

Meeting Summary and Notes

CAMDEN WORKS: MOBILITY AND OPPORTUNITY IN A REGIONAL CONTEXT

October 5-6, 2006

Located at: Rutgers-Camden Campus Student Center
326 Penn Street Camden, NJ 08102

Organized by: the Center for Justice, Tolerance and Community, U.C. Santa Cruz
Co-hosted by: the Mid-Atlantic Regional Center for the Humanities at Rutgers-Camden
Sponsored by: the Ford and Annie E. Casey Foundations

I. MEETING SUMMARY

Introduction

The Ford and Casey Foundations are currently supporting a variety of efforts in the Camden region to promote social equity and mobility, insure responsible redevelopment and relocation, and inform public policy and organizing. The Foundations, among others, have come to believe that infusing the current approach to community development with a regionalist perspective could overcome the obstacles that have been presented by the more inward-looking strategies community of the past, as well as contribute to new alliances between those interested in economic vitality, environmental sustainability, and community revival.

As a part of these efforts, on October 5-6, 2006, a conference titled “*Camden Works: Mobility, Opportunity and Development in a Regional Context*” was organized at Rutgers University in Camden, New Jersey. Across communities, workforce development is viewed as an integral component to implementing a regional equity agenda. Soon after the conference a new workforce development program, based in Camden but with metropolitan-wide implications, was planned to be initiated.

The conference created a space to learn about statewide, regional and local workforce development strategies and included a diverse group of stakeholders in the discussion, such as: key foundation grantees, local leaders involved in the multi-sector Camden effort, Ford/Annie E. Casey program officers and staff from other engaged foundations, and select outside resource people and workforce development experts, implementers, and organizers. The day and a half long event was organized by the Center for Justice, Tolerance and Community at U.C. Santa Cruz (CJTC) and co-hosted by the Mid-Atlantic Regional Center for the Humanities (MARCH) at Rutgers-Camden.

The more specific desired outcomes of the meeting were:

- to learn about the participants’ current efforts and how they that are informed by, and contribute to, regional equity/regional responsibility perspectives;

- to learn about emerging workforce development efforts supported by the Ford and Annie E. Casey Foundations and others, and to hear about linking regional and workforce strategies to promote mobility, opportunity and development;
- to identify points of intersection and ways to align current efforts in Camden, both among actors on the ground and within partnering foundations.

The Context

The agenda was structured to be both informative and interactive: there were panels of regional and national leaders in the field of workforce development and discussion throughout the convening. The first session, titled *Understanding the Region*, included presentations by three local and regional organizations followed by participant discussion about strategic opportunities for the region.

Speakers Pat Smith and Sean Closkey, from The Reinvestment Fund (TRF), presented their data which was aimed at informing public policy, guiding allocation of resources, uncovering opportunities, and creating a platform upon which housing and community development strategies could be built. They shared their most recent work which looked examined three areas in South New Jersey: the Rivertowns study area, Camden and the surrounding suburban towns, and the route 42/55 Corridor.

Paul Scully from the New Jersey Regional Coalition (NJRC) asserted that there are state and local policies and politics that impoverish the City of Camden; furthermore, he explained that the answers to Camden's problems cannot be found inside of the City because the causes of these problems lie outside the City borders. He demonstrated how the deliberate isolation and segregation from opportunities that Camden residents have experienced for years will not change if we do not use research and organize wisely to address and reform state and regional public policy.

A longtime Camden leader, Tom Corcoran of the Cooper's Ferry Development Association (CFDA), argued that Camden has a surprisingly strong 'inside game'—meaning opportunities and networks within the City's internal structure—and could be very effective if coupled with a 'strong outside game,' such as linking Camden residents to jobs by organizing for improved access to public transportation. When describing some of CFDA's projects to connect the residential parts of Camden to the waterfront, he also pointed to policy change as providing necessary points of leverage. He gave the example of how the PATC extension of the system to the Route 55 corridor could be facilitated by using federal and state resources.

The next session, titled, *Understanding the Regional Labor Market*, examined regional economic drivers and labor market opportunities. Chris Benner, Assistant Professor of Geography at Pennsylvania State University and a CJTC Research Associate, presented the research of Mary Bell from the Delaware Valley Regional Planning Commission (DVRPC) which showed where residents are employed. For example, only 31% of Camden's residents work in Camden. Thirty three percent work in Cherry Hill and the percent working in Camden declined over the 1990s. The highest magnitude of service

employers in the area are in Trenton to the north and Philadelphia, University City, and King of Prussia on the other side of the Delaware River. The DVRPC is working on long range planning to create green spaces, make transportation improvements, rejuvenate suburbs, minimize sprawl, and provide equal access to opportunities for all residents in the region.

Focusing on the demand side of labor, Benner presented research showing that the fastest growing industries in the region are health care, transport, and financial services. In 2000, 46% of all jobs in the region were in the Philadelphia suburbs; however Camden residents tended to work in Camden City (32%), Camden County (40%), the rest of New Jersey (18%) and some in Philadelphia (7%). The jobs, particularly entry level, are steadily going to the South New Jersey suburbs and so a Camden-centered strategy is not enough. He asserted that space and geography do matter in workforce development, that short term job training is needed, and that taking a demand-driven approach requires intermediaries that build relationships with employers. Elsie Harper-Anderson of the University of Michigan spoke about her research which looks at connecting workforce and community development. Her findings indicate that when there is a focus on cluster development there is greater likelihood to bring workforce and community development together in a common vision.

The presentations were followed with a lively audience response where participants asked important questions like matching employment demand and supply, the role of immigrants in the job market, and how schools fit in to the workforce development landscape.

National Landscape

During the evening program, *Regions That Work*, *Regions and Work*, prominent national speakers Denise Fairchild, Bob Giloth and Edwin Melendez, addressed the supply and demand sides of the regional labor market, and also the connections between the two.

Denise Fairchild of Community Development Technology Center told the “Los Angeles story” which partly rose from a rethinking of community development in light of the civil unrest of 1992. She described the sector employment strategies that were made up of research, organizing/advocacy and policy development components. The outcomes were \$200 million invested in the region and the linkage of the manufacturing industry with the high schools. She advised that the success was the result of a slow process that could not have been done without the combined efforts of their coalition.

Bob Giloth, of the Annie E. Casey Foundation and editor of *Workforce Intermediaries for the Twenty-first Century* and *Workforce Development Politics: Civic Capacity and Performance*, suggested that not all jobs organize easily around sector and often workforce services are laid out linearly (ie. workers do not necessarily move neatly along from education to training to jobs). He described neighborhood workforce pipelines, like Baltimore’s Multiple System Investment, that realistically support workers’ employment needs.

Edwin Melendez, of the New School in New York City, emphasized how state and local governments should facilitate geographic and programmatic integration at the regional level. Programmatic and regional integration require consolidation of various job training and employment programs currently not part of the Workforce Investment Act (WIA). He emphasized the need to align with the public sector for long-term, substantial funding. However, he also noted that there is little money for system building and netting activities to promote partnerships among key stakeholders in the region.

Local Strategies

The second day began with a panel titled, *Changing the Rules: Framing Regional Policies*, which looked at regional workforce dynamics and relevant public policies. The Pennsylvania Deputy Secretary for Workforce, Sandy Vito, shared an innovative workforce development approach undertaken in Philadelphia that utilizes intermediaries like in regional training partnerships. She argued for the need to change policy to align existing resources. For example, with industry-based strategies, there should be criteria that is regional in scope, sector/cluster-based, demonstrates an understanding of the regional labor market, and unionized wherever possible.

Kathy Krepcio of Rutgers Heldrick Center for Workforce described the Governor's recent economic growth strategy which sets a framework for policy in the state. The six main areas address expanding opportunities for workers looking at regional strategies for leveraging resources and involving the higher education system building regional partnerships. David Rusk spoke about creating a setting for growth in Camden through opportunity-based fair share housing, like the Ethel Lawrence homes in Mount Laurel. He argued that strategies must connect children to communities where there are employment opportunities because Camden will never have enough jobs to raise families out of poverty.

As its title suggests, the last panel, *Bringing It Home*, was designed to apply the messages of the conference to Camden workforce efforts specifically. Jose Adorno from STRIVE is partnering with Martha Chavis of Camden Community Connections (CCC) in a new workforce initiative. He opened the discussion by describing STRIVE's focus on working with individuals in transition, the hardest to serve. Their model not only helps STRIVE clients get a job, but with their support aims to keep them employed.

