executed. The final local plan has been submitted to the State Employment and Training Commission and is available to the public on the CCWDB website.

III.G.

ADDITIONAL ELEMENTS

1.) Working with the Department of Labor, determine processes, both in-person and virtual, that will improve the delivery of Unemployment Insurance (UI) on a local level, resulting in enhanced service delivery and better outcomes for county residents.

- With DOL taking the lead, create a quarterly venue for regional stakeholders to meet and spend 30 minutes on this critical issue, ensuring the participation of State UI management.
- With the full support of DOL management, ensure that the local UI representative attends monthly operations meetings and quarterly board meetings.
- Encourage greater leadership from DOL in the area of transparency and the sharing of best practices.
- Consider local methods where we can assist in detecting UI system fraud.
- Enhance communication between DOL, local boards, and One-Stops, as UI customers account for over 80% of One-Stop customers in our county.
- Re-tool the approach to difficult UI cases, such as seasonal or self-employed residents.

2.) Continue to develop new and evolving performance metrics, to provide monthly activity analysis, performance analysis, and strategic guidance.

- With full cooperation from all partners, revive the monthly check-in process featured in the whitepaper.
- Continue to monitor Futureworks reports at the monthly Executive Committee meeting.
- Continue to enhance the monthly activity tables provided by ES and BSS at the monthly Operations meetings. These tables have been useful in defining trends and problem areas / barriers. See Appendix ___ for these tables.
- Consider reviving the 2014 scorecard from that year's strategic plan, by determining if we can once again collect and create monthly targets for:
 - Job fair data, particularly number of Employers.
 - Number of positive recruitments.
 - Utilization of Workforce Learning Link (# of users).
 - Number of veterans in an occupational skill program.
 - Number of WIOA out-of-school youth enrolled
 - Number of WIOA out-of-school youth entered employment.

3.) Continue to expand virtual service offerings, assuring access to services for all residents, paying particular attention to the population being served.

- Reviewing the approaches set forth in the whitepaper, determine what worked and what did not. Review methods that were most successful with underserved residents to assure equity.
- Roll out the Chromebook loaner program for TANF and SNAP customers so that these populations can take advantage of virtual service offerings while learning critical communication skills.
- Work with partners to provide training on Microsoft Teams or Zoom video meeting platforms, assure proper controls over training sessions to avoid chaos.
- Working with the State, consider how the integration of AI into repetitive tasks can enhance customer outcomes. Consider safe AI applications and their role in providing cost efficiencies and consistency.

Appendix A

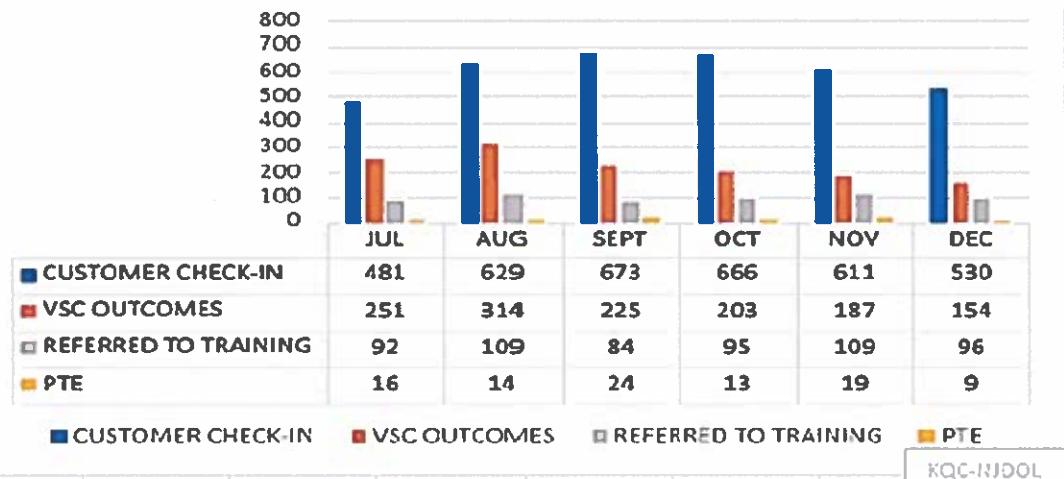
Appendix B

Board of Social Services-December:

