

Gloucester County Workforce Development Board

# WIOA Local Area Plan

Amended 2023

Prepared by the Gloucester County WDB

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# TABLE OF CONTENTS

Introduction .....	3
Overview .....	4
Alignment with New Jersey State Plan & NJDOL & WDB Goals .....	5
Process for updating the local and regional plans .....	5
Establishing a Workforce Development Vision and Goals .....	5
SECTION 1 .....	6
Industry and Employment Trends .....	7
Occupational Employment Characteristics .....	8
Educational Attainment & Demand for Skills & Certifications .....	9
Local and Regional Population Growth & Characteristics .....	10
Labor Supply .....	11
Regional Commutation Patterns .....	12
Populations with Disabilities .....	13
Working with Existing and Emerging Industries .....	13
Using Data to Advance Access to Hard-to-Reach Populations & Promote Program Equity ....	18
SECTION 2 .....	19
LWDB Strategies and Capacity Building .....	21
Development & Implementation Sector Initiatives .....	21
Tracking Progress and Career Pathways .....	22
Career and Partner Outreach .....	23
Integrating On-Stop Center (American Job Center) Partners, Program & Services .....	25
Local & Regional Program Adjustments to Enhance Target Populations Service Delivery .....	26
SECTION 3.....	28
Overview of Transportation & Other Service Access .....	28
Inventory of Primary Local & Regional Partnerships .....	29
Economic Development Integration .....	30
Outreach to Partners & Enhancing Capacity .....	31
Employer Engagement & Local/Regional Roles .....	31

SECTION 4 .....	31
Process for Communicating & Coordinating Regional Issues .....	31
Fiscal Coordination .....	31
Programmatic Outreach & Expanding Access to Targeted Populations .....	32
Coordination of Regional & Local Efforts for Employer Engagement .....	37
SECTION 5 – Summary and Next Steps .....	40
Outline of Major Regional/Local Changes & Priorities .....	40
Public Review and Comment .....	41
Incorporating Public Review and Comment .....	41
Plan Revisions and Ongoing Implementation .....	42
APPENDIX A Supplementary Data & Mapping .....	44
APPENDIX B Documentation of Outreach, Public Notice & Signature Page.....	54
APPENDIX C Partner Service Matrix .....	58

The Workforce Innovation and Opportunity Act (WIOA), signed into law in 2014, requires Local Workforce Development Boards (LWDBS) and chief elected officials (CEOs) within each of New Jersey's WIOA-designated workforce areas to participate in a local planning process resulting in a comprehensive four-year plan which shall be modified every two years. Each Local Area Plan is to incorporate input and must comply with the requirements outlined in WIOA. Furthermore, the local plan and must align with and support the strategies described in the New Jersey Combined WIOA State Plan (State Plan).

This document is the 2023 update of the Gloucester County Workforce Development Plan. This update amalgamates the South Jersey Regional Workforce Development Plan and the Gloucester County Workforce Development Local Area Plan. The blending of the two plans was necessary to demonstrate the cross-over of local and regional data as well as to avoid duplication of source material.

This plan will also take into consideration, though not part of the plan, Southeast Philadelphia, which has close ties to the region, given its geographic proximity. Additionally, the region shares its labor market with Delaware and Southeast Pennsylvania. Employees within the region travel to Philadelphia, Delaware, and surrounding Southeast Pennsylvania counties for work; however, the region is not closely tied to workforce development activities within the States of Delaware. The impacts of both Southeast Pennsylvania/Philadelphia and Delaware will be considered when reviewing regional data and determining actions for the region to pursue.

## OVERVIEW OF THE LOCAL PLAN

One of the principal reasons for this Local Plan update is the need to address changes in the local area since the 2019 Plan was adopted. Gloucester County's population has changed and increased. The composition of the workforce has changed. New and existing industries are moving into the area and expanding or modifying their product line. The Gloucester County WDB Plan addresses these and other issues by focusing on nine elements required for inclusion. They are:

1. *An overview of Gloucester County, including economic impact activities within the county;*
2. *Collection of and analysis of local and regional market data;*
3. *Establishment of local and regional service as well as service delivery strategies;*
4. *Development and implementation of sector initiatives;*
5. *Coordination of transportation and supportive services;*
6. *Identification of emerging industries and training certifications;*
7. *Coordination with regional economic development agencies;*
8. *A Process for plan review and modification every two years and*
9. *A Negotiation Strategy with the State and Governor's Office.*

These nine elements are included throughout the plan and are inclusive of the analysis suggested by the State Employment and Training Commission's (SETC) Regional and Local Planning Guidance (September 2022). The Regional Plan is broken into five (5) sections. Section 1 establishes a demographic baseline of information about the local area, its population, economy, and the labor market. Where there are new local

trends or issues that have impacted the local area since the 2019 update was prepared, they are also identified. Existing and emerging industries and associated job and career opportunities are outlined.

Section 2 focuses on administrative directives including regional and local operational service strategies and delivery options; the development and implementation of sector initiatives for in-demand industry sectors or occupations in the local region; and the establishment of administrative priorities and cost arrangements including pooling of funds as needed.

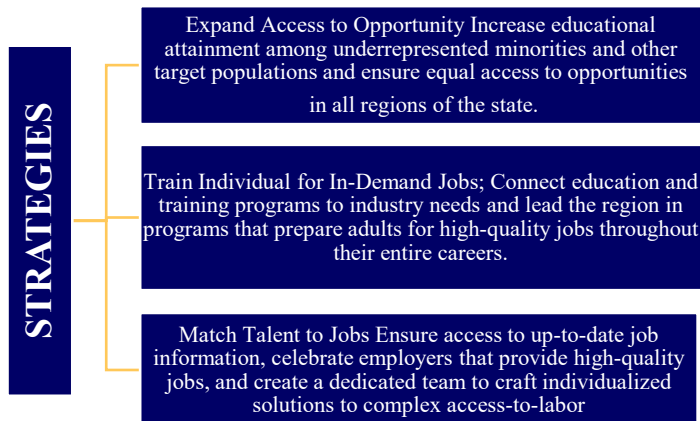
Because good workforce development programs and client support are closely aligned with ancillary services, Section 3 takes a look at services including those in transportation, social services, economic development offices, county colleges, four-year educational institutions, and other organizations. Special attention will be paid to the role of the Gloucester County WDB and its ability to support and enhance the capacity of the local Economic Development Office in its operational and service delivery goals.

The fourth section outlines a proposal for communication and cooperation between the Governor's Office, the State Employment & Training Commission (SETC), and the South Jersey Workforce Collaborative. This is to ensure ongoing coordination of the various levels of government and a venue for negotiating agreements and resolving challenges in service delivery.

The fifth and final section of the plan offers a summary and outline of the plan's principal findings, the resulting priorities of the SJWC, GCWDB, and an overview of the next steps.

## ALIGNMENT WITH NEW JERSEY STATE PLAN AND NJ DOLWD GOALS

One of the requirements of the Regional and Local Plan is to demonstrate an alignment with the New Jersey Workforce Development Plan and the goals of the New Jersey Department of Labor and Workforce Development. In accordance with the September 2022 Regional and Local Planning Guidance issued by the State Employment and Training Commission, (SETC), the 2020 State Plan focuses on three strategies. These strategies are as follows.



The update to the 2020 State Plan augments these strategies and outlines four key goals on which the state will focus in order to increase the number of residents with an industry-valued credential or degree through high-quality partnerships and integrated investments. These themes are as follows.

- **Local Workforce Development Board Governance:** Supporting stronger firewalls between governance and operations; supporting essential board functions
- **One-Stop Partnerships:** Supporting the system in leveraging the full range of resources and expertise available through partners
- **Expansion of Services and Populations Served:** Working to collaborate with local areas to expand, target, and serve additional priority groups

- **Expansion of Work-based Learning Opportunities:** Supporting local areas in developing systems of work-based learning that draw on local postsecondary, employer, and workforce partners.

In addition, the State places a high priority on ensuring that there is special emphasis on reaching underserved or underrepresented populations and areas of New Jersey where there are service delivery challenges.

## PROCESS FOR UPDATING THE LOCAL PLAN

This plan was developed by the GCWDB, which included representatives from each of the

One-Stop partner agencies, local businesses, and support agencies. The local plan followed the regional plan outline facilitated by Triad Associates, a community and economic development consulting firm in Vineland, New Jersey. The local Gloucester County WDB meetings occurred throughout July, August, and early September 2023. The Plan will be posted on the Gloucester County Workforce Development Board's website and to local citizens for public comment and review.

### *Workforce Development Board*

*The Gloucester County Workforce Development Board (WDB) is a local partnership of top executives from businesses and county and state government agencies in Gloucester County. The WDB is designed to create a workforce tailored to meet the needs of the community and produce an environment that will empower existing businesses, as well as bring new industries to the area.*

### *Mission Statement*

*The WDB is a partnership of top executives from businesses, county, and state government agencies in Gloucester County. The WDB is designed to create a workforce tailored to meet the needs of the community and produce an environment that will empower existing businesses, as well as bring new industries to the area. The WDB, through its staff and volunteers, reaches out to all sectors of our county's population - old, young, unemployed, underemployed, able, and disabled.*

## ESTABLISHING A WORKFORCE DEVELOPMENT VISION AND GOALS

Southern New Jersey is changing. Its economy is expanding. New industries are emerging. Businesses are diversifying, and more opportunities for workforce training are being created. In an era of global competition and rapid technological change, our region and local area must continue to build on a strong talent development foundation. Toward that end, we are offering the following vision for our region.

### **LOCAL AND REGIONAL GOALS**

This plan encompasses a multitude of local and regional workforce development issues. It is the aim of the plan to address those issues from a regional perspective to enhance the delivery of services and promote sound training and workforce development programming. Toward that end and in accordance with the vision statement and State objectives, the following represent the regional goals that are central to this plan.

- **GOAL 1:** Respond to Changes in the Region's Economy and Demographics that Enhance Service Delivery and Program Access
- **GOAL 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
- **GOAL 3:** Promote Ongoing Coordination among Local WDBs to Ensure Excellent Integration of Services, Partnerships, and Support
- **GOAL 4:** Strengthen Governance through Enhancing Regional Collaborations and Promoting Effective Workforce Development Boards

- **GOAL 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 American Job Centers and Other High-Quality Employer-Driven Partnerships
- **GOAL 6:** Ensure System Integrity through Metrics and Greater Transparency while Continuing the Collaboration with Local WDBs, South Jersey Region, the Governor’s Office, and Other State Agencies to Negotiate Challenges, Measure Performance, and Continue Successful Service Delivery
- **GOAL 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 Businesses and Industries throughout the Region.

These seven goals, coupled with the mission of the State Plan, create a strong foundation for building regional strategies. This Local Plan Update is designed to help achieve the vision of the State Plan while advancing regional efforts in workforce development, credential attainment, economic development, and the formation of strategic partnerships. Each of the following sections of the Local Plan will identify the goals to be addressed in that section at the beginning of the section narrative. Within the plan's text, the SETC’s primary directives the Regional Plan’s update are highlighted in **CAPITAL BLUE LETTERS** for easy reference.

## OVERVIEW

This section of the Regional and Local Plan examines the existing characteristics of the population, the labor force, and the economy. New and emerging trends in the regional demographics and local economy are analyzed and new opportunities for workforce development and employment are explored relative to the emerging trends.

In addition, and specific to the region’s target populations, strategies will be offered to address any barriers to existing and emerging occupational opportunities for these populations and other individuals in the local/regional workforce.

Data contained in this section were obtained from the New Jersey Department of Labor and Workforce Development, the U.S. Census American Community Survey, Data-USA, and other well-established data sources including ESRI and local agencies. Understanding the demand and supply for employees can help a region and local area to better focus its workforce development activities.

### **Regional & Local Plan**

#### **Goal 1:**

Respond to Changes in the Region’s & Local Area Economy and Demographics that Enhance Service Delivery and Program Access

### **Regional Plan & Local**

#### **Area Goal 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

### **SETC Directive & Local**

#### **Area (1A):**

To identify regional labor market, target populations and workforce engagement strategies.

## [1A/1] DESCRIPTION OF THE REGIONAL LABOR MARKET CHARACTERISTICS

### INDUSTRY AND EMPLOYMENT TRENDS

In the 2019 Regional Plan, as well in Gloucester County's WDP plan, the top five industries in terms of net regional employment were: 1) educational services, health care, and social assistance; 2) retail trade; 3) arts, entertainment, recreation, accommodation, and food service; 4) professional, scientific, management, administration, and waste management services; and 5) manufacturing. These five industries comprised 66% of the total civilian employed population age 16 and older.

Today, while total employment in these sectors has changed, the order of the top five industry sectors has not. Total regional employment, however, has fallen from 1,014,215 persons in 2019 to 903,424 in today's (2021 ACS – American Community Survey, U.S. Census) estimates. This is a decline of 10.9%. The State also experienced a decline in its workforce, but only by 3.3%.

Understanding which industries play a significant role in regional and local employment will provide education and training providers the information needed to focus their efforts to achieve maximum impact

### RESIDENT EMPLOYMENT BY INDUSTRY

Industry	Resident Employment
Agriculture, forestry, fishing and hunting, and mining:	5,494
Agriculture, forestry, fishing and hunting	4,792
Mining, quarrying, and oil and gas extraction	702
Construction	58,371
Manufacturing	65,743
Wholesale trade	27,231
Retail trade	107,378
Transportation and warehousing, and utilities:	55,078
Transportation and warehousing	45,984
Utilities	9,094
Information	15,580
Finance and insurance, and real estate and rental and leasing:	61,152
Finance and insurance	46,770
Real estate and rental and leasing	14,382
Professional, scientific, and management, and administrative and waste management services:	99,492
Professional, scientific, and technical services	66,449
Management of companies and enterprises	1,255
Administrative and support and waste management services	31,788
Educational services, and health care and social assistance:	235,985
Educational services	94,691
Health care and social assistance	141,294
Arts, entertainment, and recreation, and accommodation and food services:	83,299
Arts, entertainment, and recreation	24,185
Accommodation and food services	59,114
Other services, except public administration	35,612
Public administration	53,009
<b>Civilian employed population 16 years and over</b>	<b>903,424</b>

Source: U.S. Census Bureau, 2021 American Community Survey



in their programs and workforce development policies. However, understanding industries is only a portion of the demand side data and should be coupled with occupational data to fully understand regional demand.

## [1A/2] IDENTIFY TARGET POPULATIONS, OCCUPATIONS, AND TARGET SECTORS

### OCCUPATIONAL EMPLOYMENT CHARACTERISTICS

The top five occupations in terms of net estimated employment include: 1) Office and administrative support; 2) Transportation and materials moving; 3) Retail salespersons, 4) Food preparation; and 5) Educational instruction and library occupations. This ranking represents a change from 2019 in that transportation has risen to the number two sector, reflecting the growing prominence of the logistics and distribution industries.

### EMPLOYMENT & ANNUAL AVERAGE SALARY - OCCUPATIONS

	SOC Code	Occupational Title	Estimated Employment *	Mean (Avg.) Hourly	Mean (Avg.) Salary
1	43-0000	Office and Administrative Support Occupations	99,690	\$ 20.33	\$ 42,292
2	53-0000	Transportation and Material Moving Occupations	87,000	\$ 18.34	\$ 38,140
3	41-0000	Sales and Related Occupations	70,600	\$ 19.78	\$ 41,140
4	35-0000	Food Preparation and Serving Related Occupations	61,440	\$ 15.14	\$ 31,498
5	25-0000	Educational Instruction and Library Occupations	49,470	\$ 29.74	\$ 61,850
6	29-0000	Healthcare Practitioners and Technical Occupations	48,770	\$ 45.70	\$ 95,049
7	11-0000	Management Occupations	36,300	\$ 59.89	\$ 124,579
8	13-0000	Business and Financial Operations Occupations	35,650	\$ 37.51	\$ 78,022
9	31-0000	Healthcare Support Occupations	34,970	\$ 16.49	\$ 34,303
10	51-0000	Production Occupations	31,340	\$ 20.73	\$ 43,111
Total of the Top Ten Occupations in the Region			555,230	\$ 28.36	\$ 58,998

\* Estimated Employment is not the reported employment for the occupation, but rather represents an estimate of the number of employees in that occupation in the defined geographic area

Source: New Jersey Department of Labor & Workforce Development, Division of Labor Market and Demographic Research, Occupational Employment and Wage Statistics (OEWS) Wage Survey, July 2021

### EDUCATIONAL ATTAINMENT & DEMAND FOR SKILLS & CERTIFICATIONS

Population, labor participation, and the unemployment rate are important for understanding the labor supply of the region. While knowing how many people are available to fill job positions is vital to understanding the labor supply, it is also important to understand the education and skill level of the labor supply. In terms of educational attainment, the region's population ages 25 years and older reflects educational attainment levels that are proximate to the State's population. The major exception is for college-level degrees. Less than half (36.6%) of this population has some form of a college degree. More than half of New Jerseyans over the age of 25 had an Associate's degree or higher, while only 44% of regional residents had that level of attainment.