Tom Billet of the Camden County Workforce Investment Board (WIB) agreed that there is a need for a regional perspective in finding opportunities for Camden. He discussed the transportation system deficiencies and explained that the WIB has applied for a federal grant to work on this problem. He suggested bringing in faith-based and community agencies to use their transportation capacity for getting job seekers who live in North Camden to jobs in South Camden. Another issue he addressed was the changing economy and how the workforce must adapt along with it through constant learning.

Martha Chavis spoke about the principles underlying Camden Community Connection's programming such as the sense of independence that comes from securing and keeping a job, how this changes one's outlook on life, and the ripple effect this can have on entire families. Her vision for the future of Camden is that it will reflect the region at-large, and that the lines between the suburbs and the city will be invisible. The last speaker, Douglas Allen, represented Cooper Hospital, one of the largest employers in the region. From his perspective, workers must have the right skills set. In order to match workers skills with employer demands the hospital has developed skill banks. He mentioned the pipeline of the future where employers partner with school districts in "school to career" programs, and highlighted the role of other community based intermediaries in making these connections.

Meeting Themes

During the final session in the afternoon, *Connecting Strategies / Aligning Our Work*, the participants divided into two groups to discuss what each participant took away from the conference and the implications. The groups also touched upon what gets in the way of working together and what might be some potential steps for the future.

There were several central themes of this discussion and the conference in general with regard to workforce and community development. They were:

- Workforce development is indeed a common/cross cutting issue. You cannot separate workforce and economic development, you cannot separate workforce and housing construction, you cannot separate workforce and transportation systems, you cannot separate workforce and environmental remediation. You need an integrated approach that gets beyond silos, integrates systems, and develops neighborhood pipelines.
- The labor market is definitely regional. The jobs are growing outside of Camden and while part of any strategy will include attracting jobs to the city, making the connections outside the city to regional employers is key in both the short- and long-term. Transportation is a problem but creative solutions, like bringing in community- and faith-based organizations might be useful. Housing mobility and choice is also important. Knowing where the jobs are – and what sort of jobs they are – is critical.
- Knowing the demand side of employer needs is not enough: Preparing people for work is hard work and requires sustained investments in both the people and the organizations that support them. Related resources like transportation and childcare are critical. Aligning and linking efforts will help the most vulnerable residents in the region.
- Scale is important: we need to figure out quickly how to move beyond boutique programs. While Camden is a relatively smaller city, the rates of poverty and

education levels are high and the suburbs will have to be included in relocation and workforce efforts. This again forces us to think regionally.

There were also a set of themes that reflect on the broader processes of revitalization in Camden and the region. They were:

- There is a longing for a new sort of conversation in and around Camden. Participants were pleased with the diverse mix, the frank exchange, and the commitment to assume good will in the discussion. One participant commented on the need to have conversations about Camden's future that are not posited as good versus evil but instead assume that the debate is about contending goods. Creating more spaces for these sort of positive discussions is important.
- Participants were pleased to have the foundations in the room. Finding a balance between showcasing successes and honest critical dialogue can be challenging due to the dynamics between foundations and grantees. But know the foundation vision is critical and being able to lay out the actual challenges community actors experience is also useful to the foundations.
- Participants also stressed the need to not collude with the negative perceptions of Camden. The City needs to be reconceived and remade as a place that is a significant and desirable part of the South Jersey region. And while some see this as a distant hope, there are still "many committed people who have weathered many storms in Camden," many of them present at this convening, and they are ready to do more. The tremendous asset of Camden is this base of human potential.

In general, the participants gave very positive feedback on the convening—they learned relevant data, heard about models of organizing from across the country, and were able to converse outside the usual silos of their particular issue or community. There was a desire to continue the conversation and learning in another forum.

II. FULL MEETING NOTES

October 5, 2006

Welcome

After an informal lunch, we began the agenda with welcomes by Pablo Farias, Vice President of the Asset Building and Community Development Program of the Ford Foundation, and Roger Dennis, Provost of Rutgers-Camden.

Moderator Manuel Pastor of the CJTC, reviewed the agenda and purposes of the conference. This conference focuses on workforce development in the regional context, an emerging element of Camden investments with metropolitan-wide implications. The specific desired outcomes of the conference were:

- To learn about the participants' current efforts and how they that are informed by, and contribute to, regional equity/regional responsibility perspectives.
- To learn about emerging workforce development efforts supported by the Ford and Annie E. Casey Foundations and others, and to hear about linking regional and workforce strategies to promote mobility, opportunity and development.
- To identify points of intersection and ways to align current efforts in Camden, both among actors on the ground and within partnering foundations.

Then there was an introductory session which gave everyone a chance to meet some of the participants and also hear from Carl Anthony of the Ford Foundation and Roger Williams of the Annie E. Casey Foundation about their vision of the Camden region.

The first session, titled Understanding the Region, included presentations by three local and regional organizations:

The Reinvestment Fund (TRF)

PAT SMITH, TRF: The Reinvestment Fund builds wealth and opportunity for low-wealth people and places through the promotion of socially and environmentally responsible development. They have assets of \$495 in investments and loans. Currently manage \$388.7 million in capital, with 946 investors. FY2006: \$54.3 million in loans and investments. Total five year investment in Camden is \$6.8 million. The purpose of their New Jersey plan is: Provides acquisition and predevelopment loans for affordable and workforce housing development by nonprofits. Housing is central.

They do Market Value Analysis (MVA) which helps to inform public policy and housing development strategies. Data sets are analyzed using a statistical "cluster analysis" which group areas together based on similarity of the traits identified and measured. What's important is not only how a single area is characterized, but how these areas compare to others around it. The MVA: Aggregates and filters large amounts of data, helps inform public policy, guide allocation of resources, and uncover opportunities, and creates a platform upon which housing and community development strategies can be built.

They raise funds from the private sector and get funds from the public sector as well. MVA can be tweaked and fine tuned to look at specific attributes of a region (political will, etc). They focus on: Asset Promotion: A set of investments that facilitate and preserve the functioning of a healthy market; Asset Preservation: A set of investments that prevent or mitigate problems from taking root and spreading; and Asset Development: A set of investments that capitalize on community assets and create conditions for market rebirth.

SEAN CLOSKEY, TRF: Three areas in South Jersey are being looked at: the Rivertowns study area, Camden and suburban, and the route 42/55 Corridor. Most of growth energy is in the Route 42/55 Corridor Study Area. It's broken into two pieces: northern and southern; smart growth areas and no smart growth areas. Most are part of New Jersey the housing values and income are far apart. Foreclosure activity is modest in this region. The next steps are to: Perform a cluster analysis of variables by block group, identify distinctive features of each cluster, and develop policy and investment strategies based on each cluster's characteristics

The New Jersey Regional Coalition (NJRC)

PAUL SCULLY, NJRC: There are state and local policies/politics that impoverish the City of Camden. The answers are not inside Camden because the problems are not caused by Camden. We cannot expect just the people and their leaders to overcome these insurmountable problems.

Stable integration strategies with the Fund for Open Society. Affordable housing where jobs are growing and not leaving. Link research and analysis with our community organizing work, housing, education, etc. The rise of importance of the older, inner ring suburbs. Camden is only 1% of the state population, can not address these problems without allies and collaboration. NJ median income is higher than any other state. The wealthy growing suburbs and towns are all selling their affordable housing responsibilities to poor towns and counties. Which is essentially systematic segregation. While short term solutions become long shots.

Deliberately keeping people isolated and segregated from opportunities will not change if we do not take on policy and use research.

Cooper's Ferry Development Association (CFDA)

TOM CORRCORAN, CFDA: Camden has a surprisingly strong inside game and could be very effective if coupled with a strong outside game. Camden is an island geographically--surrounded by Cooper River, etc. Waterfronts can create value--they are scarce commodities that Camden has a lot of. It needs to connect its neighborhoods with its waterfronts. They extended all the city roads to the waterfront, which were not connected before. Since 1984 the Camden waterfront had changed significantly.