Applications Received				
November - Total CSA's 27		GA 7		TANF 20
<i>CSA is an assessment to determine the type of work activity assigned or deferment from the work requirement</i>				
Referred to employable work activities		69 Total	GA 17	TANF 52
Unemployable referrals/exemption from work requirement		57 Total	GA 27	TANF 29
Referred to G-Jobs	42 referrals (5 reported, 4 remained in class)		GA N/A	TANF N/A
G 28-Day Protocol Total	155 - Requested in-person	145 - Requested Zoom	3 - Undetermined	
Provided support for new employment	15 Total	GA 4	TANF 11	

Employment Services LWD-December:

FY 2023 CAMDEN DOL EMPLOYMENT SERVICES



FY 2023 CAMDEN DOL EMPLOYMENT SERVICES							TOT-YTD	AVG
CUSTOMER CHECK-IN	JUL	AUG	SEPT	OCT	NOV	DEC		
481	629	673	666	611	530	3590	598.3	
VSC OUTCOMES	251	314	225	203	187	154	1334	222.3
REFERRED TO TRAINING	92	109	84	95	109	96	585	97.5
PTE	16	14	24	13	19	9	95	15.8

Appendix C

Camden County Local Workforce Development Board Definition of *Youth Requiring Additional Assistance*:

The local WDB will utilize the criterion, *an individual who requires additional assistance to complete an educational program, or to secure and hold employment*, defining and documenting the eligibility category as one of the following (TEGL 8-15, 2015):

Category	Definition	Required Documentation
Incarcerated Biological Parent	Youth whose biological parent is incarcerated at the time of eligibility determination.	<ul style="list-style-type: none"> Verification using <i>Inmate Locator</i> tool, http://www.jailexchange.com/CountyJails/New Jersey/Camden/Camden%20County%20Jail%20Inmate%20Search.aspx; or Letter/documentation from a corrections facility or corrections officer.
Sibling childcare responsibilities	Youth who must assume a parenting role for siblings because the parent/guardian is employed or incarcerated at the time of eligibility determination.	<ul style="list-style-type: none"> Parent/guardian paystubs; and Parent/guardian self-certification of younger sibling responsibilities; and Family size documentation; or Court records.
Alcohol and drug dependency	Youth who admits to drug and/or alcohol dependency.	<ul style="list-style-type: none"> Medical records; or Referral from current treatment center and/or court.
Basic skills deficient despite having a High School diploma or equivalency	Youth with basic skills deficiency in Reading and Math and lacks literacy sufficient to receive occupational training.	<ul style="list-style-type: none"> High School diploma or equivalent; and CASAS pre-test with scores below 9th grade in Reading and Math.
Victim of harassment, sexual abuse, or bullying	Youth who is a victim of harassment, sexual abuse, or bullying at any time prior to eligibility determination.	<ul style="list-style-type: none"> Referral from current treatment center counselor; or School records.
Youth between the ages of 18-24 who is no longer a foster child due to age.	At age 18 or over, no longer receiving foster care due to loss of foster care support.	<ul style="list-style-type: none"> Documentation from NJ Dept. of Children and Families (DCF), Division of Child Protection & Permanency (DCP&P) formerly DYFS.
Long-term Unemployed	At age 18 or over, a youth who is separated from employment, has not worked in the last 27 weeks, and who needs additional training to return to the workforce.	<ul style="list-style-type: none"> Self-Certification Social Service Record/Referral Unemployment Wage records
Youth with GPA below 2.0	Youth whose accumulative Grade Point Average (GPA) is below C.	<ul style="list-style-type: none"> Report Card Certified School Letter
Parent(s)/Guardian Serving in the US Armed Forces	A member (parent) of the Armed Forces on active duty whose family income is reduced because of deployment, a call or order to active duty, a permanent change of station or the service-connected death or disability of the service member	<ul style="list-style-type: none"> Documentation of Permanent Change in Station Orders DD214 Veterans Administration Letter/Record
Youth who is currently living with a disabled parent/guardian	As defined by the ADA; an individual with a physical or mental impairment that substantially limits one or more of the major life activities	<ul style="list-style-type: none"> Social Security Administration Record Rehabilitation Letter Medical Records Social Service Records/Referral
Death of parent while enrolled in High School	Youth who has experienced the death or a parent/guardian while enrolled in school.	<ul style="list-style-type: none"> Death Decree Social Security Administration Record
Youth who are opioid-affected individuals	Youth who is in recovery, as well as those who were directly impacted by addiction, as relatives, friends, or caregivers.	<ul style="list-style-type: none"> Self-attestation Medical Records Recovery program records