Employers not only look for individuals with a specific educational attainment level when filling an open position, but they may also look for individuals with specific skills and certifications.

## EDUCATIONAL ATTAINMENT

Level of Education	Regional Information		New Jersey	
	No. of Individuals	% of Pop. Age 25 and Over	Total	% of Pop. Age 25 and Over
Less than 9th grade	45,955	3.47%	291,610	4.50%
9th to 12th grade, no diploma	72,253	5.46%	292,323	4.52%
High school graduate (includes equivalency)	392,083	29.62%	1,649,422	25.48%
Some college, no degree	226,059	17.08%	996,422	15.39%
Associate's degree	112,031	8.46%	454,004	7.01%
Bachelor's degree	302,020	22.82%	1,664,353	25.71%
Graduate or professional degree	173,207	13.09%	1,126,293	17.40%
<b>Population 25 years and over</b>	<b>1,323,608</b>		<b>6,474,427</b>	

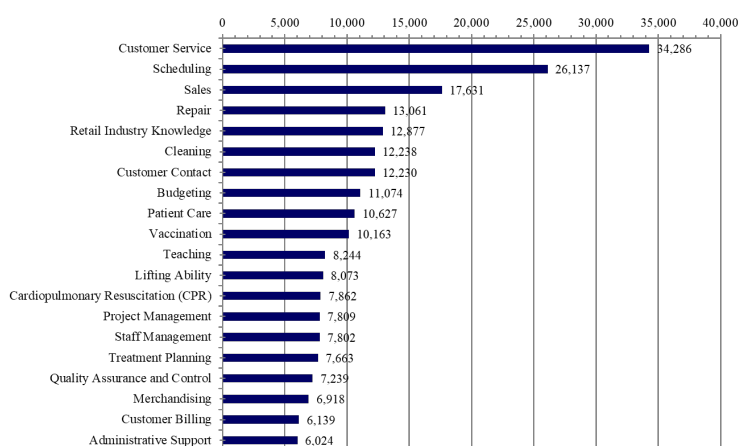
U.S. Census Bureau, 2021 American Community Survey

## Skills and Certifications in Greatest Demand

In the 2019 Plan, the most sought-after certifications were “Registered Nurse” and “Driver’s License/CDL Class A” respectively. By 2022, CDL Licensing dropped significantly, but general driver’s licensing was the foremost certification needed, which reflects the surging demand for a wide range of driving skills. This surge may also reflect the Uber and Lift certification requirements. The top three in-demand skills include customer service, scheduling, and sales. Other in-demand certifications include first aid/CPR/AED, basic lifesaving, advanced cardiac life support, and licensed practical nurse (LPN). Overall, certifications in the healthcare industry were prominent.

### Southern Region Skills in Greatest Demand

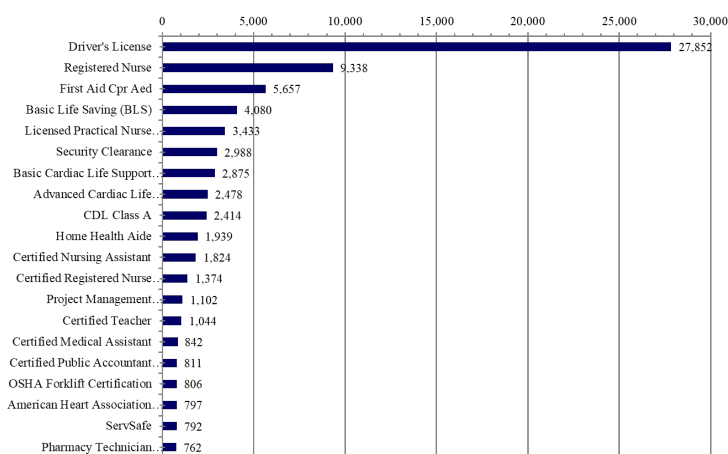
January 1, 2022 – December 31, 2022



Source: Burning Glass Technologies Inc., Labor Insight  
Prepared by New Jersey Department of Labor & Workforce Development – January 2023

### Southern Region Certifications in Greatest Demand

January 1, 2022 – December 31, 2022



Source: Burning Glass Technologies Inc., Labor Insight  
Prepared by New Jersey Department of Labor & Workforce Development – January 2023

## REGIONAL & LOCAL POPULATION GROWTH AND CHARACTERISTICS

The overall population in the South Jersey Region is expected to grow through the year 2034 in six of the region's seven counties. The expected growth of the region's population between the years 2019 and 2034 is 3.5%, which is less than the expected growth for the state (6.4%). It is worth noting however, that the rate of growth in the region has increased since the 2019 plan was prepared, and the gap between the region's growth rate and that of the state has narrowed. **Gloucester County is expected to experience the largest growth percentage** with Salem County expected to see the largest population decrease.

### Data Sharing and Regional Coordination of LMI Information

The SJWC as well as the GCWDB and the Garden State Employment and Training Association (GSETA) will share local area data as they are received at both the monthly and annual meetings of the South Jersey Plan Consortium and GSETA. Industry clusters will be targeted for new workforce training and education. The region and the local area will work closely with the SETC and GSETA to monitor LMI and other data to ensure an accurate regional and local database. The same process will be coordinated with occupational monitoring and program development for new and existing businesses and industries in the region and the local area.

#### POPULATION TOTALS AND GROWTH TRENDS

Local Areas	County	2019	2024	2029	2034
Atlantic-Cape May Counties	Atlantic	276,200	278,900	280,600	282,900
Burlington	Burlington	450,000	460,400	464,900	472,700
Camden	Camden	511,800	519,400	521,000	525,600
Atlantic-Cape May Counties	Cape May	94,100	94,400	93,300	93,400
Cumberland-Salem Counties	Cumberland	158,600	159,700	162,000	164,400
Gloucester	Gloucester	292,000	301,200	305,800	312,500
Cumberland-Salem Counties	Salem	63,000	62,600	61,000	59,800
Region		1,845,700	1,876,600	1,888,600	1,911,300
New Jersey		9,132,700	9,338,000	9,530,900	9,733,400

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

County	Change: 2019-2024		Change: 2024-2029		Change: 2029-2034	
Atlantic	2,700	0.98%	1,700	0.61%	2,300	0.82%
Burlington	10,400	2.31%	4,500	0.98%	7,800	1.68%
Camden	7,600	1.48%	1,600	0.31%	4,600	0.88%
Cape May	300	0.32%	-1,100	-1.17%	100	0.11%
Cumberland	1,100	0.69%	2,300	1.44%	2,400	1.48%
Gloucester	9,200	3.15%	4,600	1.53%	6,700	2.19%
Salem	-400	-0.63%	-1,600	-2.56%	-1,200	-1.97%
Region	30,900	1.67%	12,000	0.64%	22,700	1.20%
New Jersey	205,300	2.25%	192,900	2.07%	202,500	2.12%

**P**(Source: Dept. of Labor and Workforce Dev. - Population and Labor Force Projections '19-'34

Race	2010 Population	% Change 2010-2014		% Change 2014-2019		% Change 2019-2024		% Change 2024-2029		% Change 2029-2034	
White	756,400	-46,000	-6.1%	-3,300	-0.5%	2,500	0.4%	2,200	0.3%	4,700	0.7%
Black	145,600	-3,500	-2.4%	3,300	2.3%	6,400	4.4%	6,200	4.1%	4,800	3.0%
Asian	40,600	2,800	6.9%	3,100	7.1%	4,200	9.0%	3,600	7.1%	3,500	6.4%
Other	4,600	900	19.6%	-100	-1.8%	200	3.7%	200	3.6%	300	5.2%
Multiracial	12,300	3,000	24.4%	1,600	10.5%	3,100	18.3%	2,800	14.0%	3,100	13.6%
Hispanic	101,900	1,000	1.0%	8,700	8.5%	13,900	12.5%	14,100	11.2%	13,300	9.5%
Non-Hispanic	671,900	-43,000	-6.4%	-9,600	-1.5%	-7,500	-1.2%	46,600	7.6%	-59,500	-9.0%

Source: Dept. of Labor and Workforce Dev. - Population and Labor Force Projections '19-'34

## LABOR SUPPLY

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

### PROJECTIONS OF CIVILIAN LABOR FORCE BY COUNTY

Local Workforce Development Areas	County	% Change 2019-2024		% Change 2024-2029		% Change 2029-2034	
Atlantic-Cape May Counties	Atlantic	900	0.64%	2,300	1.63%	1,900	1.32%
Burlington	Burlington	6,200	2.69%	3,800	1.61%	4,400	1.83%
Camden	Camden	4,500	1.73%	4,100	1.55%	4,200	1.57%
Atlantic-Cape May Counties	Cape May	-100	-0.23%	0	0.00%	700	1.60%
Cumberland-Salem Counties	Cumberland	1,100	1.71%	2,400	3.68%	1,600	2.36%
Gloucester	Gloucester	4,000	2.62%	3,200	2.05%	3,500	2.19%
Cumberland-Salem Counties	Salem	-300	-0.99%	-500	-1.67%	-200	-0.68%
Region		16,300	1.77%	15,300	1.63%	16,100	1.69%
New Jersey		114,600	2.48%	154,600	3.26%	119,400	2.44%

Source: Dept. of Labor and Workforce Dev. - Population and Labor Force Projections '19-'34

The overall regional civilian labor force is expected to grow by 5.1% (2019-2034) which is less than the growth expected by the state (8.2%). During this timeframe, six of the seven counties are expected to see growth in their labor force. In both population and labor force estimations, Salem County is expected to see declines through the year 2034. During this timeframe, Atlantic, Burlington, Camden, Cumberland, and Gloucester counties are expected to see the largest percentage of labor force growth with Cape May County seeing an anticipated near-term decline in the labor force but recovering by 2034.

One statistic to pay attention to is the number of individuals at or near retirement age. Given the large number of persons in the Baby Boomer generation, the upcoming retirement numbers are expected across the nation. The South Jersey Workforce Collaborative and Gloucester County are no different. The percentage of the labor force age 55 years or older is expected to decrease by a factor of 8% between 2019 and 2034 (from 26.0% to 24.0% respectively), thereby reflecting a retirement trend among this age cohort. The regional labor force increased by approximately 18,000 individuals from 2019 to 2022. This may be due in part to the COVID-19 pandemic and people leaving the workforce or retiring.

Also reflective of pandemic impacts, the unemployment rate in the region increased over the same period. However, December 2022 figures show a rebound in regional unemployment to under 4%.

### LABOR FORCE NEARING RETIREMENT AGE

Age	2019 Projections	2024 Projections	2029 Projections	2034 Projections
16-24	681,600	694,600	714,100	736,500
55+	239,500	242,600	238,600	232,500
% Labor Force 55+	26.00%	25.89%	25.04%	23.99%
	921,100	937,200	952,700	969,000

Age	Change: 2019-2024		Change: 2024-2029		Change: 2029-2034	
16-24	13,000	2.81%	19,500	3.14%	22,400	3.14%
55+	3,100	-1.65%	-4,000	-2.56%	-6,100	-2.56%
	16,100	1.65%	15,500	1.71%	16,300	1.71%

Source: Dept. of Labor and Workforce Dev. - Population and Labor Force Projections '19-'34

## LABOR MARKET CHANGE

		Estimate	2021	2020	2019	Average	Estimated Change	Net Change from	Net Change from
		2022				2010-2018	from 2021-2022	2020-2021	2019-2020
NEW JERSEY	Labor Force	4,676,875	4,661,100	4,642,900	4,686,700	3,812,800	15,775	-18,200	43,800
	Employment	4,507,725	4,365,400	4,203,300	4,528,200	3,567,256	-142,325	-162,100	324,900
	Unemployment	169,158	295,700	439,700	158,500	245,556	126,542	144,000	-281,200
	Unemployment Rate (%)	3.63%	6.30%	9.50%	3.40%	6.86%	2.68%	3.20%	-6.10%
REGION	Labor Force	950,942	937,200	930,000	933,000	1,064,789	13,742	-7,200	3,000
	Employment	913,025	873,600	833,800	895,400	969,789	-39,425	-39,800	61,600
	Unemployment	38,008	63,700	96,100	37,500	87,081	25,692	32,400	-58,600
	Unemployment Rate (%)	4.53%	7.36%	11.00%	4.57%	8.76%	2.83%	3.64%	-6.43%

Source: Dept. of Labor and Workforce Dev. - Unemployment Rates and Labor Force Estimates

## REGIONAL COMMUTATION PATTERNS

According to the ACS, the total commuting workforce in the South Jersey Region is 852,235. Of the total workforce, approximately 80.4% live and work in the region, and 19.6% commute outside of the region. However, while these 685,522 (80.4%) individuals both live and work in the region, they do not necessarily work in their same county of residence. Approximately 5.9% of those who live in the region work just outside of the region in the neighboring counties. The rest commute to the surrounding states of Pennsylvania (11.7%), Delaware (0.9%), New York (0.6%), and Maryland (0.1%). Of those living in the region, only 58.6% of the 852,235 regional workforce actually work in the county that they live in. Those who do not work in their county of residence either work elsewhere in the region or commute to the surrounding counties and states.

## POPULATIONS WITH DISABILITIES

The total population of individuals with a disability in the region is approximately a quarter -million and comprises roughly 13% of the total regional population. This is slightly higher than the statewide total of roughly 11% of the state population identifying as having a disability. Of the prime working-age population (18-64 years of age) approximately 20% have a disability. While disabled persons as a percent of the total regional population have not changed since the 2019 Plan was adopted, the percentage of disabled individuals in the working-age population has increased.

### INDIVIDUALS WITH A DISABILITY POPULATION

Category	Regional Information			New Jersey		
	Total	With Disability	Percentage	Total	With Disability	Percentage
Under 5 years	99,223	1,362	1.37%	516,200	2,790	0.54%
5 to 17 years	304,586	17,740	5.82%	1,500,779	64,796	4.32%
18 to 34 years	378,504	27,876	7.36%	1,930,460	111,501	5.78%
35 to 64 years	733,470	91,876	12.53%	3,688,990	328,542	8.91%
65 to 74 years	198,450	47,148	23.76%	912,181	180,695	19.81%
75 years and over	127,787	59,618	46.65%	615,030	269,870	43.88%
Total Civilian Noninstitutionalized Population	1,842,020	245,620	13.33%	9,163,640	958,194	10.46%

U.S. Census Bureau, 2021 American Community Survey

The region does see a lower percentage of the population with limited English skills as compared to the state (percentage indicated). For more information on the policies issued by the New Jersey State Employment and Training Commission, please see the policy page on the official SETC website located at: <http://www.njsetc.net/njsetc/policy/>

## WORKING WITH EXISTING AND EMERGING INDUSTRIES

The Region's efforts are currently focused on the following industries that form the foundation of the region's economy:

- *Transportation, Logistics & Distribution*
- *Healthcare*
- *Advanced Manufacturing*
- *Leisure, Hospitality, and Retail Trade*
- *Energy & Construction including Wind and Clean Energy Employers*

In addition, however, data and feedback from WDBs and counties within the region indicate seven other industry sectors that are emerging and warrant additional workforce training and outreach. They are:

- *Aviation and Aeronautics*
- *Pharma/Biosciences*
- *Data Services and High Technology*
- *Food Processing particularly the Plant Based Food Industry*
- *The Film Industry*
- *Wine and Beer Producers*
- *Cannabis Production and Distribution*

The South Jersey Workforce Collaborative works with the Local Workforce Development Boards, the NJ Industry Partnerships, GSETA, and the SETC. The following narratives take a look at each of the existing and emerging industry sectors and outline some of the workforce training needs required.

### **Transportation, Logistics, Distribution (TLD)**

Camden, Gloucester, Salem, and other communities in the region have significant and expanding port activity. Paulsboro in Gloucester County is continuing to expand its multi-tenant port operation along the Delaware River called the Paulsboro Marine Terminal (PMT). Other South Jersey Port Facilities are located in Salem and Camden Counties. The Ports are an important part of the TLD employment in the region, with various occupations including crane operators. A significant portion of the port-related workforce is approaching retirement age, so there is a great need to train a new workforce to fill positions that will become vacant in the coming decade due to retirement.

There are three new developments that are emerging in the transportation and logistics industries since the 2019 Plan was assembled that will draw from the southern region to include Gloucester County. The first is the Wind Port being developed in Lower Alloways Creek Township in Salem County. This facility when complete is estimated to provide 1,500 new jobs in a range of skilled and unskilled professions.