The CFDA's completed projects include: Wiggins Park (built over 22 years is in six parts), NJ State Aquarium, Waterfront Garage, River Link Ferry, L-3 Communications, Tweeter Center, One Port Center, Camden Children's Garden, Campbell's Field, Battleship NJ, Victor Lofts, Adventure Aquarium, NJEDA's Waterfront Technology Center (Building #1). Projects under construction are: Ferry Terminal Building, Aquarium Fountain Park, Johnson Park, and the Radio Lofts. These make up 1,500 new residential units, 500,000 sf of commercial office space, 100,000 sf of retail, dining, and entertainment, a hotel conference center, 2,500 structured parking spaces.

Downtown waterfront access is important and CFDA's trying to connecting City streets to river. "Two cities, one waterfront"; we need to package Philadelphia and Camden as a single destination. This includes addressing regional transportation. The River Link Ferry is in place and Aerial Tram may be possible in the future.

Some of the projects in Camden: Camden Greenways, Parkside Park, Cramer Hill waterfront and the Cooper River Park in Pennsauken. Currently there is an underutilized Port and industrial usage of Waterfront property including scrap yards and car crushing operations.

Public policy decisions could help connect the resident parts of Camden to the waterfront—such as PATC extension of the system to the Route 55 corridor using federal and state resources. This could link many communities that are currently isolated. There is a proposed River Line extension from Camden to Glassboro.

After these presentations, participants were also asked to address the following question in small cluster groups, "What do you see that are the most strategic future opportunities for your organization/the region?"

The next session, titled, Understanding the Regional Labor Market, examined regional economic drivers and labor market opportunities.

Chris Benner, Pennsylvania State University

Also presenting the work of

Mary Bell, Delaware Valley Regional Planning Commission

MANUEL PASTOR: We are trying to get a sense of the nitty gritty of the regional labor market regarding data, presented clearly and accessibly. It's a chance to think about it and see how it aligns with other efforts. We asked Chris to present that data – which is a lot of work. He did a great analysis, working with Karen Chapple and Bill Lester at UC Berkeley. (Info about Chris' background)

CHRIS BENNER: This was an exercise in labor market flexibility: there were three panelists. Ellen Brown had a last minute conflict with the Governor's office. Panelist

Mary Bell is sick today. We asked Elsie Harper-Anderson to share her work on workforce issues.

I'll present Mary's PowerPoint presentation.

Urban core sprawl is evident. The population here grew rapidly until the 1970's, then stagnated. There was rapid decentralization. Camden declined in population and employment, but NJ grew as a whole – this is a recipe for sprawl. From 1970-2000, 5% population increase, and 44% increase in developed land. Commutes are mostly suburb to suburb.

It may impact efforts to attract employees in the urban core that it is an auto-dependent region and most people drive alone. Public transportation is decreasing. Camden city workers are more likely to use public transportation. It is a function of income and space, also.

The Delaware Valley Regional Planning Commission is working on long range planning to create green spaces, transportation improvements, and more. Their vision is of rejuvenated suburbs, minimizing sprawl, and equal access to opportunities for all.

Where do people work? We delineated regional areas into different part of services as part of the analysis. There is a move toward a service-oriented economy. Camden has a service economy with a transportation corridor along it. The highest magnitude centers in NJ are Trenton, etc. In Pennsylvania it is Philadelphia, University City, King of Prussia.

Where do Camden residents work? 31% work in Camden and 13% work in Cherry Hill. We need to take account of global economic challenges and think long term. We are using up a non-renewable resource – oil. The price of oil will increase when we reach peak oil, maybe in 2030. We need to have a post oil global economic development strategy.

What does that mean for this area? We can create jobs with green energy, for example – wind mill production is growing, and is a blue collar job. We need to encourage location efficiency – we could eco-brand the Delaware Valley. Mary indicates particular sectors here: financial, professional, technical services, professional health care. How can each person contribute? There are planning challenges.

Chris Benner's presentation: The story of the three economists and the elephant, related to the story of the three blind men. One economist studies the tail – has a vision of a flexible economy. One studies the feet – has a vision of a stable and solid economy. One studies the trunk – sees that it could knock us on the ground or get us all wet. Chris shows slide of elephant – how many legs does it have? Statistics are ineffective in many ways.

Questions he will attempt to answer: Where are the jobs, and where do the workers with those jobs live? Related to grouping industries: where are the industries, and what are they? What are the occupations that are accessible in the region? He is focused on the

demand side of the labor market. Workforce development can be seen as finding the people that have the right skills to meet labor market demand.

In 2000, 46% of all jobs in the region were in the Philadelphia suburbs, up from 38% in 1990—this is where the regional job growth really is. However, residents of the city of Camden tended to work in Camden City (32%), Camden County (40%), the rest of New Jersey (18%) and some in Philadelphia (7%). The jobs, particularly entry level, are steadily going to the South New Jersey suburbs and so a Camden-centered strategy is not enough. There is a 100,000 jobs decline over 20 years in Camden. In the three counties of South NJ, there was growth in the 1980's and stagnation in the 1990's.

Could Camden residents access available jobs? Karen Chapple and Bill Lester at UC Berkeley studied the link between where people work and live on a detailed level. They looked at regional employment centers such as Central City Philadelphia, Cherry Hill, etc. In 2000, these concentrations moved out further. There are 16 different categories of occupations in this data set. There is a pattern of unemployment in entry level occupations. In those regional job centers, what are the patterns of people who work there, and live elsewhere? As noted, only 32% of Camden residents who work, work in Camden itself. Over time, from 1990 to 2000, the percentage of Camden residents who work there has declined. In most every sector, they've gone to communities further out.

For the jobs in Camden, where do those workers come from? 23% come from Camden, and 20% come from other NJ counties. The Delaware River is such a barrier. In 2000, the percent of people working in Center City Philadelphia who live in Camden was .3%. For Camden County overall, it is 6.9%. Most of Philadelphia workers live in Philadelphia. Those who work in the suburbs, live in suburbs also. Most Cherry Hill workers come from Cherry Hill. It's the same for Pennsauken. For Ramblewood, the workers are spread out much more; the reason is suburban sprawl.

Now we will focus on industries: Where are the growing industries? Philadelphia's economy was flat for 15 years, but the education sector is growing, as is health care. The employment rate is not growing in Philadelphia. The Camden Metropolitan division for manufacturing is stagnating or declining. In the service sector industries, the government is a major employment sector. New communities need schools, roads, etc. The overall growth is in the service sector, but the growth rate is highly uneven. For Camden from 1990 to 2003, there was a negative growth rate for employment. All averages for wages are growing slower than the national level. Within these broad categories there are lots of subcategories.

We need to look at labor shortages – there are opportunities there. Short term on the job training is needed, AA degrees, career advancement opportunities over time. Michael Porter at Howard University made the bubble charts. Size of bubble shows how many people employed in Camden County – not many there. In analyzing our own data, the fastest growing industries include health care, transport, and financial services.

What are the skill requirements for jobs in growing industries? Pennsauken is more blue collar. Cherry Hill has more sales and low end occupations. We looked at individual occupations in competitive occupations and low unemployment, occupations that only require a vocational degree, and/or some job training. This is not representative of all jobs in the economy. Which occupations within that matrix are in Camden County? What is the real adjusted wage for 2005? Paralegals and legal assistants experienced a huge drop in their wages. Maybe law offices are moving out of the county. It's hard to think about individual occupations, because they are part of an industry. Three priority growing industries: Health Care, Business and financial services: telemarketing and Logistics and distribution: lots of occupational openings.

Key Points:

- Try to have demand-driven approach. Build relationships with employers. Be an intermediary in the labor market.
- Space and geography matter.
- There are inequalities in the region – you have to prioritize overcoming them.
- This presentation is only a little piece of the issue.

Elsie Harper-Anderson, University of Michigan

ELSIE HARPER-WILLIAMS: I appreciate Chris's work. My research has been done mostly in Michigan and nationally, on the connection between workforce development and economic development. In Michigan, the economy is the strongest motivator to bring these two together. Today I am talking about the institutions of workforce and economic development, and their historic disconnect.

I've worked with state and local workforce development. One of the tasks in Michigan is to look at how they are meeting performance standards in the recession, and how is the relationship between workforce development and economic development, where does one begin and the other end. Lots of organizations have dual purposes now; they are economically interconnected. Michigan has been hit really hard by the recession. They researched it and decided they needed a lot more cross fertilization between workforce and economic development. One banner was language and culture – they started to learn from each other. In the rise of the network society, they started looking at putting groups that belonged together, and incorporating their ideas together.