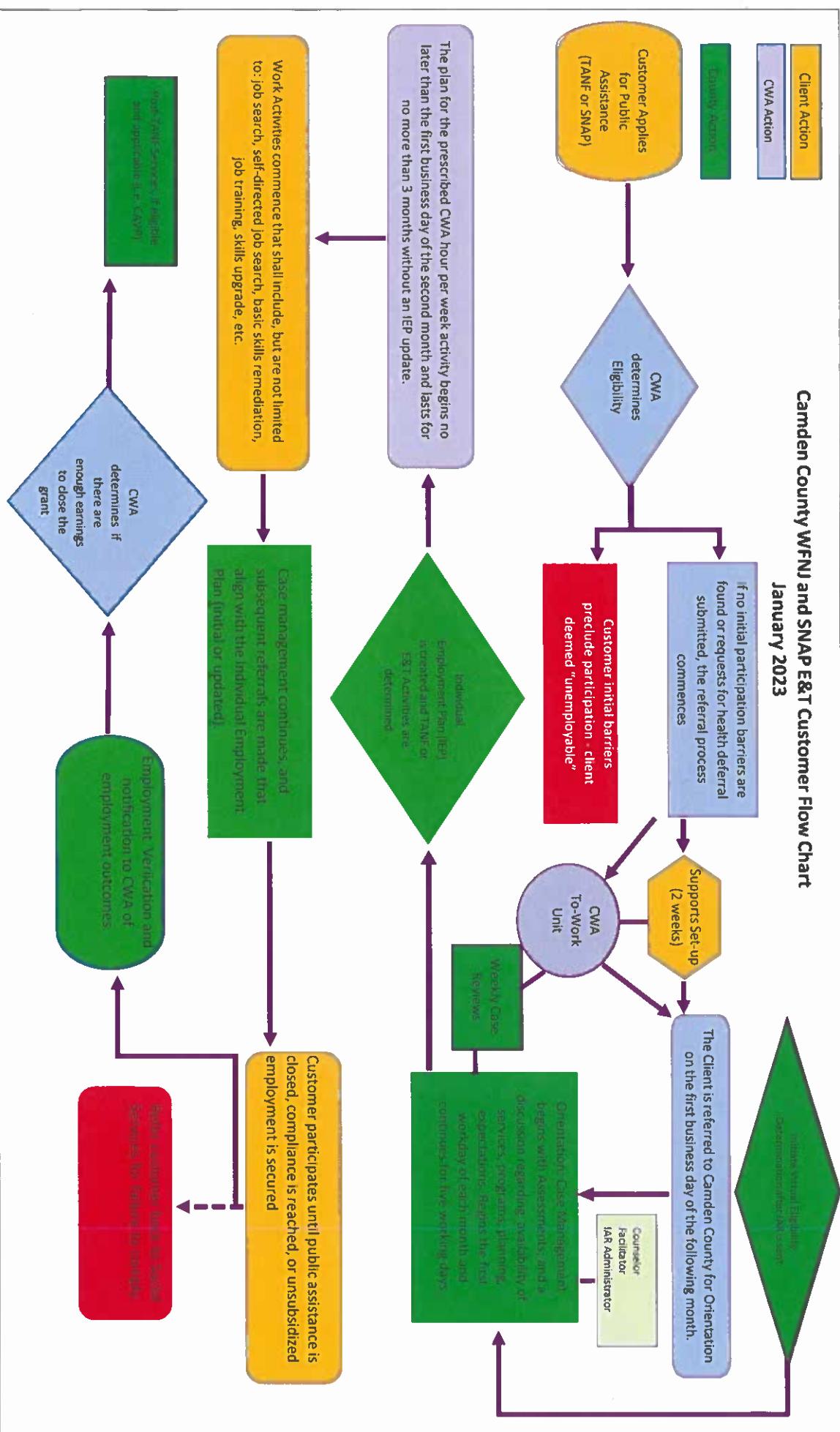
Appendix D

Workforce Innovation and Opportunity Act (WIOA) Performance Title I and Title III PY'17 through PY'21