While the transportation and logistics industries have always been significant sectors in the region, one aspect of change that is emerging involves the mega-warehousing and distribution centers that have recently been constructed along the region's major highways, such as Route 130 in Burlington County and in areas proximate to the Route 295 corridor in Camden, Gloucester, and Salem Counties. These new industries represent significant employment opportunities for both transportation-related jobs as well as high-paying, highly technical positions, (see Advanced Manufacturing.) **Gloucester County is home to the largest distribution center on the east coast, Pureland Industrial Park.**



## **Healthcare**

The City of Camden is the center of the region's major medical services. It is home to one of the state's Level 1 Trauma Centers. Several State universities including Rowan University located in Glassboro (part of Gloucester County) have a regional and local presence with a focus on higher education and health sectors, termed "eds and meds," granting many medical-related credentials and degrees. A new medical school and new hospitals have been developed throughout the region. Inspira has recently built a new hospital in Glassboro/Harrison Township in Gloucester County. Atlantic County has a major Healthcare Professions Institute at Atlantic Cape Community College.

Gloucester County is in a close relationship with Inspira Health Rowan University and developing training and education programs that meet all of their Health Science occupational needs. Regional needs include, but are not limited to:

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

In response to COVID, Rowan College of South Jersey together with Rowan University has recently created a respiratory therapy program; the first in the State of New Jersey. This program of study is designed to prepare students for the fundamental curriculum required for application to a Respiratory Therapy Program at Rowan University.

## **Advanced Manufacturing**

Jobs in the South Jersey region are available in advanced manufacturing and the various distribution functions related to that industry. Many advanced manufacturers in the region are understaffed. They cannot find sufficient numbers of workers with the required skills for positions paying more than a living wage.

In Cumberland County, Manufacturing is a strong industry sector and has remained one of the WDBs key industries over time. Cumberland along with other southern region WDBs has developed excellent working relationships with its governmental, educational, and industry partners. The Gloucester, Cumberland, Salem, Cape May philosophy is meeting businesses where they are which has led this local area to develop healthcare, food processing, and glass manufacturing steering committees. Since 2010, these committees have been meeting to focus on identifying skill gaps in the healthcare, food processing, and glass industries, developing strategies to meet the needs of employers, and creating career pathways for job seekers. Salem Community College offers a Scientific Glass Technology Program. The only Associate in Applied Science degree program of its kind in the nation.

The region has shown growth in the past five years of more than 20% in this sector and there are numerous jobs in regional warehouses and their distribution systems. Several occupations are continually in-demand to fulfill end user product needs including:

- *Commercial Truck Drivers*
- *Distribution warehouse managers*
- *Fork Lift Operators*
- *Automation Specialists*
- *Hand Packers and Packagers (Picker-Packers)*
- *Real time data analysts.*

## **Leisure, Hospitality, and Retail Trade**

These industries have always been the mainstays of the South Jersey regional economy. They remain critical sectors of the economy today and are expanding to include niche retail and specialized aspects of regional tourism and visitation. The wine and craft beer industries are expanding in various parts of the region, (see separate narrative.) There are new investments in Eco-tourism and Heritage tourism. Agri-tourism at farm markets and on-site farm experiences are growing in popularity. Festivals and events

promoting agricultural production and specialties such as Gloucester County's wine production are significant regional and local attractions.

These various and very diverse fields require a wide range of occupational services and support including the following:

- *Sales Clerks and Managers*
- *Food Service Workers*
- *Casino Workers and Related Industry Employment Throughout the County and Region*

### **Energy and Construction**

Wind energy and other clean industry producers are emerging as major employers in South Jersey. In Gloucester County the Port of Paulsboro is assembling the Monopiles that are the foundation of the wind turbines. The Wind Port in Salem County and the Off-shore Wind Farm just east of Atlantic City and the Jersey Shore points are driving these changes and are expected to generate thousands of new jobs both in clean energy employment and supply chain businesses.

Several years ago, Atlantic City Electric provided a regional grant to train individuals in a number of energy-related fields and occupations. In addition, training for the wind industry and related clean energy jobs are also available through community college programs and the New Jersey Wind Institute. Occupations include:

- *Meter readers*
- *Construction apprenticeships*
- *Various jobs in Nuclear, Water, Electric, and Gas fields*
- *Workers in Sustainable Employment (WISE)-This program provides a career course designed to explore non-traditional, in-demand jobs in the construction, gas, water, electric, and energy industries.*
- *Get Into Energy (GIE)- provides instruction and review in applied math skills that are pertinent to the energy industry. The GIE class prepares candidates to successfully pass the Construction and Skilled Trades exam (CAST).*
- *Line School- provides an education including classroom and hands-on instruction in the fundamentals of the job skills required for an energy career as a lineperson.*

Rowan College of South Jersey together with Gloucester and Cumberland County WDBs have collaborated to create a WIND Turbine Technician Training Challenge program to establish an offshore wind turbine technician training program that includes an industry-recognized, credit-bearing certificate program and a pathway to an Associate degree or higher. Salem Community College has established the Energy Institute to address the energy-training needs of the community, government agencies, and private businesses. The Energy Institute is an affiliated instructional partner with the following nationally recognized nonprofit organizations leading to job-related energy management certifications and examinations:

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

Construction industry careers expected to grow in 2022 include electricians, plumbers, carpenters, glaziers, and steelworkers.

### **Aviation and Aeronautics**

Expansion of the National Aerospace Research & Technology Park in Atlantic County, as well as the growing market for drones and other aspects of the aviation industry throughout the region, is another



development that has the potential to bring significant new economic activity and employment to South Jersey.

Begun as an effort of the Atlantic County Economic Alliance, Atlantic County joined with Stockton University and now along with other partners are participating in the Atlantic County Improvement Authority's effort to bring together WDBs, colleges, economic development entities, airports, and the research park initiative. A five-year plan was developed which has led to a focus on a number of key credentials, such as the Airframe and Power Plant Certification, and occupations in Aviation Maintenance.

The Millville Airport in Cumberland County is also a location for new aviation manufacturers and support services. Cape May County created a technology park specializing in drone aircraft assembly and support services.

### **Food Processing and Agricultural Production**

Food production and processing are growing industrial activities throughout the region. In Cumberland County, the Rutgers Food Innovation Center remains a catalyst for entrepreneurial business development. The new (2021) Cumberland County Food Specialization Center in Bridgeton provides a location for new start-up businesses that may emerge from the Rutgers Center. In addition, food production facilities at the Pureland Industrial Park (Logan Township – Gloucester County), Millville, Vineland, and other locations throughout the region continue to expand.

One of the industry sectors that is generating a lot of attention is the plant-based food industry. This includes beverages such as soy milk, and a range of meat substitutes. Research and development opportunities are necessary for this field as well as traditional manufacturing, processing and distribution jobs.

### **Film Industry Opportunities**

In 2022, the NJ Television Commission reported that 8,500 jobs and \$650 Million in economic impacts were created by the film industry. This was a significant increase over the 2021 figures. To heighten the growing impact of this industry, on December 21, 2022, Netflix acquired the former army base at Ft. Monmouth in Monmouth County. While this facility is outside of the South Jersey Workforce Region, Netflix estimates it will generate between \$7.4 billion and \$8.9 billion in output over the next 20 years for production and construction. During peak construction, Netflix estimates the project will contribute as many as 3,500 jobs. Once the studio is fully operational, it estimates that Netflix production could contribute between 1,400 and 2,200 jobs annually.

In addition, Netflix expects there to be a considerable ripple effect as the production hub could spark private sector capital investment into adjacent industry infrastructure and businesses, including post-production and other digital facilities and services. This will have spin-off impacts in the South Jersey Region for locational, facility, and production needs.

Recently County Commissioners from Camden and Gloucester participated in the Red Carpet Premier of the "Call Her King" the first full-length feature to receive assistance from the South Jersey Film Office Cooperative. Film locations during the 15-day shoot included Gloucester County's ceremonial courtroom and Camden City Hall, helping account for the \$2.1 million in direct economic impact of hosting this project locally.

This is the first production falling under Andrew van den Houten and Wes Miller's newly formed BlackLight Entertainment banner; forming a mission of providing quality opportunities for people of color and other traditionally disadvantaged people in front of and behind the camera.

## **Pharma/Biosciences**

Slowly this industry is moving into southern New Jersey. While a long-time presence in the central and northern parts of the State, this industry will demand a range of jobs and professions that are typically not present in the South Jersey workforce. These include lab and other technicians, production managers, scientists, engineers, and a host of other highly credentialed professionals. It will be critically important that economic development offices, WDBs, and the State Department of Labor coordinate with educational institutions both in the region and in the greater Philadelphia area to ensure that processes are in place to recruit trained employees in these industry-certified fields.

## **Data Services and Related Technology**

As high technology companies move into the region, 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. Occupations include:

- Data Processing Specialist
- Data Analyst
- Data Entry Positions
- Software Engineers
- Programmers
- Customer Service Representatives

## **Beer and Wine Production**

Many new vineyards have been created in the region, and many new craft beer and wineries have sprung up in all of the South Jersey counties. Not only do these industries provide opportunities for training in specialized agriculture, but also in a wide range of other positions including retail, transportation, marketing, and distribution. In addition, this expanding field of business complements the tourism industry that has long been a major part of the South Jersey economy. A number of the region's colleges and universities, including Rowan College of South Jersey, Camden County College, and Stockton University all have programs that provide training for various aspects of this industry.

## **Cannabis**

The emerging cannabis industry has generated new opportunities for job growth and development in both the agricultural and retail industries. Having expanded the number of licensed cultivators in October of 2021, the State's Cannabis Regulatory Commission (CRC) began accepting applications for retail establishments in December of 2021. Throughout the region, municipalities have approved numerous projects for the growing, processing, and sale of cannabis. Statewide sales for medical and recreational cannabis increased from \$59,023,485 in the fourth quarter of 2021 to \$177,710,764 in the third quarter of 2022 according to the New Jersey State Regulatory Commission. 65% of third-quarter sales were for recreational use. Clearly, growth in this industry is expanding rapidly and the number of projects is increasing despite the fact that the crop remains illegal at the federal level. Nonetheless, this is an industry that offers a career ladder and job opportunities in science, agricultural technology, sales, marketing, and logistics in the South Jersey Region and statewide.

## **[1A/3] ONGOING ANALYSIS OF LMI DATA AND FORMULATION STRATEGY ADJUSTMENTS**

The previous narrative illustrates how Labor Market Information (LMI) and other regional data can help to identify changes in industry needs, occupational opportunities, and collaborations with emerging businesses and other stakeholders. In addition, there are population changes that also help to inform the region about

policy adjustments and new approaches to the strategic integration of workforce programs. In part, such changes weigh particularly large on the hard-to-reach populations that already pose challenges for WDBs and One-Stop Career Centers in the region. The SJWC will ensure that data are monitored regularly through ongoing collaboration with the SETC, GCWDB, GSETA, and the SETC, and will make the emergence of new data part of the monthly and annual agendas for the Regional Workforce Collaborative. Each local WDB will dedicate a staff member to track periodic changes in demographic and industry information in their respective counties. Such information will then be shared at the regional meetings, and local partners, as needed. Policy changes and strategy adjustments to reach industries and populations in need of services will be reviewed.

Regional Capacity in tracking changes in LMI and other data will be enhanced through ongoing partnerships with organizations such as the DVRPC, the South Jersey Economic Development District, individual county economic development organizations, and other stakeholders that routinely provide new sources of information. However, barriers still exist for many people seeking workforce training and education. These include limited transportation options throughout the region, as well as a lack of affordable childcare and language barriers.

## **USING DATA TO ADVANCE ACCESS TO HARD-TO-REACH POPULATIONS AND PROMOTE PROGRAM EQUITY**

### **Ongoing Outreach to Disabled Adults and Veterans**

The SJWC and the local WDBs will coordinate policies with the State Rehabilitation Councils, local DVRS offices, and the SETC to ensure collaboration in the implementation of program goals that focus on identifying the training needs, accommodations, and resources specific to people with disabilities. The integration of these policies and program goals will help to ensure that the diverse needs of the disability community are being met.

Many New Jersey firms and national employers with New Jersey locations are seeking qualified and dependable veterans. Many have stepped up to hire significant numbers of veterans and build coordinated hiring initiatives with Veterans and One-Stop programs. This systematic approach by large companies is something New Jersey's WIOA and partner staff have been highly successful in building. The SJWC and GCWDB will work to ensure ongoing coordination with the NJDOLWD which dedicates a lead business representative (usually one of the Veterans Business Representatives) to be the company's main point of contact to respond to their needs statewide and to manage the local relationships between various company worksites and One-Stops such that the same level of services is offered across the state and region.

The GCWDB was instrumental in developing the Adult Center for Transition (ACT) center on the Campus of RCSJ. To that end, Gloucester County hosts job fairs for people with disabilities with the latest one being held on July 27, 2023.

### **Assisting Re-Entry Populations**

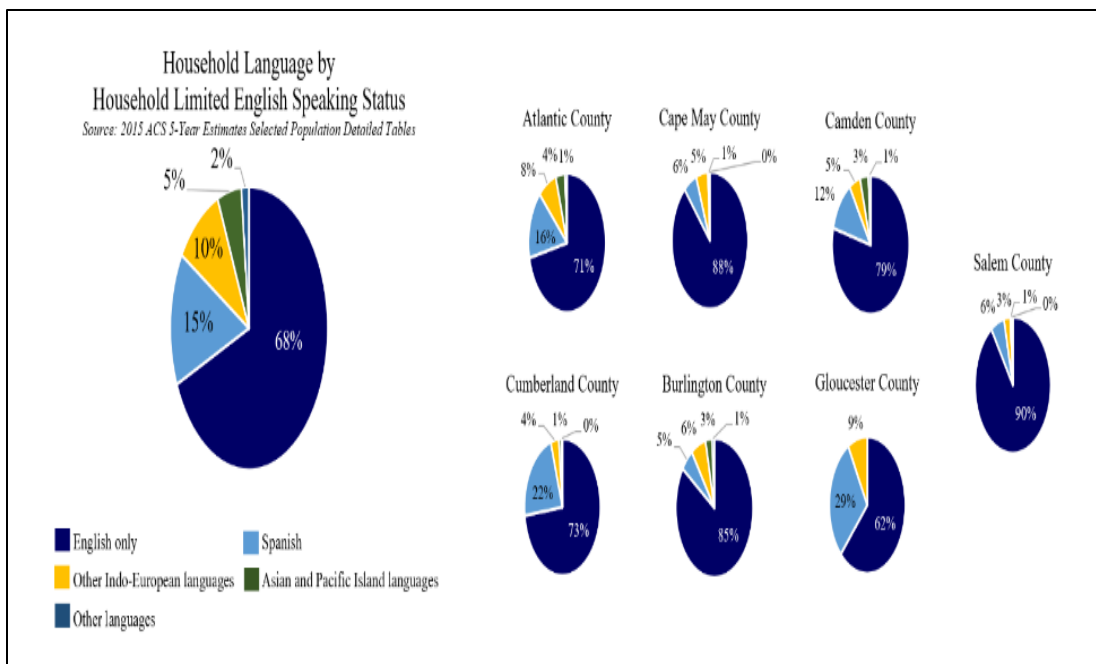
Within the South Jersey Region, there are numerous county, state, and federal correctional institutions. Each of the five WDBs will promote communication with these institutions to ensure that individuals re-entering the community have access to job readiness programs, training programs, and other tools to advance their workforce and employment opportunities. These include collaborations with the NJ Department of Corrections "Successful Transition and Re-entry Series," STARS and the various correctional institutions found throughout the region.

Though Gloucester County does not have a correctional facility within its boundaries, the GCWDB staff actively participates with New Jersey Courts and hosts job fairs and resource events to help ex-offenders find jobs. The next event is scheduled for September 15, 2023.

### Outreach to Minorities, Immigrant and Non-English-Speaking Populations

Outreach efforts to the agricultural community, churches, and other religious institutions, and Hispanic organizations such as Casa Prac, Hispanic Family Centers, and Servicios Latinos will be increased to ensure that these organizations have the contact and programmatic materials needed to direct people seeking jobs or job training to the appropriate Workforce Development and One-Stop Career Centers. In addition, there are a number of other non-English speaking populations that are seeking workforce training and other services. Russian, Ukrainian, Polish, Tagalog, Vietnamese, and other languages were cited by WDB representatives as prominent in the region.

### [1A/2] ESTABLISHING REGIONAL APPROACHES IN SUPPORT OF LOCAL



### Regional/Local Plan Goal 3:

Promote Ongoing Coordination among Local WDBs to Ensure Excellent Integration of Services, Partnerships and Support

### Regional/Local Plan Goal 4:

Strengthen Governance through Enhancing Regional & Local Collaborations and Promoting an Effective Workforce Development Board

### SETC Directive (1B):

Describe the vision, goals and priorities for preparing a skilled and educated workforce at the local and regional levels. (Note: Vision and Goals outlined in the Introduction.).