The players are changing a great deal. Traditional workforce development is a public sector endeavor. They found many marketing people to promote that sector. Who is doing it has changed. Workforce development is acting more like economic development now. In the Workforce development administration, many people saw themselves as contributing to creating a competitive economy, redefining their roles. This was a huge leap forward.

Another example of the change: How they are spending funds. They are going to image making and marketing; one organization spent 95% of their funds on marketing, glitzying

up the building, changing their name, and more. As Chris said, workforce development is more market driven. One representative told Elsie “Job seekers are not my clients. I focus my energy on attracting employers to our organization.” We think of economic development as going out and attracting jobs to the area. Workforce developers do that now.

One question I had was, “Is this happening on a national scale?” In a national study I did, surveying all workforce developers, I asked if they share resources, share people. Workforce and economic development are linked when the focus for workforce development is on sectors. The theory is, if you focus on clusters, it brings workforce and economic development together in a common vision. The challenges of this link in Michigan include the ad hoc nature of the interactions. And how do the two sides collaborate? What does collaboration mean? One survey goal was to measure that collaboration and how it connects to the results. We are looking at that now. Should we focus on where the economy has been, or where we want it to go? We should not be reactive, but drive the economy.

MANUEL PASTOR: Could we have comments from Martha Chavis?

MARTHA CHAVIS: It’s all rational, backed up by data. There are many missing components, however. All jobs have as the basic assumption an understanding of potential employees and employers. Where are they in that network? We need to make sure that we as individuals have planted the seeds. What do we want to do, what training is needed? We have known that these three areas are growing for 10-15 years. How are we disseminating that information? Where are the stakeholders, at this table? What about the health of those individuals? It keeps wrapping around itself. What about those with sixth grade education? Should employers have a role in that?

We need to make a healthier environment. The people that it applies to are not here. We have too little information, but are processing and planning. The workforce is hanging on the ends, ready to drop. Building green spaces for what? Cemeteries? What stood in the way of making that connection of getting workforce development related to: transportation, employees investing in individuals, education while working, child care issues, cultural issues, age issues, gender issues, education issues. We need wrap around services.

CAROL DANN.: I’m struck by the expansion of government jobs, with all the rhetoric of getting government off our backs. There is a link between government jobs and suburban sprawl. Expanded government jobs are realistic for places like Camden – if we can’t get kids into that system, how will they get jobs?

ROY JONES: The 800 pound gorilla in the room is that it is hard to employ individuals in Camden. They don’t show up in the statistics. They are disengaged from the workforce or have never been in it. Many in jail, substance abuse programs, shelters. This is a useful discussion; the research part of the problem solving is very good. It’s very important. It’s a wonderful first step. I recommend to the funders that they meet with the

governor of the state privately, then with the cabinet. Number two, there is a disconnect between Camden residents and jobs – most people that live here don't have jobs here. How do you create jobs in this city, a market here? Camden is highly contaminated, but that can be an opportunity also. There are 114 contaminated sites, two to three Superfund sites. We can create jobs from this blight.

JEREMY NOWAK: The picture we mostly got was the demand side. We are now hearing about supply side. To have a well-functioning regional economy, we must be efficient. What is the nature of the disconnection between supply and demand? There is a whole other piece – skills, other information, discrimination. One way to go about it is to get a sense of the disconnecting points and how institutions contribute to that. In the schools, there is \$16,000 spent on every kid; plenty of money, just not spent well. There is a spatial mismatch. Less than 50% have high school educations. Why would a company choose to locate here, given the labor supply and the issues? There are local institutional problems.

MANUEL: (Reference to environmental remediation, etc.)

KEVIN WALSH: Point 1: I was at a Tweeter Center concert (in Camden) and was surprised at the number of white security people there – that's a lost opportunity. Point 2: I knew a guy from Pennsauken who had a history with drugs, jail, and got a great job opportunity after all that. That's the value of social linkages. Point 3: In Mount Laurel they had 140 units of low income housing. For the last 40 units, 1800 people showed up for them. This area has some of the best schools in the region. Overall, linkages to opportunities and social networks are important.

CAROL WOLFF: The Department of Labor investigated us when we trained people because of our high placement rate. ...There are third world issues here, such as health status.... We need to think about other job opportunities here. We need to collaborate with employers.

MANUEL: We are not just meeting the market, we are making the market.

JIM GIBSON: These are interesting points. What research do we have about this population and connections to the work force, in this community and region?

MANUEL: Is there lots of research in the literature about these issues? There is research from LA studying the relationship of poor neighborhoods on resident wages. In a poor neighborhood, most other residents have low-quality employment and can't help you get a good job. That turns out to be a 15-20% ding on your income. There could be a need for more documentation.

JIM GIBSON: Lots of money is being spent right now on this issue.

NANDITA VERMA: What do we know about strategies to help low wage workers advance? The evidence is relatively thin. We know where the jobs are. We know where

the people at the bottom end of the income distribution are. The connection of what gets them out of poverty is thin. MDRC is working on three projects.

CAROL DANN: Some people think that folks in Camden are not worthy of employment. We need to work with the political structure. We need to change the perception of who is living in Camden.

ROGER WILLIAMS: We are missing a major piece of the puzzle. Do people have the right values? Some suggest that Latinos are hard workers as compared to African Americans.

BOBBIE HILL: The research says that small schools work. There is not a lot of direction or incentive from the state to do small schools. The kids are not educated – they are not holding them to high standards.

NELSON CARASQUILLO: I used to organize in the migrant community. Workers who lived in Bridgton worked in Burlington. There were many workplace abuses, and the workers couldn't take it. They started organizing. As soon as there was talk of migrant status vulnerability, it was all over. The mayor didn't perceive the migrant community as contributors to the community. In a survey, we found out that the workers were paying an average of \$13,000 a year in taxes.

ELSIE HARPER-ANDERSON: One thing about hard to serve populations is the role of national policy. There is a lack of incentive in the requirements regarding performance. On the local level, we need to push harder on that. More can be done through policy.

JOSE ADORNO: Chris' presentation showed the demand side. STRIVE develops relationships with employers, which translate into opportunities for clients. There is value in investing heavily with the clients. It's about empowering them. People in Camden have lost hope. We are giving them engagement, choices; we can't wait for empirical data. We need to talk to the people in the trenches. What do people want? Where are the people of Camden?

MANUEL: There is a note of hope and also critique there. The data is useful, but we are missing some issues here. We heard some ideas about creating new markets, through things like health environmental remediation. There is a disconnection beyond space, and questions of networks and education need to be addressed. We need to look at the role of the education system.

The group was then asked to talk with each other about the following two questions:

- **What did you learn today?**
- **What do you wish you learned today?**

Immediately following was an evening program titled, Regions That Work, Regions and Work, that included prominent national speakers discussing regional labor market strategies that improve mobility and opportunity. First we heard from Suzanne Siskel, the Director of CRD at the Ford Foundation and Randy Primas, the former Chief Operating Officer (COO) and Chair of the Redevelopment Authority of Camden.

SUZANNE SISKEL: We want to have even more synergy with other foundation and local foundations doing more place based work. The kinds of struggles and solution that you are dealing with people are dealing with in other places—a need to learn from each other. It has been a pleasure working with Carl and looking forward to his book and deeply grateful for all that he has done.

RANDY PRIMAS: Welcome to the city. Thank you to the foundations for all your help. In 1949 Camden was the most beautiful city in America. Now the hurricane that flowed through New Orleans has been blowing through Camden for the past 60 years. Now we are the poorest city in America and the murder capital of America. But this is a city full of good people. We are a young city with high unemployment, a low tax base and corruption. All the taxes that are collected do not cover even the basic city needs. The young people can't learn. It's the pathology of poverty—coming to school without breakfast, without a bed or computer. Three miles from here is the Liberty Bell. This morning I was at a homeless conference with 300 people.

There is not enough space in this town to meet the needs for jobs of the people here. These are the realities and there is also hope. Workforce development is vital. We need to improve the quality of life for the residents. Poverty is the biggest problem we're dealing with. The issues we're trying to confront here require a local, state and federal response.

Denise Fairchild, Community Development Technology Center, L.A.

Former director of the L.A. office of the Local Initiatives Support Corporation (LISC), Dr. Fairchild has been instrumental in implementing the workforce element of a landmark community benefits agreement.