Program Year	Adult	Dislocated Worker	Youth	Wagner Peyster
PY'17	Employment Rate Quarter 2 Target: 74.1%	Employment Rate Quarter 2 Target: 74.1%	Employment Rate Quarter 2 Target: 65.1%	Employment Rate Quarter 2 Target: 52.1%
	Employment Rate Quarter 4 Target: 67.4%	Employment Rate Quarter 4 Target: 72.7%	Employment Rate Quarter 4 Target: 45.0%	Employment Rate Quarter 4 Target: 53.7%
	Median Earnings Target: \$5,430	Median Earnings Target: \$6,156	Median Earnings Not Measured	Median Earnings Target: \$4,155
	Credential Attainment Target: 67.3%	Credential Attainment Target: 66.4%	Credential Attainment Target: 63.5%	Credential Not Applicable
	Skills Gains Not Measured	Skills Gains Not Measured	Skills Gains Not Measured	Skills Gains Not Applicable
PY'18	Employment Rate Quarter 2 Target: 74.1%	Employment Rate Quarter 2 Target: 74.1%	Employment Rate Quarter 2 Target: 61.1%	Employment Rate Quarter 2 Target: 53.3%
	Employment Rate Quarter 4 Target: 72.3%	Employment Rate Quarter 4 Target: 72.8%	Employment Rate Quarter 4 Target: 45.0%	Employment Rate Quarter 4 Target: 59.5%
	Median Earnings Target: \$5,480	Median Earnings Target: \$6,180	Median Earnings Not Measured	Median Earnings Target: \$4,473
	Credential Attainment Target: 68.7%	Credential Attainment Target: 73.5%	Credential Attainment Target: 54.0%	Credential Not Applicable
	Skills Gains Not Measured	Skills Gains Not Measured	Skills Gains Not Measured	Skills Gains Not Applicable
PY'19	Employment Rate Quarter 2 Target: 74.8%	Employment Rate Quarter 2 Target: 74.6%	Employment Rate Quarter 2 Target: 62.1%	Employment Rate Quarter 2 Target: 58.3%
	Employment Rate Quarter 4 Target: 73.1%	Employment Rate Quarter 4 Target: 73.7%	Employment Rate Quarter 4 Target: 54.0%	Employment Rate Quarter 4 Target: 60.5%
	Median Earnings Target: \$5,680	Median Earnings Target: \$6,280	Median Earnings Not Measured	Median Earnings Target: \$4,573
	Credential Attainment Target: 69.0%	Credential Attainment Target: 74.0%	Credential Attainment Target: 55.0%	Credential Not Applicable
	Skills Gains Not Measured	Skills Gains Not Measured	Skills Gains Not Measured	Skills Gains Not Applicable
PY'20	Employment Rate Quarter 2 Target: 66.5%	Employment Rate Quarter 2 Target: 70.1%	Employment Rate Quarter 2 Target: 66.1%	Employment Rate Quarter 2 Target: 55.2%
	Employment Rate Quarter 4 Target: 71.6%	Employment Rate Quarter 4 Target: 67.6%	Employment Rate Quarter 4 Target: 55.1%	Employment Rate Quarter 4 Target: 54.7%
	Median Earnings Target: \$5,089	Median Earnings Target: \$8,255	Median Earnings Target: \$2,306	Median Earnings Target: \$5,936
	Credential Attainment Target: 59.5%	Credential Attainment Target: 67.1%	Credential Attainment Target: 50%	Credential Not Applicable
	Skills Gains Target: 40%	Skills Gains Target: 40%	Skills Gains Target: 42.7%	Skills Gains Not Applicable
PY'21	Employment Rate Quarter 2 Target: 67.5%	Employment Rate Quarter 2 Target: 71.10%	Employment Rate Quarter 2 Target: 67.10%	Employment Rate Quarter 2 Target: 55.2%
	Employment Rate Quarter 4 Target: 72.6%	Employment Rate Quarter 4 Target: 67.6%	Employment Rate Quarter 4 Target: 56.00%	Employment Rate Quarter 4 Target: 55.7%
	Median Earnings Target: \$5200	Median Earnings Target: \$8,406	Median Earnings Target: \$2,352	Median Earnings Target: \$6,046
	Credential Attainment Target: 60.5%	Credential Attainment Target: 68.10%	Credential Attainment Target: 51.0%	Credential Not Applicable
	Skills Gains Target: 41.0%	Skills Gains Target: 41%	Skills Gains Target: 42.7%	Skills Gains Not Applicable

Camden County WFNJ and SNAPE&T Customer Flow Chart

January 2023





WORKFORCE DEVELOPMENT BOARD

Supporting the Development and Retention of a World Class Workforce

Jeffrey S. Swartz, Executive Director

Matthew Verney, Chair

Signature Page

(Submitted to Chief Elected Official and Local Board Chair for Signature April 26, 2023)

Signature of Local Board Chair:

Matthew Verney
Matthew Verney
Camden County Workforce Development Board

4/26/2023

Date

Signature of Chief Elected Official:

L. Cappelli Jr.
Louis Cappelli Jr.
Camden County Commissioner Director

5-30-2023

Date