## STRATEGIES and CAPACITY BUILDING

The SETC Guidance for the 2023 Regional Plan Update requests an overview of initiatives that can aid local workforce development strategies and support capacity building within the region's WDBs and One-Stop Career Centers. The South Jersey Workforce Collaborative and the Gloucester County WDB has been working for many years to enhance regional collaboration and communication. It has initiated and continues to advance a number of initiatives to accomplish this, including:

- *The utilization of NJLWD's online platform and other outreach systems;*
- *The enhanced communication and collaborative partnerships with neighboring Workforce Development Boards and businesses;*
- *An expansion and enhancement of holistic industry sector team approach to career planning and placement services;*
- *An integration of Regional Workforce Development Board policy and planning in local WDB programs and protocols;*
- *The Integration of systems and the maximization of resources to build a better-aligned workforce system. In addition, and as part of the Regional Plan Update, the South Jersey Workforce Collaborative is committed to initiating the following actions.*
- *The implementation of pilot programs to foster workforce training initiatives in a number of the region's emerging industry sectors;*
- *The sharing of information on the success of those programs among regional partners;*
- *The Coordination with economic development offices to market new training and workforce development programs that address changes and trends in the region's population and labor force;*
- *Initiatives to promote outreach to underserved populations and to ensure equity in service delivery.*

## DEVELOPMENT AND IMPLEMENTATION OF SECTOR INITIATIVES

The South Jersey Workforce Collaborative and its member WDBs have implemented numerous approaches to working with key sectors of the economy, including direct outreach to employers and collaboration with workforce training partners. These initiatives have advanced support for local area program implementation, including the examples offered below.

### ***Sector Teams***

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

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

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

### **Promote Programming Modeled after the Career and Technical Education Institutes**

This entails students researching and participating in three different career pathways for the first two semesters of their Associate's degree program. Students cannot select a major until after they have conducted a range of observations, site visits, and job-shadowing activities, as well as brief internships where possible, in at least three different kinds of firms. This value proposition model prepares students for the jobs that will give them a return on investment in education. Dual-credit/dual-enrollment agreements have also been established between many of the region's high schools and county colleges for students that plan to continue their education.

### **Enhancing Job Placement**

- *Expand industry-based training programs to address emerging business needs;*
- *Expand job orders regionally, through the development of efficient information communication processes such as National Labor Exchange NJ;*
- *Expand Business Services and Outreach on a regional basis as needed, (see WIN Program);*
- *Communicate regional plan with local and regional chambers of commerce and other agencies/community-based organizations through a Guest Speaker Roster, Social Media, and Brochures;*
- *Outreach to neighboring County businesses for regional placement opportunities, to give employers a larger pool of qualified applicants and to give customers a wider set of job opportunities.*

## **[1B/2] TRACKING PROGRESS AND MANAGING IMPLEMENTATION**

### **TRACKING PROGRESS AND CAREER PATHWAYS**

The South Jersey Workforce Collaborative and the GCWDB will continue to implement Career Pathways and Partnership Related Priorities outlined in the 2019 Regional Plan. These include the following current and new initiatives.



The South Jersey Workforce Collaborative through its quarterly meetings and annual program tracking will evaluate the success of each priority and will strive to improve upon the baseline outcomes of each local WDB. These measurements will be tracked internally and will allow the region to gauge whether or not each priority is being met. The Pathways and Partnerships Related Priorities have been and will continue to be achieved through the strategic implementation of the following activities:

- *Quarterly regional Workforce Development Board (WDB) director's meetings and Annual Regional WDB Executive Committee meetings;*
- *Utilize regional hiring events and other positive recruitment opportunities;*
- *Utilize Regional Chambers of Commerce;*
- *Work with NJ Industry Partnerships to engage businesses to develop strategies to meet current and future needs;*
- *Provide regional training for workforce development staff.*

These activities will strive to achieve the following outcomes:

- *Develop contextualized learning and accelerated training in industry-recognized credentials of the South Jersey Workforce Collaborative targeted industries to make training more accessible and meet the current and future needs of employers;*



- *Build cross-agency partnerships throughout the region and clarify roles regarding leveraging existing business associations to measure career pathway systemic change and performance;*
- *Create a greater awareness for the populations we serve of job opportunities outside the local area;*
- *Ensure staff training is consistent and current within the region to ensure an equal professional level of service in each county.*

## **[1B/3] LEADING AND SUPPORTING THE DEVELOPMENT OF CAREER PATHWAYS AND INDUSTRY PIPELINES**

### **CAREER AND PARTNER OUTREACH**

Through the collaboration of the region's five WDBs, the Regional Collaborative has established and enhanced communication and partnerships with many entities and organizations to support the development of careers to serve both young people and adults. The following narrative outlines the protocols currently in place and some ideas about enhancing the development of existing and new career opportunities within key targeted industry clusters.

#### ***K-12 – Outreach and Services for Youth Customers***

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

#### ***Recruiting Out-of-School (OOS) Youth***

The South Jersey Workforce Collaborative will adapt its recruiting and enrollment efforts for Youth to fit more in line with school calendars. By recruiting heavily for OOS Youth not during summer, but with a focused effort at the end of summer when regular schools are going back into session, we believe we can capture this population when their friends and former classmates are going back to school and they are more motivated to find something to do.

- *Specifically in Camden County, Youth Job Center outreach will be expanded by personal visits to High Schools and judicial partners where many returning out-of-school youth are being served.*
- ***In Gloucester County, the Youth Program will have a dedicated job developer. The job developer's priority of service will include not only job placement but to assist the youth in career development.***
- *Career Pathway guidance will be increased, in order to help Youth plan their long-term future but take realistic steps*
- *Out-of-School Youth apprenticeships and community learning experiences, along with externships and internships will be enhanced within the region in partnership with employers, and marketing around these services will be increased in order to publicize these valuable opportunities among regional Youth;*
- *The Region will collaborate with industry and educational partners to provide career exploration programs to individuals and especially to Youth customers.*

#### **Small Business Outreach**

The Gloucester County WDB will work to reach out to small businesses around the County. Small business is the backbone of Gloucester County's Economy and makes up 93% of all businesses in the County. Today there are over 9,700 companies in Gloucester County with 20 or fewer employees. Small business is a key sector making up a significant proportion of employment. A majority of board members of the Gloucester County WDB are small business people. They are very involved in guiding the work and have a commitment to the role small business plays. They are very aware of some challenges common to many, though not all, small businesses, such as:



- *Lacking extensive HR divisions, often not having an HR staff at all businesses;*
- *Challenges negotiating the administrative requirements of some publicly funded programs, such as completing OJT and IWT agreements;*
- *Challenges in filling vacancies and instituting succession plans to maintain appropriate staffing levels.*

As a result of these challenges, small businesses often use local workforce development services more than large corporations, in particular, HR consulting work. The GCWDB is committed to providing this service and candidate assessment/referral services to our small businesses.

## **INTEGRATING ONE-STOP CENTER PARTNERS, PROGRAMS AND SERVICES ACROSS THE SOUTH JERSEY REGION AND LOCAL AREA**

### **Outreach to Partners**

Building stronger partnerships with organizations such as chambers of commerce, economic development agencies, educational institutions, local businesses and industry, and civic organizations will be a primary goal for the local area. In Gloucester County, the WDB and the Chamber of Commerce share the same office building which allows for constant communication and partnerships. However, there still needs to be uniform industry-valued credentials established for jobs in all industries. These credentials need to be developed by industry, educational, and workforce partners, then shared among training providers throughout the region.

The GCWDB and the Region will strive to achieve better coordination and communication with partner agencies to create a streamlined process for referrals from other partners to the Job Centers and vice versa. The marketing or promotion of job training and workforce opportunities also needs to be distributed locally and regionally for both new and existing businesses.

### **Engaging New Partnerships at One-Stop Career Centers**

New Jersey is committed to supporting the American Job Centers (Job Centers), formerly known as the One-Stop Career Centers, which meet local needs and assist individuals in obtaining new skills and employment. New Jersey will expand the number of jobseekers and students who have access to high-quality career guidance and job search assistance through a new network of Job Centers, community colleges, libraries, community-based and faith-based organizations, organized labor, and educational institutions. Key work on sector-driven and high-quality employer partnerships is led by the South Jersey Workforce Collaborative and the individual WDBs with support from the NJ Industry Partnerships.

As noted earlier, a great example is the 2018 Atlantic City Electric initiative which provided a six-year, \$6.5 million contractual agreement with six of the seven counties in the region to identify, recruit and train program participants to develop a qualified, diverse talent pipeline for energy industry careers. In order to address the energy industry's needs, the local areas agreed to provide three separate and distinct energy-related programs once each year for six years. Those programs which are ongoing include:

- *Workers in Sustainable Employment (WISE)-provides a career exploration course designed specifically to explore non-traditional, in-demand jobs in the construction, gas, water, electric, and energy industries;*
- *Get Into Energy (GIE)- provides instruction and review in applied math skills that are pertinent to the energy industry. The GIE class prepares candidates to successfully pass the Construction and Skilled Trades exam (CAST);*
- *Line School- provides an education including classroom and hands-on instruction in the fundamentals of the job skills required for an energy career as a line person.*

This type of industry-driven funding, which includes greater flexibility for program design and implementation should be duplicated in other sectors.

**Business Retention:** The Gloucester County WDB recognizes the need for the Region to collaborate on proactive business attraction and retention interventions. The WDB Executive Directors in the region meet monthly, in sessions that include the WDB staff and key on-the-ground persons from the Job Centers. The group also interacts regularly through meetings convened by the State Employment and Training Commission (SETC) and LWD, regional economic development gatherings, community events, and shared employer interactions. The group is close-knit and collaborates regularly.

Shared/Consolidated monitoring of training providers and educational service providers will be coordinated within the region. The WDBs share a number of training providers in common, and currently, each WDB monitors them through their own internal processes, in some cases, monitoring is more limited due to a lack of resources. By building a monitoring team, similar to the regional business service team, the region will develop a shared monitoring calendar and list of those trainers held in common across multiple WDBs. One monitoring visit can be conducted during a monitoring period with these entities, generally by the county/WDB in which the trainer or main site is located or that does the majority of work with that trainer. The information and monitoring report will be shared across the region and an MOU agreement written that each WDB will accept the monitoring reports conducted by the other WDBs

### **Engagement with Neighboring Counties**

Each WDB in the region continues to extend invitations to all of the other counties, and all other formal WIOA system partners and other collaborating public and other entities in the region, to participate in any relevant committees, workgroups, or workforce development events. This commitment is part of an overarching MOU related to partnership. Some examples include:

- *Literacy Committees: Camden County extended an invitation to Burlington County to participate on the Literacy Committee, and all Literacy Committees will work to coordinate efforts together;*
- *Hiring Events: When major employers of any particular County close or suffer a significant downsizing, all counties in the region collaborate to hold industry-specific job fair events to seamlessly transition affected employees into similar, open jobs;*
- *Economic Development Workshops and Presentations: State-of-the-County and other presentations with regional business and industry groups will expand contacts with employers and experts in some of the region's emerging industries.*

## **LOCAL AND REGIONAL PROGRAM ADJUSTMENTS TO ENHANCE TARGET POPULATION SERVICE DELIVERY**

The SJWC and the GCWDB will continue to work to identify and collaborate with target populations and industries – both existing and emerging – to enhance service delivery. This work will include:

***Collaborations with Colleges, Universities and other Educational Institutions.***

The local WDBs and the SJWC will continue to collaborate with educational institutions throughout the region to align workforce development training and education with existing and emerging job opportunities.

***Ongoing Team Research on Industries and Occupations.***

To facilitate the educational dialogue as well as outreach to the industry sectors, the SJWC will continue to research current labor market information and identify growing occupations and those that are contracting that have an impact on the economic vitality of the region. The team will work with economic development offices and agencies to review the current industry mix and identify where growth or changes in the economy is occurring and build strategies accordingly.

***Employer Engagement on Curriculum and Placement.***

The SJWC and the local WDBs will continue to work with regional business and industry to encourage employer driven training and education. This will include business and industry forums, regular meetings with business to review credentials and curriculums, encourage OJT and customized training opportunities, and expanding relationships with local chambers of commerce and business organizations. In particular this will include existing as well as emerging industry groups such as the Food Processors Association, the Film Industry, the Aviation and Aeronautic Sectors, the National Defense Industrial Association, Wind and Clean Energy Industries, and the other targeted industry sectors outlined in Section 1.

***Cross-Training Staff.***

The SJWC will ensure that cross training of staff continues in order to ensure that common skill sets and a level of understanding of regional and local businesses exist that reflects the services and opportunities in the workforce system.

## **[IIA/1] THE INTEGRATION OF PARTNERS, PROGRAMS AND SERVICES THROUGHOUT THE REGION**

### **OVERVIEW OF TRANSPORTATION AND OTHER SERVICE ACCESS**

Public transportation is limited within the South Jersey Region., only Camden County and Atlantic County (Camden City and Atlantic City) are serviced by passenger rail transportation. Bus service is also provided at those locations and in the other five counties of the region.

In Camden County, NJ Transit provides service through the Atlantic City Rail Line which links station stops in Camden and Atlantic Counties with Philadelphia and the larger national rail network. Camden County municipalities are also served by the NJT River Line which connects Burlington County communities and points north to Trenton with the City of Camden. In addition, the PATCO system provides rail service in Camden County from Lindenwold to Camden City and across the bridge into Philadelphia. An extension of PATCO or light rail service south to Glassboro is currently in the planning stages. All other county seats and locations of One Stop Career Centers and related WDB facilities are served by NJT bus routes, which in many cases are limited. The SJWC will work with NJ Transit to track progress and maximize opportunities for WDB access and services.

#### **Enhancing Regional Service Accessibility**

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

Each county in the South Jersey Workforce Collaborative has a county-wide resource guide or lists of supportive services that can be accessed on a local level.

The available resources are kept up to date and are made available to all staff members at the American Job Center or the Boards of Social Services.

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

While the One-Stop Career Centers and the WDBs are able to direct a limited number of resources to address transportation challenges, it may be possible to meet transit needs in other ways.

- *NJ Transit should consider a one-time Transit Pass that would provide up to three free trips to clients seeking to access One Stop Centers;*

#### **Regional & Local Plan Goal 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 American Job Centers and Other High-Quality Employer-Driven Partnerships.

#### **SETC Directive (IIA):**

Promoting the Integration of Services and Detailed Partnerships and Service Regionally and at the One-Stop Centers.

- [illegible]

and are also involved in its CEDS development and implementation. Gloucester and Burlington Counties have prepared and adopted their own CEDS, and each of the seven counties in the SJWC region has its own economic development department.

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

- *Common marketing strategies between economic development and workforce development within counties and across the region;*
- *Gloucester, Camden and Burlington Counties created a group that has provided funding for site selection development support for businesses seeking to move into that area;*
- *Burlington County Workforce Development initiative has a coordinated business engagement office that closely collaborates with the office of Burlington County Economic Development and Regional Planning;*
- *Salem County just recently reconstituted its economic development office and hired a new director;*
- *Atlantic County is heading an initiative to develop a statewide Air Cargo Master Plan, with implications to expand air cargo efforts at the Atlantic City International Airport;*
- *Port operations are expanding along the Delaware River in Camden, Gloucester, and Salem Counties;*
- *Atlantic Cape Community College provides a good Hospitality Program for employment in that sector.*

## **ECONOMIC DEVELOPMENT INTEGRATION AND ISSUES**

### **Industry Collaboration**

The Gloucester County Economic Development Director works closely with the GCWDB. Requests for job training and programming come through both the WDB and the economic development agency, and arrangements are then made to implement the needed job training. Getting prospective employees engaged with businesses and industries outside of the major transportation corridors is a challenge.

### **Workforce Development and Programming**

Much of the workforce training and programming dollars are tied to specific population targets and associated metrics and regulations. While this is understandable, the local and regional economic development directors suggested a few existing and new initiatives that have been particularly effective and that perhaps could be expanded.

- *On-the-Job Training Programs – More Funding Needed - #1 Business Incentive;*
- *Pilot Programs with Unrestricted Funding;*
- *Programs on Trades Careers and Training Opportunities particularly for 18-24 Age Group;*
- *More Information (from NJ EDA) on Supply Chain Businesses and Wind Energy Jobs;*
- *Ensuring 5 Day-per-Week Access and Uniform Hours of Operation for all services and employees at One-Stop Career Centers;*
- *More Support for Childcare;*
- *Pilot Programs for Industry Sectors without a lot of Regulatory Mandates.*

### **Outreach and Communication**

Traditional outreach to businesses and industries are no longer as effective as they once were. New ways, centered primarily around social media are needed.