Going to tell the LA story—it has a labor demand strategies focus. CD Tech is affiliated with the LA community college technology school. Our goal is to build livable and sustainable communities, “Building Communities that Work.” Community based economic development objectives—jobs, wealth, etc. I had a romantic idea of going back to villages, homogeneous, etc. I woke up.

If you don't build up Camden we don't build up the region. Those village notions are not real, actually it is global. Drought: high unemployment amongst stigmatized and working peer. Leakage: out-migration growth, business leaving. Isolation: concentrated poverty, no corporate leaders, no places for jobs.

Where are the jobs? Hollywood, metal, manufacturing...

Our work was directly connected to the civil unrest of 1992. We were mad and our first response was to have someone come in and help us. If you are going to build yourself up, it has got to be from the inside. The research showed that at the time we had 15,000 small and medium sized manufacturers, employed 360,000 people.

The goal was to improve economic mobility of low-wage workers. We can not compete on low wages like in China. We organized these businesses the same way to organize people—where does it hurt? What can we do to fix it? Firm behavior, Industry Behavior, Community Development.

Outcomes: \$200 million in bio-med investment/development in East LA and the Valley and related to workforce training. Retained the toy industry. Linked the manufacturing industry with the high schools. Cluster development is the most efficient way to do work with small size firms. It is slow.

Sector employment: Research, Organizing/Advocacy, Policy Development. Public subsidies must result in public benefits. Not waiting for anyone to step up to the place (not the WIBs, not the elected officials). We are doing it through coalitions. Faith based and labor both need to be at the table. Political leverage helps. You should go for the policies but not stop there. You have to think about implementation as well.

Bob Giloth, Annie E. Casey Foundation

Former Deputy Commissioner of Economic Development under Mayor Harold Washington, Dr. Giloth edited *Workforce Intermediaries for the Twenty-first Century* and *Workforce Development Politics: Civic Capacity and Performance*, both published by Temple University Press in 2004.

Spent a number of years working on the supply side. A lot of discussion from the afternoon relates to the supply side. Our finding was having access to good service really got the jobs to stick for the first 3 months, but the 6 month stick required development and the job training or human capital. What happens when only one of 10 people get the jobs? Not all jobs organize easily around sector (for example, construction is too short term).

Neighborhood workforce pipelines (activities, networks and services that provide information and access). Non linear in reality but often laid out linearly.

Not one organization plays all the roles—they cover a few of the pieces. A lot of funds on the table but they are not being well organized to get the results we want. There are race disparities, literacy, transportation (cars and licenses) and re-entry from prison—all barriers that are not easily overcome.

See slides with Pipeline examples: Baltimore Skills Gaps Challenge and Multiple System Investment (also in Baltimore).

Edwin Melendez, New School, New York

Former director of the Mauricio Gastón Institute for Latino Community Development and Public Policy at the University of Massachusetts-Boston, Dr. Melendez is editor of *Communities and Workforce Development* (Upjohn Institute: 2004).

Assessing the challenges:

There are few cases where you can see that there is a regional workforce development strategy. Workforce development system—main objective should be economic and equitable growth:

- Look at processes, roles and institutions.
- Prepare and support disadvantaged workers
- Respond to resource needs
- Geographic scale looking at the region
- Spatial mismatch in most cities

As you create the system, we want both high wages and employment standards. Regional scope that also links to the neighborhoods. Decentralized and integrated. Multiple funding streams. Dual outcomes and triple bottom line.

Inter-related components: Supply side- workers services. Demand side: employers services. We need to focus on low-wage, low skills workers. We need to pay attention to public sector and align with the public sector for long term substantial funding. Collaboration is essential. Many agreements can structure these collaborations. Too much of what we fund is direct services to workers or even employers. However, there is no money for constructing the structure for collaboration.

1. Workers services
2. Employer services
3. System building and netting : WIBS, regional partnerships
4. Financing and Oversight: Scope of regional authority

To understand the regional public welfare system, we need to understand how they spend their money. WIBs are serving different sectors.

There are two dimensions that limit what government can do: Geography authority and programmatic authority. 1. Geographic authority: whether the authority over program implementation and oversight is comprehensive of a regional labor market, such as those in a metropolitan area and its satellite suburbs; 2. Programmatic authority: whether the agency that oversees the allocation of WIA-related funding is also given the mandate to oversee substantive allocations of other funding streams such as those from TANF employment-related activities.

The ideal gradient is to have both, creating regional integration. Welfare funds get poured into some agencies. In California, we have both workforce development and economic development in one place. The WIA at a regional level allocates money. Leading organizations have four or five different types – in Pittsburgh, the Chamber of Commerce plays an active role in determining the organization. Local organizations implemented the signing of agreements. SETA is an example of a quasi public agency dealing with programmatic and geographic sides. For WIB, there were 25 short cases and four or five long cases available to renew. Workforce intermediaries had specific complimentary tasks.

Conclusions:

1. Workforce development regionalism depends on:
 - Regional integration of the public sector.
 - Leading organizations that articulate a well-defined regional agenda.
 - Labor market intermediaries that facilitate service delivery and promote effectiveness and accountability.
 - Partnerships and collaborations with significant industry and employment services providers.
 - Public funding and other supports for system building and netting activities.
2. Specific things to advocate for/policy strategies:
 - State and local agencies should support organizations that engage in system building and netting activities.
 - State and local governments should facilitate geographic and programmatic integration at the regional level.
 - Programmatic and regional integration requires consolidation of various job training and employment programs currently not part of the WIA.
 - OSCC functions should expand to support system building and netting activities, and to promote partnerships and collaborations among key stakeholders in the region.

Questions/Comments:

For Robert: Tell us about Annie E. Casey's eight point success program.

BOB GILOTH: Integrating workforce development, work supports, asset building, reducing high costs that neighbors pay for... It's about working with family poverty – focusing on the Earned Income Credit, working with predatory lenders; it's a framework that relates to neighborhoods and regions.

MANUEL: These things emerged through getting research out there and understanding the particular nature of Camden and the labor force. Tomorrow we'll drill deep into the regional and local labor market.

October 6, 2006

The second day started with a set of speakers analyzing regional workforce dynamics and relevant public policies in a session titled, *Changing the Rules: Framing Regional Policies*. The second session, titled *Bringing It Home*, addressed the principles guiding current workforce efforts and speakers discussed how they see the Camden region five years from now. During the final session in the afternoon, *Connecting Strategies / Aligning Our Work*, the participants divided into two smaller groups to discuss what everyone took away from the conference and the implications.

Changing the Rules: Framing Regional Policies

Moderator, CHRIS BENNER: Introduced Sandy Vito, Kathy Krepcio and David Rusk. We chose these people because of their understanding of policy and about achieving policy. Sandy Vito was Deputy Director of the Democratic Party before. Kathy has a human services background. David Rusk is the former Mayor of Albuquerque.

Sandy Vito, Pennsylvania Deputy Secretary for Workforce

There was a Pennsylvania experiment to have workforce development strategy using intermediaries, an innovative attack. I would like to concentrate on three themes from last night: Changing industry sector behavior, connecting mechanisms, and policy.

In the job seekers side vs. supply side:

There has been an historical focus on people outside the workforce for training slots with little up front knowledge of individual interest or aptitudes. They had no follow up or consumer choice.

In the employer/demand side: there was just one firm at a time, with little benefit beyond the firm, and a subsidy for firm attraction. Theory has changed, but the practice has not changed much. We are creating regional industry-based strategies, increasing opportunities for Pennsylvania residents. Pennsylvania's workforce intermediary strategy is taken from miscellaneous regional training partnerships. The funding strategy is good in theory, but very opportunistic. There is not a lot of money for creating the partnerships, but there are WIA 10% funds, and some other money in the system.

We need a policy change to align existing resources. Industry partnership criteria should be regional in scope, sector/cluster-based, should demonstrate understanding of the regional labor market, and be unionized wherever possible. A few examples follow.

Pre-apprenticeship programs often don't work. In Reading, PA there is a different model, with strong ties to multiple employers, a community organizing strategy, and connections to high schools and CBO's.

Long Term Care South Central is changing the rules of the game. It requires for success: A strong lead and strong knowledge of industry. The labor market is different for different industries. The industry need – labor force shortage and compliance

requirements. Who should have industry partnerships? CBO's... Creating opportunities, connections with youth. Resource alignment – should be for “high priority” occupations. Billions of dollars being spent with not a lot of outcomes.