- *Social Media Strategy needed to reach young people in particular, and small businesses;*
- *Regional Inventory of available Workforce Development Programs;*
- *Regular updates for Economic Development Offices regarding Job Openings in the Region;*
- *Broadband Investment is needed to develop equitable remote training and social media outreach in all areas of the region;*



- *Website Linkages among Economic Development, WDBs, and Key Partners.*

## **[11A/2] ENGAGEMENT AND OUTREACH TO NEW AND EXISTING PARTNERS AND ENHANCEMENT OF SERVICE DELIVERY ACROSS THE REGION'S ONE-STOP CENTERS**

### **OUTREACH TO PARTNERS AND ENHANCING CAPACITY**

Across departments, New Jersey is focusing investments and programs on building employer-driven, high-quality partnerships that follow a common definition and framework. These partnerships are critical to building new career pathways for job seekers and students and they also help increase the number of individuals with an industry-valued post-secondary degree or credential.

#### **Regional Initiatives and Tools to Establish Partnerships and Expand Capacity**

To reflect the strategic priorities of the State, the SJWC and the WDBs in the region will work with New Jersey's performance measures to apply these measures, and those required by the Workforce Innovation and Opportunity Act, to a broader number of programs. New Jersey will continue to make performance data on workforce development programs accessible to workforce decision-makers and the public. The Eligible Training Provider List and Consumer Report Card are critical tools assisting job seekers and students in making decisions about short-term occupational training programs. In addition, working with the talent development themes, coupled with the primary goals of the State Plan, will create a strong foundation on which to build and expand regional strategies and capacity. This Regional Plan has been designed to help achieve the vision of the State Plan while advancing regional efforts in workforce development, credential attainment, economic development, and the formation of strategic partnerships. New industry targets and new collaborations with business, educational, and economic development partners will help to advance workforce opportunities for both employers and residents of the region.

### **EMPLOYER ENGAGEMENT AND REGIONAL ROLES**

#### **GCWDB and One-Stop Career Centers**

The GCWDB has consistently provided outreach to local and regional employers. In addition to the region's employers, however, there are a number of other partnerships prescribed by WIOA requirements that are critical to successful workforce development efforts locally. These include the following:

Chief Administrative Officers:

The County Commissioner, as well as County Administrator's Office, were provided with an opportunity to review the draft plan. The support and involvement of these individuals are essential in the operation of the WDB and One-Stop Centers. The GCWDB will provide ongoing opportunities to engage these individuals. Historically, the GCWDB and the Commissioners' office have worked in tandem to deliver services to the local and business community.

## **[IIB/1,2] REGION-WIDE SUPPORT FOR OPERATIONAL AND SERVICE PRIORITIES**

Representatives from each of the seven counties and/or their respective Workforce Development Boards are represented in the regional collaborative. These individuals work to coordinate programming, meetings, and other aspects of administration and regional workforce development.

### **THE PROCESS FOR COMMUNICATING AND COORDINATING REGIONAL ISSUES**

Regional issues are communicated regularly through regional meetings of the workforce collaborative. These meetings occur quarterly and one combined board meeting is held annually. Representatives from various regional agencies and organizations are invited to participate in these meetings in order to address issues or challenges as they may arise. In addition, the regional collaborative has close working relationships with other regional organizations such as chambers of commerce, the South Jersey Economic Development District, and GSETA. New forms of outreach including new social media and related platforms are needed and opportunities for enhancing regional integration of new media will be explored.

### **FISCAL COORDINATION**

The South Jersey Workforce Collaborative local area WDB Executive Directors have committed to including in each of their program year operating budgets, \$10,000 of program and administrative funding to support regional activities or events. The cost of regional activities and events will initially be allocated equally by the five local area WDBs represented in the collaborative. Consideration will be given to “in-kind” services provided by a local area collaborative member. A cost-sharing document will be prepared, on an “event by event” basis, which will specify the amount and the details of how costs will be allocated to each local area. Potential initiatives that pooled funding may be used for include:

1. *Regional job fairs and positive recruitments;*
2. *Regional business outreach and Job Center service promotional events (Chamber Events)*
3. *Job Center staff regional training events;*
4. *Regional town hall events with elected officials and other stakeholders.*

The region will consider the pooling of funds to support the four initiatives mentioned above. The first two initiatives would increase awareness to both employers and job seekers of the services provided by the

#### **Regional Plan Goal 3:**

Promote Ongoing Coordination among Local WDBs to Ensure Excellent Integration of Services, Partnerships and Support

#### **Regional Plan Goal 4:**

Strengthen Governance through Enhancing Regional Collaborations and Promoting Effective Workforce Development Boards.

#### **Regional Plan Goal 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 American Job Centers and Other High-Quality Employer-Driven Partnerships/SETC.

#### **SETC Directive (IIB):**

Supporting the Integration of Operational Priorities and Alignment of Partners, Programs and Services throughout the Region.

#### **SETC Directive (IIC):**

Advancing Outreach to New Partners at One Stop Centers in the Region.

#### **SETC Directive (IID):**

MOUs, Infrastructure Funding, Cross-Training and Information Sharing.

#### **SETC Directive (IIE):**

Effective Service to Local Employers.



Workforce Development Board and the American Job Centers. The third initiative works to better align the workforce system while maximizing resources. The fourth event will offer the opportunity to inform and update local elected officials and other stakeholders on current and emerging workforce development initiatives.

An administrative cost arrangement is not yet necessary for the region; however, the region will explore such options as needed based on the needs of the region. Supportive services for adults and dislocated workers include services such as transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in activities authorized under WIOA. Local WDBs, in consultation with the Job Center partners and other community service providers, assessed these services regionally to ensure resource and service coordination throughout the region.

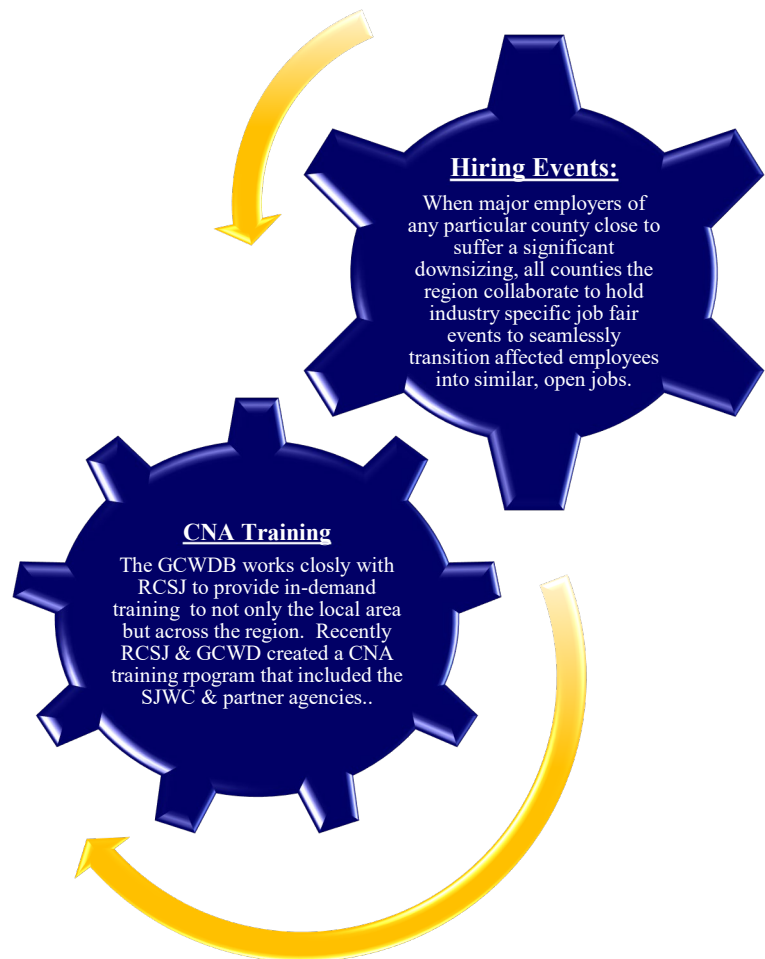
### **[IIB/3] REGIONAL SUPPORT FOR OPERATIONS AT THE LOCAL LEVEL AND COORDINATING ACTIVITIES**

The WDB Executive Directors in the region meet monthly, in sessions that include the WDB staff and key on-the-ground staff from the Job Centers. The group also interacts regularly through meetings convened by the State Employment and Training Commission (SETC), Garden State Employment and Training Association (GSETA), and LWD, regional economic development gatherings, community events, and shared employer interactions. The group is close-knit and collaborates regularly. The Region will provide technical support through its monthly meetings and other forums to the LWDBs and best practices that can be gleaned from its educational, workforce development, and other partners locally and regionally.

### **[11B/4] PROGRAMMATIC OUTREACH AND EXPANDING ACCESS TO TARGET POPULATIONS**

1. Sector Teams – MOUs and more: The Region is committed to a number of formal commitments in relation to building the Sector Teams. These include:
  - Commitment to regional hiring events, including each WDB holding a tarterd number and scale of such events, to which all the counties in the region are invited, and which are promoted through common methods and by each participating partner.
  - Other MOUs with other regional partners on the same level of collaboration as needed.
  - Informally continue to meet on a regular basis and share best practices and coordinate regional workforce events to promote workforce development services to businesses.

2. The Gloucester County WDB endorses a shared/consolidated monitoring of training providers and educational services providers. The WDBs share a number of training providers and currently, each monitors them through their own internal processes, and in some cases, monitoring is more limited due to a lack of resources. By building a monitoring team, similar to the regional business service team, the region will develop a share monitoring calendar and list of those trainers held in common across multiple WDBs. One monitoring visit can be conducted during a monitoring period with these entities, generally by the county/WDB in which the trainer or main site is located or that does the majority of work with that trainer. The information and monitoring report will be shared across the region and an MOU agreement written that each WDB will accept the monitoring reports conducted by the other WDBs.
3. Extended invitation to neighboring counties to participate in the committee. Each WDB in the region commits to inviting all of the others and all formal WIOA system partners and collaborating public and other entities in the region, to participate in any relevant committees, workgroups or workforce development events. This commitment will be part of an overarching MOU related to partnership. Some examples include hiring events and literacy committees.



## **[IIC/1] THE DEVELOPMENT AND IMPLEMENTATION OF TECHNICAL SOLUTIONS TO EXPAND ACCESS AT LOCAL AREA WDBS**

As mentioned above, the region and the local area work closely with economic development organizations in the communities. In Gloucester County, workforce development is housed within the economic development department.

**Gloucester County:** Workforce Development Board staff and leadership have a key role in economic development activity. WDB leadership also serves in economic activity.

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

## **[IIC/2] PHYSICALLY OR PROGRAMMATICALLY EXPANDING ACCESS**

The LWDBs in the South Jersey Region have no physical expansion plans at the present time. The region is committed to expanding programmatic access through its WDBs in the following ways:

- *Enhancing opportunities for online access to programs and services;*
- *Implementing new partnerships for program development and workforce training to accommodate new industries in the region;*
- *Effectively linking economic development and other service providers to One-Stop and WDB services via online connections;*
- *Working with County educational institutions and local industry to promote the availability of existing workforce training programs and developing new ones that meet the industry certifications required by emerging employers;*
- *Promoting new marketing and public outreach efforts to coordinate workforce training with childcare, transportation, language assistance, and other barriers to job opportunities.*

## **[IIC/3] ROLE OF THE REGION IN ANY FORM OF PROGRAMMATIC OR SERVICE EXPANSION**

At its monthly and annual meetings, the SJWC along with the GCWD will track new and existing programs and the expansion of those programs to business and industry. The SJWC and GCWDB will provide a forum for each LWDB to share examples of service expansion or new programmatic development that can be implemented region-wide.

In addition, the SJWC will invite participation in its monthly and annual meetings by employers, other WDBs in the State, the SETC, GSETA, and educational and economic development partners to offer ideas, present best practices, and discuss program expansion that can be models for implementation in the region.

## **[IIC/4] ENSURING THAT SERVICE EXPANSION CONSIDERS NEW APPROACHES**

One of the most significant changes in the workplace stemming from the COVID pandemic is the shift to remote work. This enables employers that offer remote work opportunities to recruit individuals for jobs who may not necessarily live in the South Jersey Region. This poses advantages and disadvantages for the regional labor force. On the plus side, this provides new opportunities for people who may have home-

related obligations or ADA issues which make it difficult to get into an office on a regular basis. The downside is that because it opens competition for such jobs to people outside of the South Jersey region, the competition for such positions is greater.

The SJWC and the GCWD will work with other local WDBs and regional employers to identify positions that offer remote work opportunities. Where they are identified, they should be promoted to the region's job seekers through the One-Stop Centers, social service organizations, unemployment offices, and related venues.

#### **[IID/1] ASSISTING LOCAL AREAS IN BUILDING RELATIONSHIPS WITH KEY PARTNERS**

WDB Directors have identified partnerships with economic development offices and educational institutions as the ones most important to building new workforce training opportunities. (See Section 3 Enhancing Access and Service Coordination.)

In addition to economic development coordination, the SJWC will consider providing a forum for high school counselors, university officials, technical schools, and other educational venues to learn the various One Stop, job counseling, and other training opportunities available through the local WDBs.

#### **[IID/2] BUILDING CAPACITY FOR SERVICE INTEGRATION AT LOCAL ONE-STOP CENTERS**

WDB Directors feel strongly that their local offices, economic development agencies, and One-Stop Career Centers are in the best positions to determine capacity needs and opportunities for service integration. Based on the data provided by this plan, the SJWC will coordinate initiatives by the various counties and LWDBs to provide the following:

- *New models and case studies for effective service integration at the local One-Stop Career Centers*
- *Forums for enhancing communication with economic development offices*
- *Regional industry workshops, co-hosted by county CEOs, Economic Development Agencies, and WDBs to promote training and educational opportunities for employers*
- *Collaboration with SETC and other State Partners to develop industry certifications and new training opportunities for emerging businesses and industries in Southern New Jersey*

#### **[IIE/1] THE ROLE OF THE LOCAL AREA IN EMPLOYER ENGAGEMENT EFFORTS**

Based on the job listings and industry growth in the region and local area, the GCWDB will focus on key industry clusters around which uniform credentials and job training programs can be based. The top three regional clusters (as outlined in the chart on Page 42) with the most job openings currently include the following:

- *Healthcare*
- *Manufacturing/Advanced Manufacturing*
- *Retail*
- *Logistics*

While these areas do not exclude the provision or promotion of other training programs or the coordination with new and emerging industries, the primary focus on integrated job training initiatives will focus on the three primary industry groups. As a goal, regional forums will be promoted in coordination with the SETC,

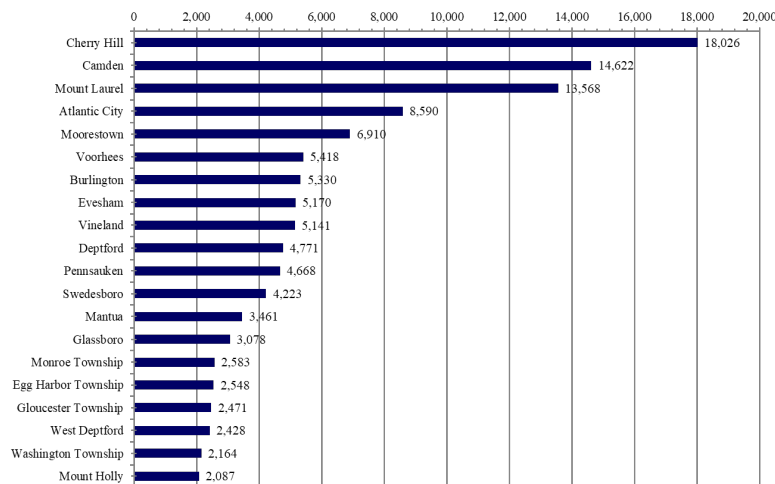
GSETA, and the NJ DOLWD and economic development offices to inform both the four industry groups and other industries of the workforce training that can be provided through WDBs and other agencies.

## [IIE/2] COORDINATION OF REGIONAL AND LOCAL EFFORTS IN EMPLOYER ENGAGEMENT

Each of the region's WDBs has one or more municipalities with a significant number of job openings. The chart below lists those communities. The region will work with the local WDBs to highlight and promote the range of jobs available in the region to ensure that good information reaches prospective job seekers in the WDB areas. Coordination with the SETC, Burning Glass Technologies, the American Jobs Bank, and other sources of information can point job seekers to employment opportunities within a manageable commute from their places of residence. Where job training is needed, such services can be linked to the job opportunities identified.

### *Southern Region Cities With The Most Listings*

*January 1, 2022 – December 31, 2022*



Source: Burning Glass Technologies Inc., Labor Insight  
Prepared by New Jersey Department of Labor & Workforce Development – January 2023

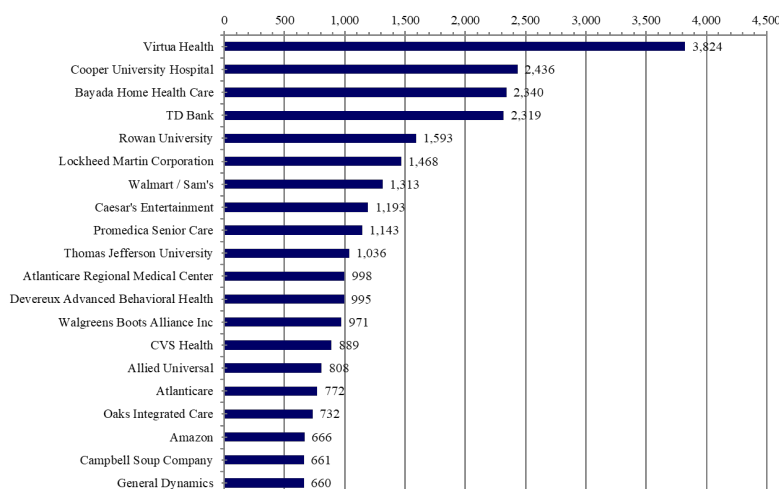
In Gloucester County the municipalities with the highest job opening are as follows:

- Deptford – 4,771
- Swedesboro – 4,225
- Mantua – 3,461
- Glassboro – 3,078
- Monroe Twp – 2,583
- West Deptford Twp- 2,428
- Washington Twp – 2,164

### [III E/3] EXPANDING EMPLOYER ENGAGEMENT CAPACITY

To refine this outreach further, the following chart lists employers in the region with the most job openings. The region and its WDBs will reach out to these employers to determine what certifications are needed, and then link jobs with training programs to provide residents with the information needed to apply and secure employment. Clearly, from this chart, the healthcare sector is the one with the most job openings. A regional inventory of the types of jobs available in healthcare can be developed with advertisements and outreach coordinated through each of the LWDBs.

***Southern Region Employers With The Most Listings***  
*January 1, 2022 – December 31, 2022*



Source: Burning Glass Technologies Inc., Labor Insight  
Prepared by New Jersey Department of Labor & Workforce Development – January 2023

In Gloucester County, of the twenty industries listed, there are eight employers that have a large presence in the local area:

- Virtua Health
- Bayada Home Health Care
- TD Bank
- Rowan University
- Walmart/Sam's
- Thomas Jefferson University
- Amazon

### [III A/1] SUPPORTING THE CAPACITY OF LWDBs AND/OR FISCAL AGENTS

Capacity development for local WDBs is enhanced in three ways. There are fiscal and financing options available to the WDBs. These can come from grants, contributions by the local counties, and partnerships with other agencies and organizations. The region's role in enhancing capacity will be to foster the following activities:

- *Gaining information to ensure that training needs, hiring practices, and other industry needs are being met;*
- *Ensuring through the collaboration of the LWDBs that industry training for in-demand occupations is being met; and*
- *Collaborating with county economic development agencies, educational institutions, employers, and other partners to apply for state and federal grant funding to enhance workforce development and program delivery at the WDBs and One-Stop Career Centers.*

In addition, the GCWDB will continue to work with NJDOL to ensure a consistent fiscal management and reporting protocol for WIOA and other administrative and program delivery requirements.

## **[IIB/1] PROCUREMENT OF OPERATOR SERVICES AND FIREWALL DEVELOPMENT**

As outlined in TEGL 15-16 and explained in 34 CFR 361.605 LWDBs must procure One-Stop Operators and additional Career Services, including youth services, through competitive procurement processes. WIOA highlights a clear separation of duties and required firewalls between staff that perform governance functions and operation functions (20 CFR 679.439). The NJ Department of Labor issued policy directive WD-PY21-6 in May of 2022 which outlines additional guidance to ensure firewall development and separation between LWDBs, County Officials, and One-Stop Centers. The SJWC along with GCWDB is committed to working with its partner LWDBs, One-Stop Operators, and local officials to ensure that appropriate policy directives in 10 CFR 678-670 and 34 CFR 361.605 are being addressed.

In Gloucester County, the Board of Commissioners, the fiscal agent, used the Gloucester County Improvement Authority to be the agent to post and procure the One-stop operator, youth services, and comprehensive One-Stop services.

## **[IIC/1] REGIONAL AND LOCAL SUPPORT FOR OVERSIGHT AND MONITORING WITH THE STATE**

The GCWDB will be establishing negotiated performance measures with the State and the Governor's Office. However, at the quarterly and annual meetings, the SJWC will discuss any monitoring challenges that may be facing one or more of its LWDBs and provide a forum for brainstorming and facilitating solutions.

## **[IIC/2] OVERSIGHT AND MONITORING WITH LOCAL WDB STAFF**

See various references to monthly and annual meeting agendas and opportunities for sharing information on new programs, policies, and local plan implementation.

## **[IID/1] TRACKING LOCAL WDB PERFORMANCE AND TRAINING**

Annual Reports will be prepared and provided to the Region and SETC by each of the LWDBs. In addition, monthly updates on metrics, policies, and other operational issues associated with the LWDBs and One-Stop Centers will be made on a regular basis.

The role of the SJWC will be to provide a forum for promoting the integration of services and programs, providing guidance on fiscal collaborations and administration, and advancing partnerships that can enhance workforce development and training throughout the region.

The SJWC has collaborated to create industry consortia that include partners from WDBs, local industries, and education to advance these partnerships and industry collaborations. Moving forward, these will include the primary industry clusters noted earlier in this plan. Some examples of successes to date include:

- *The Paulsboro Refining Company and Rowan College at Gloucester County developed a state-approved Associate Degree Program in Process Technology, which included internships and other OJT opportunities;*
- *Driver Training and Licensing: With the increase in the logistics industry in the region, the Consortia has been working to promote job training that is inclusive of the latest regulatory requirements for bus and truck drivers, forklift operators, and other professions in the logistics field.*

## **[IIE/1] PLANS AND TIMELINES FOR LOCAL SUPPORT AND TRAINING AND DEVELOPMENT...**

Timelines for program coordination and the implementation of initiatives suggested by this plan shall be made in concert with the region's Local Workforce Development Boards and shall commence beginning in July 2023. Both local and regional plan implementation will be coordinated through the regular meetings



of the South Jersey Workforce Collaborative and its partners and stakeholders and shall be consistent with SETC and WIOA guidelines.

### **[IHE/2] REGIONAL ROLE IN SECURING TRAINING AND DEVELOPMENT PARTNERS**

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

This Regional and Local Plan is designed to help achieve the vision of the State Plan while advancing regional efforts in workforce development, credential attainment, economic development, and the formation of strategic partnerships.

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

### **[IHE/3] LEARNING PLATFORMS AND TOOLS**

Learning platforms and tools will be derived from multiple sources. First, there are examples and case studies provided by each of our LWDBs. Each of the WDBs in the South Jersey Region has programs that are unique to their jurisdictions. Through the SJWC, GCWDB will continue to share “best practices” as a way to advance workforce training and programming in the region. This same approach applies to examples that might be found in WDB regions elsewhere in the State and around the nation. Through workshops, webinars, and other media, the SJWC will solicit feedback from these examples for programs and tools that are applicable to southern New Jersey. In addition, the NJ DOLWD and the SETC provide e-links and tools that the region and the local WDBs will rely on for data and program guidance. These include information and concepts including, but not limited to the following:

- *NJ Career Assistance Navigator;*
- *NJ Career Connections;*
- *NJ Labor Market Information Center;*
- *NJ Demand Occupations List;*
- *Regional Colleges and University Education and Job Training Programs;*
- *Vocational and Technical School Education and Job Training Programs;*
- *Childcare Information Inventory.*



## OUTLINE OF MAJOR REGIONAL CHANGES AND PRIORITIES

### **Responding to Demographic Changes**

There are a number of economic and demographic changes in the South Jersey Region that will have a bearing on the region's future and the policies prescribed in this plan. The region's workforce and population are becoming increasingly diverse. In addition to Hispanic migrants, there is a mix of other nationalities for which such programs are helpful.

With the influx of non-English speaking residents, English as a Second Language must be a high priority in the region. This will involve ongoing collaborations with high schools, adult education programs, and workforce training facilities to advance English language proficiency.

The region's WDBs will work with churches, community action agencies, agricultural operations, and local school districts to reach the immigrant community and provide job training, workforce services, and language assistance information.

Basic skills training has always been a priority of the region and will continue to be a training priority over the coming planning period.

### **Addressing Changes in the Regional Economy**

#### ***Enhancing Partnerships***

- *New and Emerging Industry Partnerships will be developed and work to provide needed training programs will be advanced;*
- *Ongoing Collaborations with CEDS and County Economic Development will continue to enhance communication tools and the integration of workforce training information;*
- *Vocational and Technical Schools will be engaged to promote training in the trades' professions.*
- *Identify higher-paying jobs and focus job training in those industries.*

### **Building Capacity and Program Delivery**

- Economic development directors will be invited to the annual meeting of the SJWC to advance communication, coordination of programs, and outreach to industry and business;
- Devote attention at Quarterly Meetings to key issues and metrics to ensure plan implementation;
- Advance Post-COVID technologies and learning to expand remote job access and training;
- Work to Provide Five (5) Day per Week accessibility of all local and state staff at One-Stop Centers;
- Target additional healthcare training to meet the demands of the regional healthcare industries;
- Work to secure funding to expand IWT, OJT, and Apprenticeship Programs;
- Explore funding opportunities from the private sector that would focus on one or more industry-sector training options with limited regulatory obligations;
- Advance the regionalization of training programs so that there is a common platform of certifications and other requirements for all WDBs in the region;

- Work with regional colleges and universities to promote business and industry resiliency and sustainability training that advances the prospects for innovation and product diversification.

### **Promoting Supportive Service Delivery and Barrier Elimination**

- Explore ways to coordinate transportation options and provide information that aids in getting residents to jobs outside of urban areas and major transportation corridors;
- Advance the need for workforce housing with county and regional planners;
- Ensure Equal Access to programs by advancing social media, improving website information, and coordinating outreach with counties, economic development, and social service agencies;
- The region’s workforce is experiencing very modest growth. The SJWC will explore the possibility of outreach to the greater Philadelphia/Wilmington/North Jersey regions to promote job opportunities;
- Work with DOL to provide OJT funding or other program dollars to help train part-time or seasonal workers, and then train those workers in related fields to enable full-time employment.

Throughout the drafting of this plan, WDB and County Economic Development Representatives stressed the need in most parts of the region for building more effective partnerships with technical schools, unions, and other institutions to advance job opportunities in the trades. Electricians, welders, plumbers, carpenters, masons, and other trades professions are needed throughout the region and in all of the targeted industry groups mentioned in Section 2. The GCWDB and SJWC will explore ways in the life of this plan to expand those partnerships and possibilities.

In Gloucester County, the local WDB has established an Apprenticeship Committee that includes unions, WDB members as well representatives from the private sector.

### **PUBLIC REVIEW AND COMMENT**

This Local plan was submitted for public comment in August 2023. In addition, The Gloucester County Board of Commissioners will also have received a copy of the Local Area Plan for review and comment.

The public comment period will remain in place for 30 days, following which the Local Plan will be submitted to the State Employment and Training Commission, (SETC). Copies of the public notices provided by the county in the local newspaper(s) of record and proof of transmittal are found as follows:

A similar advertisement for the newspapers in each county was utilized as part of the public outreach process. Documentation of this outreach is found in Appendix B of this Plan. Additional documentation of outreach is available upon request.

### **SUBMISSION OF THE PLAN TO THE NJ SETC**

The submission of the Local Plan to the State Employment and Training Commission occurred following the 30-day public comment period. This includes reference to copies of “Proof of Publication” and documentation to the chief administrative officer in Gloucester County.

### **INCORPORATING PUBLIC RECOMMENDATIONS**

Upon submission of the Plan to the SETC, when the County of Gloucester received a public comment as a result of its newspaper posting(s) and review by the chief administrative officer of each county has documented those comments with the GCWDB.

The South Jersey Workforce Collaborative met to review comments and will forward a summary of those comments under separate cover to the SETC for its consideration.

## **PLAN REVISIONS AND ONGOING IMPLEMENTATION**

Given the extent to which public comments are received and transmitted to the SETC, the Regional Collaborative will meet with SETC officials to suggest the incorporation of public comments and recommendations into the State Plan and will discuss a possible addendum to the South Jersey Regional Plan.

At its quarterly and annual meetings, the South Jersey Workforce Collaborative will review the plan, discuss issues and progress associated with its implementation and coordinate action among the five Workforce Development Boards in the South Jersey Region. Plan implementation is an ongoing process. The 2023-2027 South Jersey Regional Plan is a fluid document, meaning that it will have life over the course of four years until the next update is scheduled or the next Regional Plan is developed. New suggestions and enhancements to the Plan are welcome and will be coordinated through the Workforce Collaborative over the course of that time period.

We welcome comments from our partners, the public, and our respective county WDBs and One Stop Centers. We thank you for your commitment to outstanding workforce training and programming in Southern New Jersey.

# APPENDIX A:

## Supplementary Data and Mapping

# INDUSTRY BY OCCUPATION FOR THE CIVILIAN EMPLOYED POPULATION IN THE REGION

16 YEARS AND OVER

## TOTAL

## OCCUPATIONS

Management, Business, Science, and Arts

Service

	2021	2019	Change	2021	2019	Change	2021	2019	Change
Civilian employed population 16 years and over	903,424	882,729	20,695	370,743	347,972	22,771	154,367	158,766	-4,399
Agriculture, forestry, fishing and hunting, and mining	5,494	6,235	-741	1,480	1,561	-81	203	208	-5
Construction	58,371	55,213	3,158	10,728	9,175	1,553	404	472	-68
Manufacturing	65,743	64,218	1,525	23,369	21,584	1,785	1,455	1,084	371
Wholesale trade	27,231	28,214	-983	4,976	5,208	-232	671	538	133
Retail trade	107,378	103,817	3,561	13,512	13,026	486	4,897	4,845	52
Transportation and warehousing, and utilities	55,078	50,203	4,875	9,048	7,595	1,453	1,693	2,066	-374
Information	15,580	15,530	50	9,295	8,632	663	234	347	-113
Finance and insurance, and real estate and rental and leasing	61,152	58,566	2,586	33,569	30,071	3,497	1,486	1,842	-357
Professional, scientific, and management, and administrative and waste management services	99,492	95,062	4,430	58,432	53,821	4,612	14,896	14,345	550
Educational services, and health care and social assistance	235,985	230,977	5,008	161,544	154,792	6,752	43,110	44,515	-1,405
Arts, entertainment, and recreation, and accommodation and food services	83,299	89,372	-6,073	14,476	15,117	-642	54,292	58,070	-3,779
Other services, except public administration	35,612	35,086	526	8,240	7,557	682	13,170	12,994	176
Public administration	53,009	50,236	2,773	22,066	19,980	2,086	17,846	17,378	468

INDUSTRIES

## Sales and Office

## Natural Resources, Construction, and Maintenance

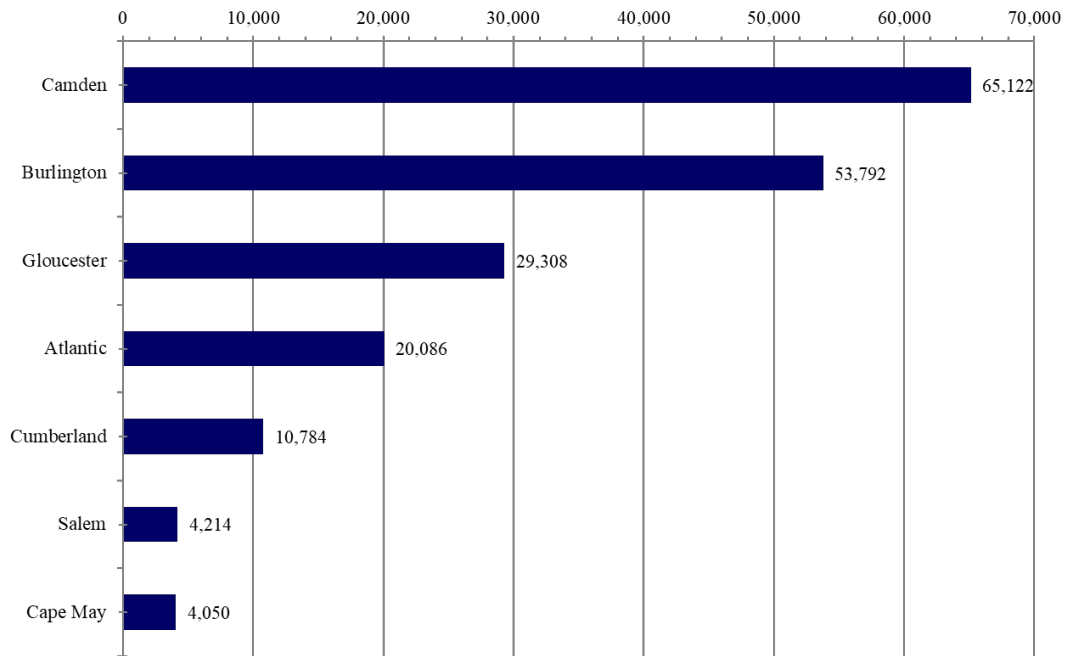
## Production, Transportation, and Material Moving