Kathy Krepcio, Heldrick Center for Workforce, Rutgers

KATHY KREPCIO: The economic growth strategy for the state of New Jersey. The Governor's strategy is a new idea about growth. Gary Rhodes is the new director of the Economic Growth Department. They have created an “umbrella” of departments devoted to this issue, such as Labor Department. Unless the governor gets involved, state is fragmented, so it's a good idea.

The plan has six priorities, setting a framework for organization of policy in the state. Statistics show what New Jersey's strengths are: we have the 18th lowest unemployment rate in the U.S., and the 4th lowest poverty rate. We are near the top in annual wages.

What is worrisome to the Governor:

1. We have high public sector job growth, but low wages elsewhere.
2. There is restructuring of communication and pharmaceutical industries in the state, and so a loss of those jobs, with those industries moving to other states. New Jersey is becoming a retail state. The loss of Fort Mammoth during the base closures, to Aberdeen is a part of that.

The governor came into office in January, and looked at different strategies. His focus is on developing a world class work force. New Jersey has educational issues: nearly 25% of K-12 students are not meeting standards. It's a tale of two cities; high wage earners vs. poverty here.

The governor feels that universities and colleges have failed in becoming too insular, and not being open to creating a pipeline for workers. They are not aligned with the business community. The governor wants to be strategic, and the state has not been strategic historically, with their idea of spreading it all around. We are one of the few states with a budget deficit, so are forced to be strategic.

3. Ensure that education and training meet workforce needs in New Jersey. We are focusing on employers and worker demand. The state has developed research around this, working with the Heldrick Center. We are asking, what are the skills that workers need? We are focusing on research, for example, in healthcare, hospitality, finance, transportation, utilities, construction. The state has developed a web site: njnextstep.org, to reach out to high school students, counselors, parents. The Labor Department has a web site, but this one is more user friendly to kids and the general population. Employer information is put on the site. The next step is to look at health, retail systems, etc. to help the Trenton decision makers.

4. Establish high skills partnership institutes. The New Jersey Department of Public Education has not partnered much in the past. The state lags on this issue – now they are putting out competitive grants to two and four year institutions.

5. Create high growth grants to assist businesses in upgrading their employee skills. They're putting \$18 million in a competitive grants process, with coalitions of partners between the education and workforce communities.

6. Expand training opportunities for workers. The idea is to get the higher education system more engaged. In the past, there has been very little leveraging of dollars. There have been partnerships, but they were really just raiding funds. There was very little regional activity. They are now looking at a regional strategy for the Meadowlands, and looking at Atlantic City also.

On the happy side, the budget in New Jersey forced people to leverage more dollars. Now we need to look at things regionally, and be more competitive and strategic. In the local workforce investment force, there are complaints about the restructuring. It will be painful.

David Rusk, Consultant

DAVID RUSK: From 1970 to 1971 I was US Labor Department's Program Development Director of the Manpower Administration. I was responsible for all of the Labor Department's training. In 1971 I left Nixon's administration, and went to Albuquerque. I was the fourth Federal executive to be loaned to a state or local government. There my mission was to put together a national program of job training. We had total government control, coming into a single grant in Albuquerque. All the Labor Department regulations were swept out with the concept that you have to have total flexibility. Later when audited, we did a one paragraph report, and got a clean audit.

That's my background in workforce and since I have worked on other issues of regional equity. I would like to share my local expertise. After the civil rights movement opened things up, we prepared ourselves, we thought. But opportunities were relentlessly relocated. An example of bridging that opportunity is the Ethel Lawrence homes in Mount Laurel. We finally broke ground on them in 1983. We had 1800 families applying for the last 40 homes. 500 of them were from Camden. We ended up with 40-50 former Camden residents there. The people living there no longer have to struggle daily just to survive, they can begin to grow. In Camden, you have to create a setting for that growth.

My second anecdote takes place in Medford Township. The State Supreme Court said you have an obligation to build 200 low income homes. The escape clause, the Regional Contribution Agreement (RCA), means that they hire brokers to sell the low income housing obligations. The Camden Recovery Act bans them from receiving any RCA's. They went to Pennsauken, who turned it down (\$3 million). They know that it is not good to concentrate low income families. If you look at the tax base in these communities, and

the capacity of these towns. Medford: \$30 million, Pennsauken: \$3 million, Glassburg \$2 million (they gladly took the money). Medford had 6% job growth in the 1990's. Mount Laurel was the fastest growing job center in South New Jersey. Glassburg had a little bit of growth.

In Camden, 88 percent of its school children are poor enough to qualify for subsidized school meals. The impact of a poor child's family moving from Camden to Medford would, on average, be about an 18 percentile improvement in the child's test scores. We are literally connecting children into communities where jobs are vanishing. Chris talked about where jobs are located – only 31% of the people who live in Camden work there. Randy Primas said that Camden will never have enough jobs to raise the families out of poverty. Camden is probably only the fifth or sixth largest private sector jobs center in South Jersey. We can open up that market through opportunity-based fair share housing.

CHRIS BENNER: To help us think about this issue, turn to someone and talk: What's the takeaway from these presentations for your own work and what are the next steps...

Comments:

- Federal policy – they give you money, but not enough to solve problems.
- People need to see the assets of Camden; one of the greatest is our people.
- Regarding trade unions: when people don't live near where they work, you find union-hostile environments.
- I feel that you're talking at us, that you don't see us.
- I'm on fire – I need to do something immediately.
- How do we scale up?
- If you bring new industry here, we need to make sure it's environmentally safe.
- We assume that moving folks out to the suburbs will make it all better.
- We don't want to move the higher wage jobs out of the state, but what remains for poor people are the retail jobs and call centers.
- How do you bring into the state the jobs that are high wage and green?
- There is a struggle between the inside game and the outside game.
- One of the problems is that youth attempt to get jobs but they don't get hired and we need more help.

Bringing It Home

This panel was set up to apply the information presented and the discussions throughout the conference to workforce development specific to Camden.

Jose Adorno, STRIVE

JOSE ADORNO: STRIVE's bread and butter is the untapped workforce in Camden. We do training and job readiness, more importantly, we support individuals in that transition. I've seen six or nine month or one year job support – STRIVE does two years of support – it takes two years for individuals, we find. Also, we continually engage people in the

workforce. If you've been downsized, we'll get you a new job. If you walk, you may have to go through our program again.

STRIVE could work throughout the county. We'll open on October 20th in Camden. There are some challenges here, like in other cities. STRIVE is not unique – it's from the gut and heart. We've been around for 23 years. There are lots of guts and heart in Camden. There's lots of hope in Camden. We hope to assist Martha and her staff in Camden. We are willing to share best practices – what we do works.

STRIVE started in a housing project basement in 1984. There were 54 placements in the first year. We are in London, Scotland, Ireland, Israel, etc. We train people for six weeks and then place them. Most people don't get it the first time around. Failure is feedback – sometimes you have to work through that part. Clients have tons of barriers. STRIVE relies tremendously on the resources of other organizations. The other day, Martha convened a group of 50 people in her office from other areas – they were excited about the collaboration.

Anybody can get a job, but can you keep it? That's what STRIVE does – helps them maintain their job and keep it.

Thomas Billet, Camden County WIB

TOM BILLET: The Workforce Investment Board has two foci:

1. An oversight role of the One Stop office –services approximately 12,000 to 14,000 people. Over 70% of them are Camden residents. Over 70% secure employment and over 65% are in the job for at least nine months.
2. They work with employers to meet employee needs – employers come to them every day. They want qualified individuals with a work ethic, speaking proper English, with agreeable personality. We have a Work Readiness Credential – to show that the employee has the skills necessary to enter employment. One of the modules is conversation skills.

We are developing partnerships with employers, with \$18 million from the state for grants to community colleges and other educational institutions. A few years ago, we had a grant with Cooper Hospital for entry level positions. We had Camden residents go through a program to get them reading. Almost 100 people were hired there. There is advancement also in the One Stop system.

Our biggest issue is that service providers are unaware of how to access these services. Camden has more social service agencies than almost any other city in the U.S. They don't know about each other. They need to partner with each other.

People need to go regional, and expand opportunities. There are issues of childcare and transportation. The transportation system is not great – people routinely change buses two times to get to jobs outside Camden, and sometimes inside the city. For the

transportation issues, we applied for a Federal grant to work on this. We also need to bring in faith-based and community agencies to use their transport, to get job seekers who live in North Camden to jobs in South Camden. Partnerships are key. We are working on childcare issues.

Employers are out there, willing to hire, but they want skills up front. The other issue is the changing workforce. They need to be constantly learning, to change and grow. It's always a changing economy. As employers change, social and skill needs change. The workforce is coming back to Camden City. Economic development and workforce development need to partner with each other. Divide and conquer attitude has been there for so many years – this needs to change.

Martha Chavis, Camden Community Connections

MARTHA CHAVIS: We'll talk about where we see Camden in five years. What do we need to understand about low-skilled workers to make this work? One side of the room group writes resources, contacts, individuals that could be utilized for a workforce development project in your community. On the other side, put all skills on the board. If your community was bombed out, you could use these skills and resources for everyone in the world. It took us 24 hours to raise billions of dollars to get to the tsunami. We did so much work in Bangladesh that they don't have an infant mortality problem there now.

We are all dressed appropriately – this serves as a basis for how we must think about workforce. “You buy what you want, you beg for what you need” Martha's dad said. You have to start working from within. Start servicing yourself, as the basis of what you want, not what you need. We live off the backs for those who can't rise to the occasion. We are not thinking of that person as our neighbor, or a voter, or someone you will vote on about, or a taxpayer or a tax user, or a contributor to the community, or someone we care for. Camden has an image problem – we make it that way.

Principles driving the workforce:

1. Youth service jobs training
2. Outcomes: We need job readiness training. People should be competing for my job tomorrow. We are dealing with the principle of the future: improvement, betterment, stability. Individuals can create a ripple effect for their families – an impact on them and their outlook on life. We look at what it means for an individual to have a set of skills – when you learned to drive a car, you could take yourself from point A to point B. You had independence. That's how they feel when they get out of our program. Like the independence of the first time you had your own place, putting the key in the door of the abode that was yours – it's a great feeling.

The impact of workforce development: most of us have been in some kind of post secondary education. What is it like to be able to read? For an individual accomplishing

that – literacy is powerful. If you don't walk through the process of the services, then don't offer them. Take yourself and your staff through it – that's the only way it will work.

Camden in five years: it should reflect the region. The city should not look different from the region. Camden should not be the raisinette in a bowl of milk. The borders between Camden and Cherry Hill should be invisible. I should be able / want to buy a home from someone in Cherry Hill – they should want to buy mine in Camden.

What you have learned in getting to your place of success has been passed on to those in your family. In Camden people may have been successful if they have just maintained. People are thankful for what they've received, as well as thankful for their work.

Douglas Allen, Cooper Hospital

DOUGLAS ALLEN: Cooper Hospital is one of the largest employers in the area. We are growing in Camden and creating more jobs here. The skill set needed: Service, receptionist, billers, to work at hospital. We developed a skills bank – for temporary workers. They need basic computer skills. 33 of 50 of those temp workers have been hired full time.

Workers must have a skills set. The jobs of today and tomorrow require new skills. We want to hire Camden residents but we need the right skill sets. We need a coalition of employers to compare skill sets and the needs of each organization. We look to you (intermediaries) for this information. We need you to tell us, we need the right people. We need to partner with the school districts in a school to career program. That's the pipeline to the future. It is good business, reduces turnover, makes and keeps employees happy. In order to get the applicants we need, we need you.

Comments:

RON GREEN: I'm from American Community Partnership, a national non-profit which does workforce development. We have pre-apprentice programs for building trades. We prepare Camden residents for union building jobs. Most of them have dropped out of school. We have three tiers/audiences:

1. Development and construction.
2. Contract companies/firms, trade unions
3. Individuals

Requirements for placement: high school diploma/ GED, and 7th/8th grade math and reading. There is legislation in place to help, but it is not enforced. Education and GED support needs to be a component. A driver's license is also important. The development in the area presents opportunities.

CHARLES GRAY: I'm from the Genesis School of Business. The lines have not come together to bring together the resources, education and employers, and that baffles me. It's ridiculous to not bring together the resources we have. We need to marry those resources. We don't have to wait. We can do this today – we do not need to wait for another study to be written.

MANUEL: It's not the inside game or the outside game, it's the game. We need places with choice, and places of choice.

Connecting Strategies / Aligning Our Work

The group divided into two smaller groups to address the following questions:

- What is the big takeaway for you from the conference and what can you do with it?
- Based on preceding presentations where are there potential points of intersection?
- What gets in the way of working together?

#1: Breakout group facilitated by Rachel Rosner

What can you take away and how does it apply to your own work?

- STRIVE – better understanding of regional equity and how it can apply to sites all over the country and encourage them to apply it
- Camden youth center – putting together youth serving organization is important. We need more employers at the table and schools. Something tangible needs to come out of this
- When talking to youth about jobs will incorporate skill development and will organize community to advocate functionally regarding the regional picture
- Educational system – need soft skills to be taught, need a representative from the schools here
- Would like to take away concrete information – high dropout rate is overlooked here, how to address this? Need a direct linkage from the GED program to job programs, need to talk about that.
- Relationships are important. Need to research employers
- Importance of the need for shelter and opportunity. Get housing out in the region where growth is substantial
- Sometimes regional work is lonely – encouraged by these people seeing the region as totally relevant
- Camden used to be a symbol of a high quality of life, was reminded of that today
- GED less important than how you present yourself. Vision of employers outside offering work to Camden residents – how to represent yourself? If it is just 'I need this job' then you are subject to abuse. Job growth should be developed within Camden. Be proud of who you are, no matter the job
- Research has been done but what is missing? What do you need to increase the standard of living? What issues am I missing?

- Learning about models that work in other communities – see where Camden needs to go. Camden is dysfunctional, all these services in Camden but not talking to each other
- Kids Count Report – self sufficiency standards by group. Wider Opportunities for Women – poverty rates too low (\$19,000, many areas \$30,000)
- Need for EJ group to connect with other groups - See value in that here. When we have little resources can use other group's resources
- 300 churches in Camden – sense of hopelessness in past has created a city that operated in silos of a few blocks each. Need to get together but where will the resources come from to do it?
- Haddonfield – next door, clean streets, no empty stores. What is the difference? Need a vision that can take back our orgs/communities. Then we can match our energy with that vision
- Employers – how do we upgrade training of our staff (constantly) – need to do this
- Need to bring back this into our leaders. They need to engage the people we are working with
- Need to break down the barriers of separation
- Need to be constantly communicating with each other, prepare people for jobs coming down the pipeline, homegrown entrepreneurs
- Effective communication with youth and kids talk to each other (posters in schools, record stores, basketball courts. Market with communication. Engaging – putting self out there
- Camden a young city. Needs to be grooming, cultivating youth for job opportunities
- Policy level v. on the ground discussions – need to align the two
- Need some leadership to move people forward
- Re-strategize what is most effective? Think about it
- Biggest animal – political structure that chokes the life out of Camden – still a lack of leadership, running on autopilot

Next Steps

- Contending goods - not: good v. evil. How to create a town hall to talk about contending goods?
- Organize, globalize, strategize and workforce development – bring together groups to discuss
- Find out more about what Eds and Meds are doing in workforce development
- Link job counseling and assistance with a new affordable housing sites (fair share)
- Potential for exploring more regional jobs assistance (NJRC)
- Bricks and mortar easier to fund than people. Regional oversight CHE () – revisit
- Regional land use planning and equity
- Education of residents and involvement of residents is critical
- Incorporate EJ work
- Meet with Gov. around regional equity issues/jobs

- Thank Howard Gillette

#2: Breakout group facilitated by Chris Benner

What will you take home?

- Reanalyze data by regions
- Ideas on removing barriers for clients
- Ability to spread the word about the regional approach and alignment
- The idea of scale – the problems are huge and the efforts are small
- Great to meet familiar names
- Ability to think outside the city of Camden
- Want to learn where Camden people work
- Learned about communication between Camden employers and workforce developers
- The connection between jobs, housing, and workforce development is not automatic
- Some of the ‘new’ ideas are not new – they have been tried.
- How do you tie resources that have come into the city? Often times the money that comes in doesn’t get to the right people
- The real struggles are with the broader power dynamics
- Frustrated with no coherent workforce policy on health care access
- Want to challenge myself to make connections with others outside the city
- How well will the workforce development efforts be connected to the redevelopment plans
- Need for systematic clarity about payoff from training and participating in the game
- The ideas and resources are here but the relationships are not
- I plan to tell friends about the meeting but I want to answer them if they say – so what?
- Not inside game, outside game – it’s inside people, outside people
- There’s a lack of a sense of community – no trust
- Want to do more with partnerships between faith based, community based throughout the region
- Lots of potential in the amount of services that are here
- Relationships are limited by capacity and interests

Next Steps

- There are good people here who can be successful if other partners give them a chance (especially employers outside the city)
- We need business and industry to come inside Camden - not all residents want to leave
- Conceptual framework of the whole picture of how the economy, opportunity and transportation systems can work – need an idea of how we all and the problems all fit together

- Too caught up in what doesn't work – social service only. We need a new framework
- The model of how others and we became successful
- Where are the job fairs in Camden?
- We need a new mantra
- Where is the human capital and social capital funding?