	2021	2019	Change	2021	2019	Change	2021	2019	Change
Civilian employed population 16 years and over	199,720	200,672	-952	71,090	71,564	-474	107,529	103,904	3,624
Agriculture, forestry, fishing and hunting, and mining	519	437	83	2,732	3,404	-672	561	623	-63
Construction	4,713	3,910	802	39,761	39,208	553	2,763	2,471	293
Manufacturing	9,455	9,646	-191	3,910	4,248	-338	27,582	27,649	-67
Wholesale trade	12,494	12,988	-494	1,330	1,455	-125	7,753	8,022	-270
Retail trade	63,128	62,737	391	3,434	3,307	126	22,377	19,912	2,465
Transportation and warehousing, and utilities	11,644	10,859	785	4,324	3,897	427	28,341	25,760	2,581
Information	3,795	4,462	-667	1,858	1,471	388	395	621	-226
Finance and insurance, and real estate and rental and leasing	24,101	24,674	-573	1,103	1,341	-238	884	626	259
Professional, scientific, and management, and administrative and waste management services	19,514	19,726	-213	2,268	2,534	-266	4,341	4,657	-316
Educational services, and health care and social assistance	24,760	24,845	-85	1,935	1,896	39	4,607	5,033	-426
Arts, entertainment, and recreation, and accommodation and food services	10,095	11,299	-1,204	1,360	1,403	-43	3,074	3,520	-446
Other services, except public administration	5,286	5,171	115	5,260	5,714	-454	3,665	3,646	19
Public administration	10,239	9,933	306	1,732	1,606	126	1,117	1,362	-245

Source: 2021 and 2019 ACS 5-Year Estimates Subject Tables

## Southern New Jersey Regional Job Listings by County

January 1, 2022 – December 31, 2022

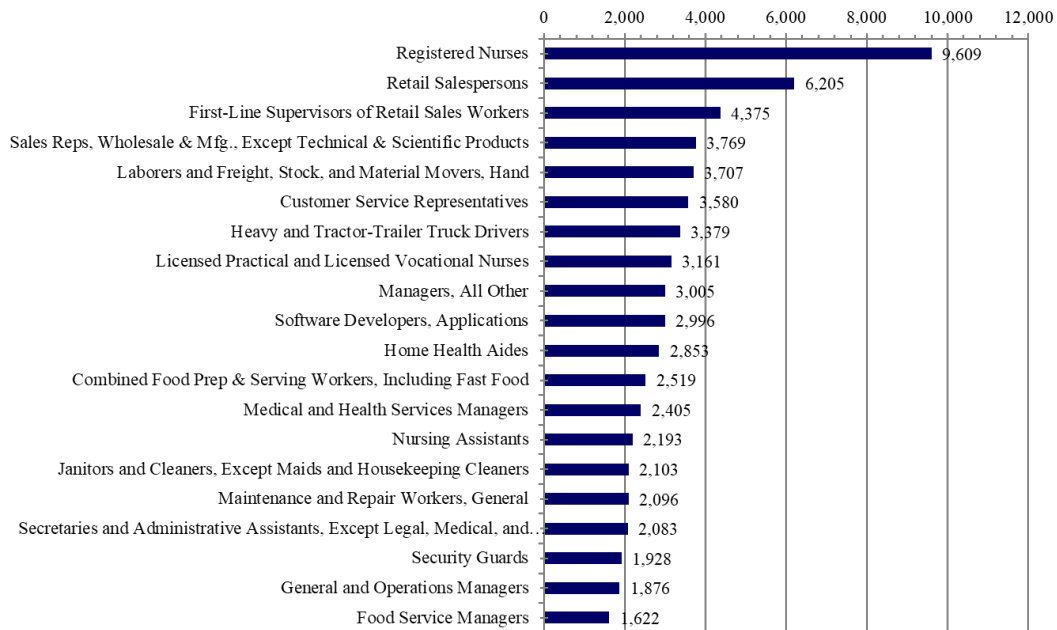


Source: Burning Glass Technologies Inc., Labor Insight

Prepared by New Jersey Department of Labor & Workforce Development – January 2023

## Southern Region Top Detailed Occupational Listings

January 1, 2022 – December 31, 2022



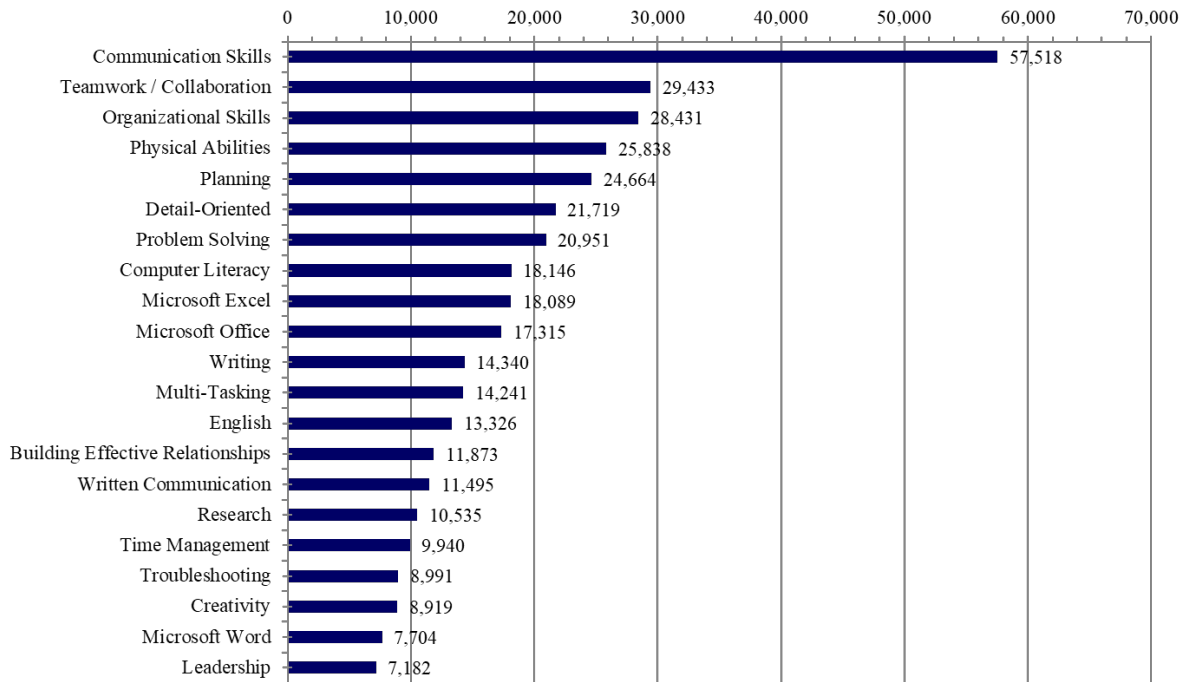
Source: Burning Glass Technologies Inc., Labor Insight

Prepared by New Jersey Department of Labor & Workforce Development – January 2023



## Southern Region Baseline Skills in Greatest Demand

January 1, 2022 – December 31, 2022



Source: Burning Glass Technologies Inc., Labor Insight

Prepared by New Jersey Department of Labor & Workforce Development – January 2023

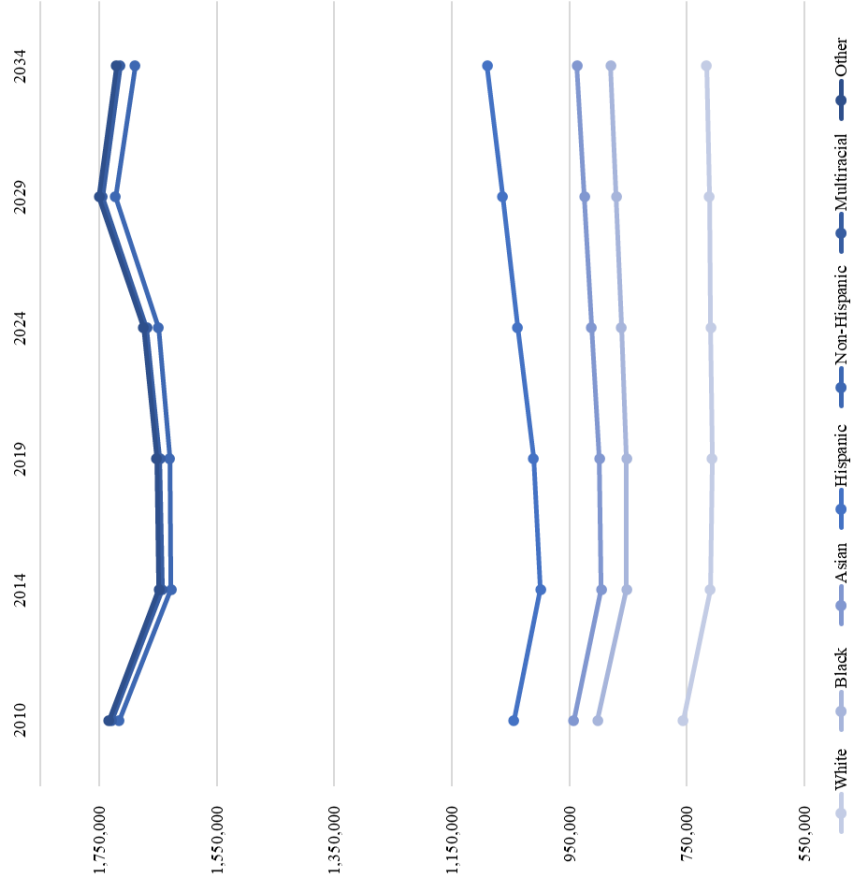
## WORK-BASED COMMUTING from REGION

Commuting Population in Region	852,235
<i>Atlantic County</i>	121,624
<i>Burlington County</i>	170,921
<i>Camden County</i>	177,077
<i>Cape May County</i>	39,861
<i>Cumberland County</i>	59,544
<i>Gloucester County</i>	96,042
<i>Salem County</i>	20,453
<b>Total</b>	<b>685,522</b>
<b>Commuter Outflow from Region</b>	<b>166,713</b>
to <i>Other NJ County</i>	50,172
<i>Pennsylvania</i>	99,713
<i>Delaware</i>	7,627
<i>New York</i>	4,868
<i>Maryland</i>	963
<i>Other</i>	3,370
	5.9%
	11.7%
	0.9%
	0.6%
	0.1%
	0.4%

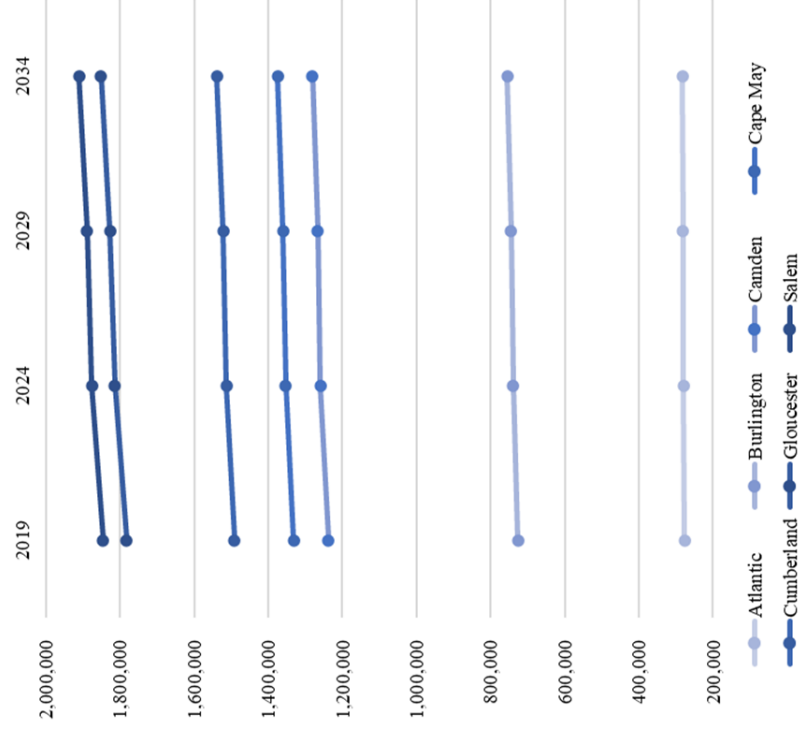
## WORK-BASED COMMUTING from REGION

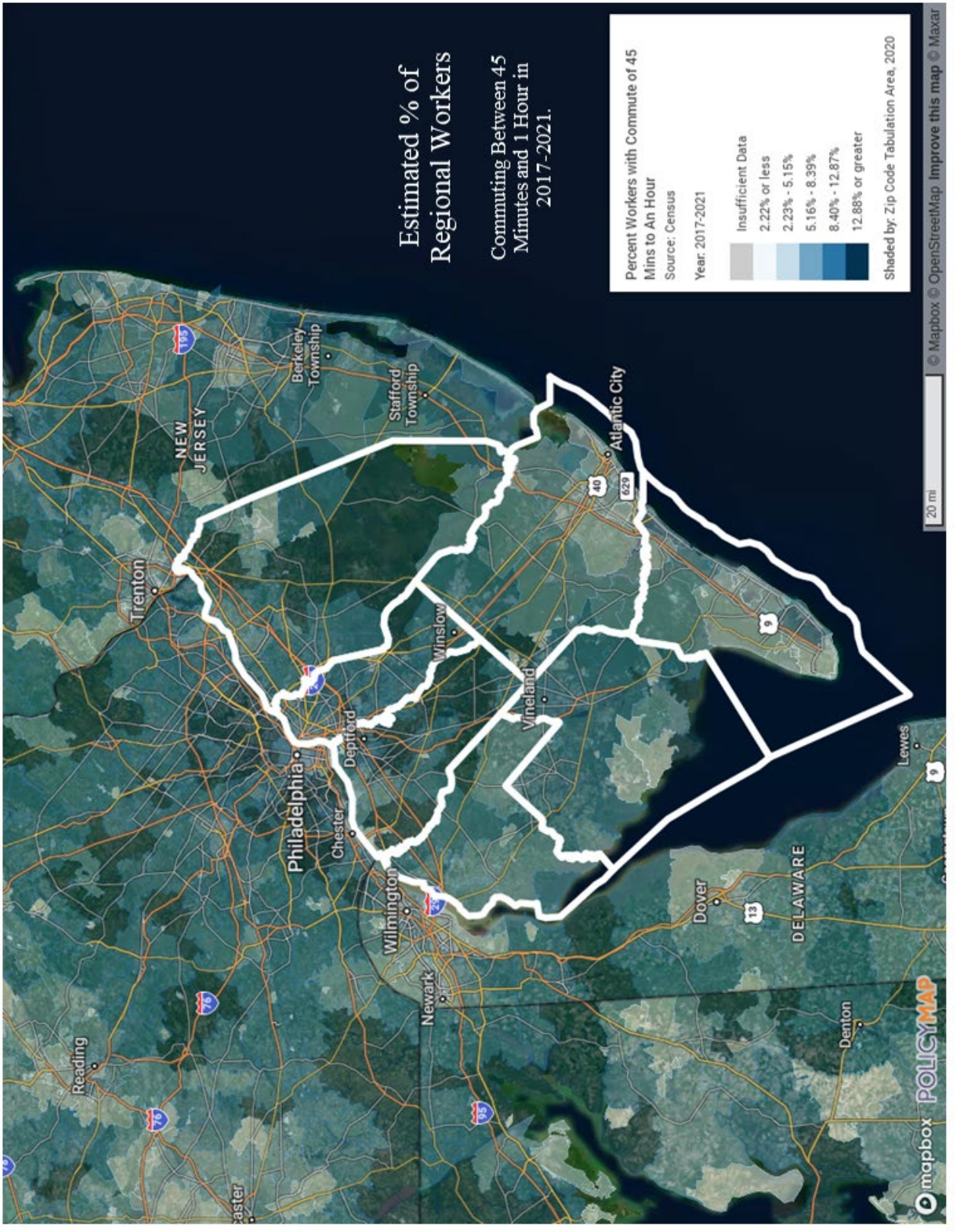
Commuting Population in Region	852,235
<i>Atlantic County</i>	101,877
<i>Burlington County</i>	121,798
<i>Camden County</i>	120,977
<i>Cape May County</i>	32,285
<i>Cumberland County</i>	45,043
<i>Gloucester County</i>	63,654
<i>Salem County</i>	13,589
<b>Total</b>	<b>499,223</b>
<b>Commuter Outflow from Region</b>	<b>353,012</b>
to <i>Other NJ County</i>	236,471
<i>Pennsylvania</i>	99,713
<i>Delaware</i>	7,627
<i>New York</i>	4,868
<i>Maryland</i>	963
<i>Other</i>	3,370
	27.7%
	11.7%
	0.9%
	0.6%
	0.1%
	0.4%

**Population Projections for 2010 - 2034**  
*Growth Rate by Race*

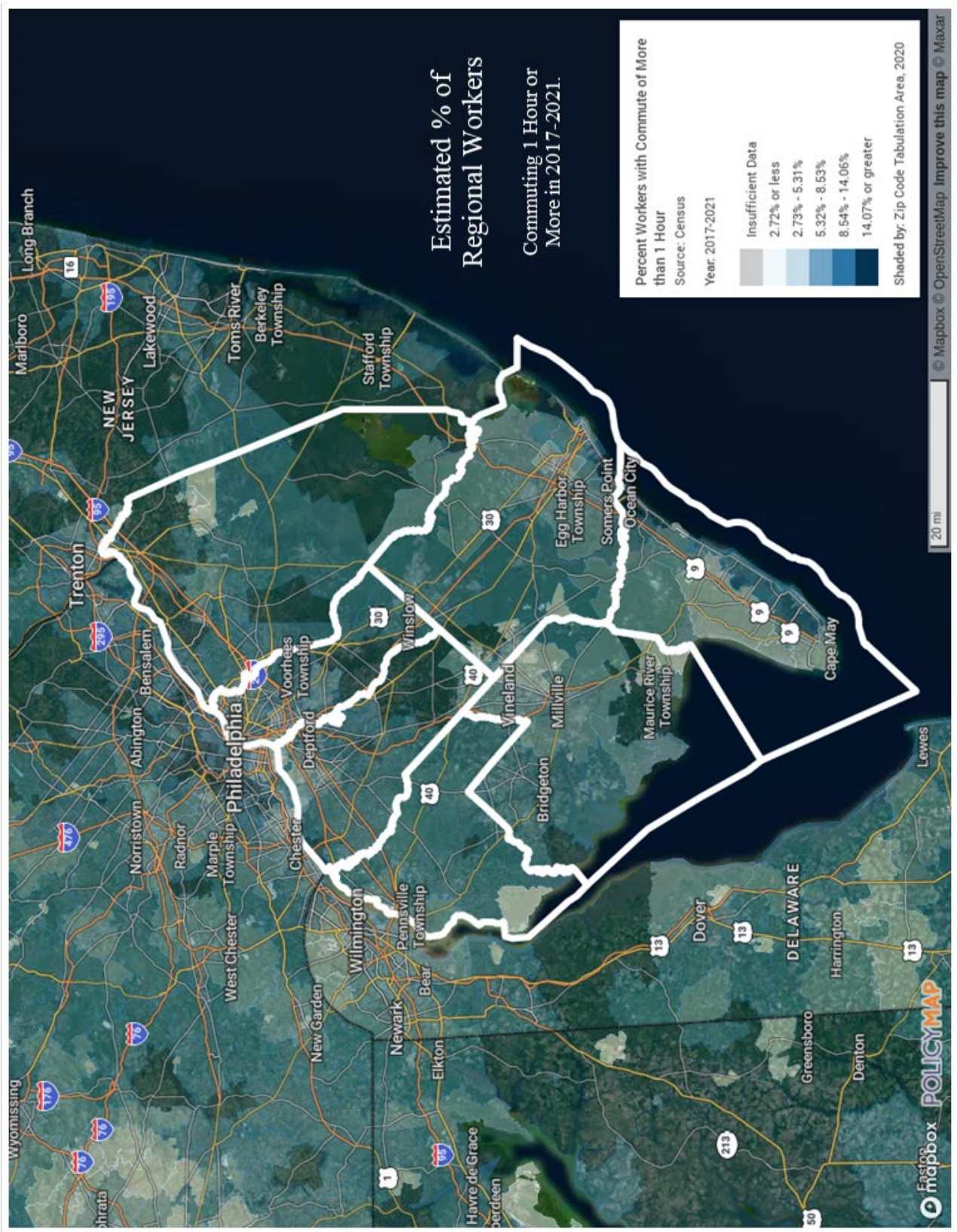


**Population Projections for 2010 - 2034**  
*Growth Trends by County*

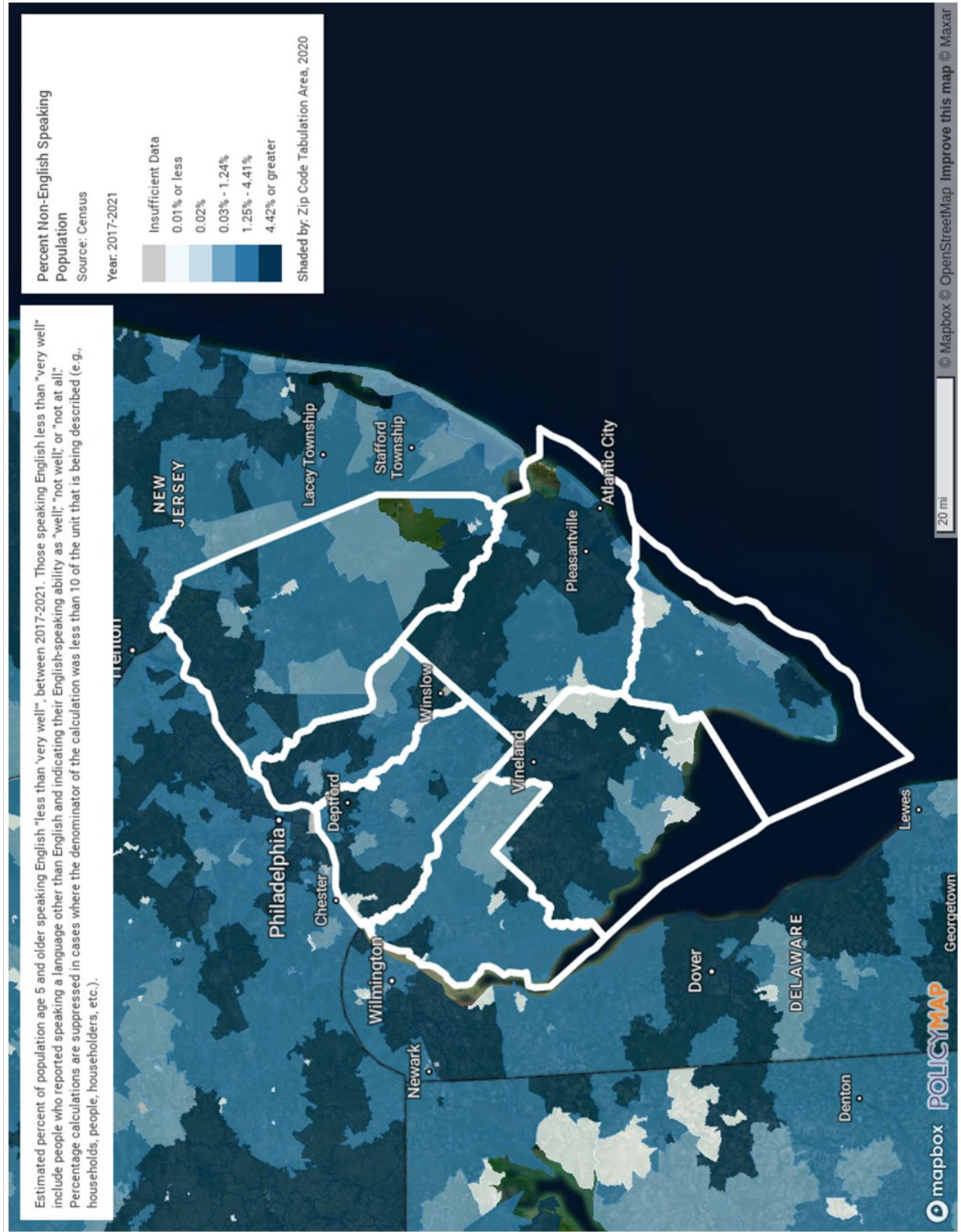




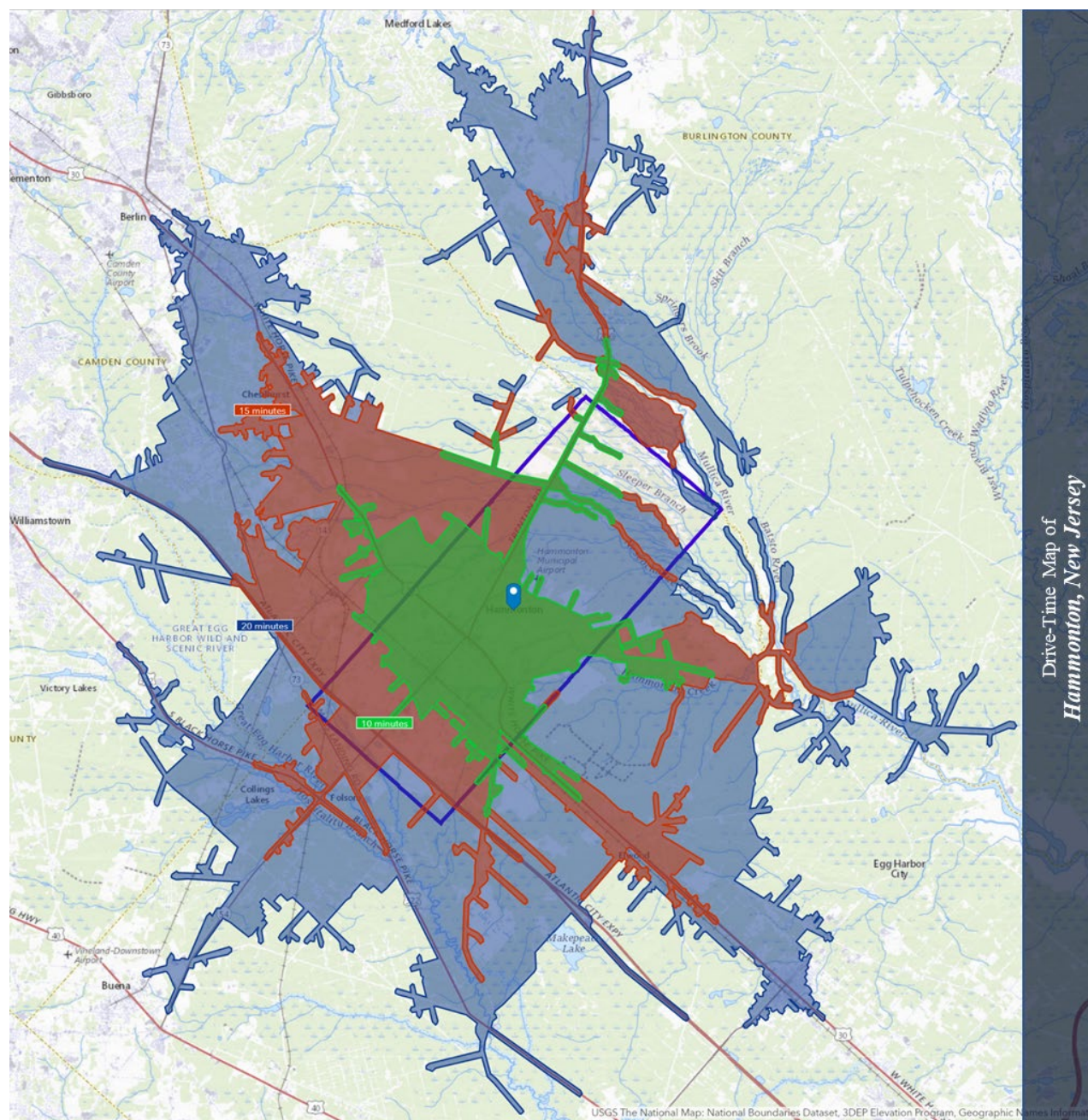












# Documentation of Outreach, Public Notices & Authorization

## **PROOFS OF PUBLIC NOTICES**

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The following pages provide Proof of Public Notices that were placed in newspapers of record in the seven South Jersey Counties. Additional information regarding outreach to County CEOs, Workforce Development Boards, and other stakeholders is available upon request.

**Gloucester County Workforce Development Board**  
**WIOA Local Area Plan**  
**(as amended)**

**Authorization and Signature Page**

**In Witness Whereof, the parties have, through the duly authorized Chair of the Gloucester County Workforce Development Board and the Chief Elected Official, authorized the submission of the Gloucester County WDB Local Area Plan as presented to the New Jersey State Employment and Training Commission (SETC).**

\_\_\_\_\_  
**Signature – Chair of the Gloucester County  
Workforce Development Board**

**Les Vale**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Signature – Commission Director**

**Frank J. DiMarco**

\_\_\_\_\_  
**Date**

# Partner Service Matrix



New Jersey Local WIOA Planning Guidance: Partner Service Matrix	WIOA Title I Adult	WIOA Title I Dislocated Worker	WIOA Title I Youth	Other Title I-Job Corps	Other Title I- YouthBuild	Title II	Wagner- Peyser - ES	DVRS	SCSEP	COMMENTS
Strength of Partnership	5	5	5	4	1	5	5	5	4	
<b>CAREER SERVICES</b>										
Eligibility Determination	X	X	X	X	X	X	X	X	X	
Outreach, Intake and Orientation	X	X	X	X	X	X	X	X	X	
Initial Assessment of skill levels	X	X	X	X	X	X	X	X	X	
Job Search and Placement Assistance	X	X	X	X	X	X	X	X	X	
Career Counseling	X	X	X	X	X	X	X	X	X	
Provision of info on on-in demand sectors and occupations	X	X	X	X	X	X	X	X	X	
Provision of info on non-traditional employment	X	X	X	X	X	X	X	X	X	
Appropriate recruitment and other business services	X	X	X	X	X	X	X	X	X	
Provision of referrals and coordination of activities with other programs and services.	X	X	X	X	X	X	X	X	X	
Provision of workforce and labor market statistics, including the provision of accurate information related to local, regional, and national labor market areas.	X	X	X	X	X	X	X	X	X	
Provision of performance information and cost on eligible providers	X	X	X	X	X	X	X	X	X	
Provision of information on how the local area is performing on local performance accountability measures and any additional measures.	X	X	X	X	X	X	X	X	X	
Provision of information relating the availability of support services or assistance and the appropriate referral to those services and assistance.	X	X	X	X	X	X	X	X	X	
Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided by WIOA.	X	X	X	X	X	X	X	X	X	
Provision of information and assistance regarding filing claims under UI programs.	X	X	X	X	X	X	X	X	X	
<b>INDIVIDUALIZED CAREER SERVICES</b>										
Comprehensive and Specialized Assessment for Adults and Dislocated Workers	X	X								
Development of individual employment plans	X	X	X	X	X	X	X	X		
Group and Individual Counseling and mentoring	X	X	X	X	X	X	X	X	X	
Career Planning/Case Management	X	X	X	X	X	X	X	X	X	
Short Term Pre-Vocational services	X	X	X	X	X	X		X		
Internships and Work Experiences	X	X	X	X	X			X	X	
Workforce preparation Activities	X	X	X	X	X	X	X	X	X	
Financial Literacy	X	X	X							
Out-of-Area Job Search Assistance	X	X	X	X	X	X	X	X	X	
English language acquisition and integrated education.						X				
<b>FOLLOW UP SERVICES</b>										
Unsubsidized Employment for up to 12 months	X	X	X							
Transitioning to Career Services	X	X	X							
<b>TRAINING SERVICES</b>										
Occupational Skills Training	X	X	X	X	X			X		
On-The-Job Training	X	X	X							
Incumbent Worker Training	X	X								
Programs that combine Workplace Training with Related Instruction	X	X	X	X	X	X	X	X	X	
Training Programs operated by Private Sector										
Skill Upgrading and Retraining	X	X								
Entrepreneurial Training	X	X	X							
Transitional Jobs										
Job Readiness Training	X	X	X	X	X	X	X	X	X	
Adult Education and Literacy Activities	X	X	X	X	X	X		X		
Customized Training	X	X								
<b>Others: Explain</b>										

[illegible]