What are the barriers?

- What are the incentives for employers?
- What if the businesses don't come back?
- Educational flexibility for increased access
- Need more program compliments – not just linking with Cooper Hospital, we need new businesses too
- We have a culture of complaint – not enough dialogue for solutions
- Beyond bricks and mortar towards human capital, community organizing
- Need to connect unemployed to where job surpluses exist
- Fight to hold onto the jobs here – but most of the jobs of the future will be elsewhere

Other thoughts

- Short term: jobs are in Mt Laurel, Long term: policy to restructure framework so there are jobs in Camden
- Action and inaction, not inside game and outside game.
- We need to factor in the human factor

Report Backs

RACHEL ROSNER, Group One: We basically talked about the first question about takeaways. People seemed to be aware of what gets in the way of working together and wanted to look at the positive outcomes. Some themes were:

- Better understanding of what regional equity is
- Can be lonely to talk about regional equity
- We need a current directory of what the resources in Camden are
- We need more communication
- Kids talk and word of mouth can be a great way to get the word out about jobs
- People thought about this is what I am going to do....

CHRIS BENNER, Group Two:

- We know the facts of possibilities, but our ideas don't connect to the people in Camden
- There is a culture of complaint, not a dialogue for solutions
- There are major challenges to breaking down barriers to communication and partnerships

NEXT STEPS:

- Where is the infrastructure for these conversations to happen amongst the citizens of Camden, to debate on contending goods?
- Let's get together to strategize and build off this convening.
- There's a need to engage employers – there are a lot of job opportunities in Camden in health care and higher education. Need to link more with workforce developers.
- The job counseling center at Mount Laurel has an affordable housing site.
- Housing strategies could be used for employment, especially on the supply side. Even better if they are linked with workforce efforts.
- Get Camden residents involved.
- It's easier to fund bricks and mortar than human and social capital.
- Continue the education. Make the environmental justice and brownfields work as part of the economic development plan.
- Funders and CJTC should speak to the governor and share with him the information you have because we do not have access to them.
- Thank you to Howard Gillette.

Synthesis and Closing

MANUEL: Some themes to highlight from the conference:

- Working through the pain of connecting to the region despite all the years of disconnection. Camden image problem, we collude with it, rather it should reflect the region.
- There are many committed people who have weathered many storms in Camden, there is a precedent for “working through the pain,” Jose Adorno
- The pieces are here but not necessarily connected. Dialogue for solutions, more communication is needed. “Connect and Collaborate,” Roger Williams
- Relationship building is valuable for change. The importance of network building: partnering is needed, trust is needed, coordination is needed. There is a core group of leaders who will continue to convene.
- Workforce development is a common/cross cutting issue, something people can rally around. You can not separate workforce and economic development. With the employers, can start local and go regional. Transportation is a problem but creative solutions, like bringing in CBOs and faith based groups might be useful.
- Gaps are: The educational system needs to be involved, continue engaging with businesses.
- We often think that common ground means common interests, but what's more important is a common destiny.

HOWARD GILLETTE: If you ask most people what region they live in, they do not know. We are the intermediaries; we have a huge challenge in communicating. We maintain a listserve for Camden.

In the book, *Camden after the Fall*, I never intended to talk about the regional story. Roy and Mangaliso argue that Camden deserves reparations – a reasonable argument but not a political argument. In this book, I talk about bringing the middle class back into the city through revitalization. We need jobs in Camden and better housing. Example of Cramer Hill – 1,000 people knocked out of their homes. Two points in the book: 1. Revitalization is needed. 2. A regional solution is needed.

In one month, a decision will be made about whether to extend the takeover of the financial problems. The state didn't penalize the city, but brought a new structure, attention, and lots of funds to it. Camden has been given a privileged position; we are supposed to have a regional impact council – we have to do that. We need to make the whole area seamless, so that no one is prevented from living in Mount Laurel and working here or visa versa.

We have to change the rules – we need to pull together the civil rights and environmental movement people. This is a reintegration or recovery process. If it was up to this group, it would be expanded out to all groups, to say, “don't accept half a loaf”. Camden can be reconstructed – it's a small city. Camden has a role in a larger structure with human capital in full potential here.

III. Report Closing and Recommendations

The participants gave very positive feedback on the convening—in the words of one participant, it was “productive in direct and indirect ways.” Many felt that getting people to talk with one another, especially in a time of crisis in the City, does not happen as often as it could. More directly, it gave participants a chance to hear some relevant data, think about models of organizing from across the country, and move themselves out of the silos of their particular issue or community.

There was a sense of positive momentum in the room and a willingness to go further. As Denise Fairchild pointed out in the discussion of the work in Los Angeles however, there needs to be a driving group that will take on more leadership in a campaign or collaboration. To take on this role demands resources: both leadership and funding. Foundation participation in the conference should help program officers understand the importance of aligning efforts for making change in Camden, and the demand for some one or group to do the coordinating work. This entity could reconvene the group as was suggested at the end of this meeting.

This group of stakeholders openly agreed that the usual division of sectors, economic development, mixed income housing, workforce development, etc. is not possible. Bringing the pieces together could start simply with more communication—not in public spaces where people are obliged to play their usual role but rather in more “safe” spaces where there is room to be more creative and work through issues and opportunities. In at least one of the breakout groups, it was acknowledged that having a space that was not as

politically charged makes a huge difference in how people are able to relate and find common ground. In an effort to build a virtual space, the CJTC is compiling a web page with the notes and presentations from the conference is accessible at http://cjtc.ucsc.edu/camden_works.html. This site could serve as a hub for sharing information in the future as well.

Three main themes emerged from the conference:

- Workforce development is indeed a common ground issue.
- Aligning and linking efforts will help the most vulnerable residents in the region. When dealing with employment, housing issues must also be dealt with (and implicit in that is relocation), and visa versa. When workers do not live where they work, the region is less competitive. Related resources like transportation and childcare are integral to these strategies.
- There is also the immediate necessity of reaching more families: the scale of the work is large in geography and numbers. While Camden is a relatively smaller city, the rates of poverty and education levels are high and the suburbs will have to be included in relocation and workforce efforts. One of the participants posed the questions, “how can we wait for the suburbs?” and “how can we talk about moving out of Camden?” Both sides of this story demand more dialogue for alignment and collaboration.

As this convening was limited in space and time, there were many people who could have been a part of the meeting that were not there. Engaging more businesses and the education system will be needed in the future. However, the relatively smaller size of the conference and the conscious attention to diversity of sectors and groups was an asset. This also suggests that when expanding upon this group, there is careful attention paid to including multiple sectors and keeping it manageable in size and dynamics.

The inclusion of the foundations in the meeting is also important to note. From the beginning in the planning, grantees were very much interested in understanding the foundation vision for Camden. Having the program officers there gave the grantees a chance to be heard as well. Finding a balance between showcasing successes and honest critical dialogue can be challenging due to the dynamics between foundations and grantees. If the foundation staff act solely as observers, this can put off grantees who feel they are being studied; if they are too active, they can be charged of setting community agendas. In this meeting we were able to strike a balance where the foundation presence actually helped people talk with each other. They actually modeled collaboration through their own willingness to partner between foundations.

Finally, participants stressed that rather than collude with the negative perceptions of Camden, the City needs to be reconceived as a place that is an important and desirable part of the region. Part of this is shifting practice to a regional perspective of mobility and opportunity for all workers and residents. Despite all the years of disconnection there

are still “many committed people who have weathered many storms in Camden,” many of them present at this convening, and ready to do more. Camden does work—and with good will, good planning and good implementation of workforce and other strategies it can work better in the future.