



Economic Development Plan

Strengthening the Partnerships between the County College and the One Stop Career Centers



STOCKTON COLLEGE

THE RICHARD STOCKTON COLLEGE OF NEW JERSEY



SHORE MEMORIAL
HOSPITAL



Publish Date: March 30, 2007

Earl Axelson, *Chairperson*

Gordon Dahl, *Chairperson of the Economic Development Committee*

Stephen J. Bruner, *Executive Director*

TABLE OF CONTENTS

Section I: Executive Summary

Section II: Early Efforts to Address Workforce Needs

- A. Hospitality and Tourism Industry Past and Present Efforts
- B. Healthcare Industry Past and Present Efforts
- C. Retail Industry Past and Present Efforts

Section III: A Vision to Go Forward

- A. Technology Industry
- B. Healthcare Industry
- C. Hospitality Industry
- D. Retail Industry
- E. Emerging Career Clusters

Section IV: Attachments

- A. Atlantic Cape Community College
- B. The Richard Stockton College of New Jersey
- C. Small Business Development Center of Stockton College
- D. Stockton Community Initiatives

SECTION I: Executive Summary

The Atlantic Cape May Workforce Investment Board (WIB) and its education partners -Atlantic Cape Community College (ACCC), the two vocational high schools, Atlantic County Institute of Technology (ACIT) and the Cape May County Technical School have worked as a team in the planning, coordination and implementation of training programs. For the past decade, the team has focused on the three major career clusters that drive our local economy, which has enabled the system to produce an educated workforce in our leading industries of Hospitality/Tourism, Healthcare and Retail. The WIB and One Stop System look forward to strengthening our team by including the Richard Stockton College of New Jersey, Rowan University and Rutgers University for future training program coordination.

The education partners have a rich history of addressing the labor shortages in our demand occupations through the development of quality programs, hence making the workforce planning for the past ten years a continuation of a well developed strategy.

The first section of this plan outlines numerous successful joint ventures in programming, planning and education between the WIB, One Stop System and ACCC. At a later time, in another document the WIB will expand the scope of this planning initiative and center to include the Cape May County vocational school, secondary schools and post-secondary schools as they relate to the partnership.

The second section of this plan provides a blueprint for how the team moves forward with initiatives that strengthen their partnership and the workforce development system to better position the consortium, as the mechanism that supports implementation of the Governor's Economic Growth Strategy for New Jersey (Governor's Plan) and improve the provision of local workforce development services. The second section includes all of the previous partners mentioned above as well as The Richard Stockton College of New Jersey and the Atlantic County Institute of Technology.

SECTION II: Early Efforts to Address Workforce Needs

The unique location of Atlantic and Cape May counties on the southern tip of New Jersey and fronting the Atlantic Ocean naturally lends itself to the career cluster of hospitality and tourism. However, over the past ten years, the area has also branched out to include the industries of Healthcare, Retail and most recently Technology.

A. Hospitality and Tourism Industry Past and Present Efforts

When casino gaming was legislated in 1975 the future of these two similar communities were further sealed to one of customer service and customer satisfaction. To meet that demand, ACCC initiated a Casino Career Institute (CCI) in 1978 and began immediately training the workforce for employment within this leading economic engine. Almost simultaneously, both vocational schools implemented a hospitality and tourism curriculum to offer career choices to students at the secondary level to assure a continuous workforce for the industry. As a result of the Jobs Training Partnership Act (JTPA) and the inception of the Workforce Investment Act in 1998, the WIB has partnered with ACCC to offer customized training to the incumbent worker and this effort has been ongoing for the past ten years.

Additionally, the WIB has partnered with ACCC and both vocational schools to address the literacy and English as Second Language (ESL) needs to address a demand for this type of training by employers. Additionally, the Stockton Institute for Gaming Management (SIGMA) also provides training to incumbent workers in the gaming industry.

The partners of the Hospitality and Tourism Consortium consist of members from all aspects of casino industry including Human Resource Representatives, Employee Trainers and educators from the community college and vocational schools. The industry is competitive, but the goal of the group was to: Find common areas for collaboration to make training more cost effective for the partners and meet their individual employment demands. Through collaboration, the members have successfully created and implemented many training programs that cross over from one casino house to another, shared resources and combined programs in an effort to provide programs in the most cost efficient manner.

The Atlantic Cape May WIB, in close collaboration with ACCC, applied for and was awarded a Sectoral Planning Grant from the U.S. Department of Labor. This project, *Atlantic City Partners*, provided a major economic and workforce training analysis of the South Jersey region in relationship to recruitment and retention of casino workers. Completed in 2003, *Atlantic City Partners* provided casino and hospitality employers with a regional recruitment model to help employers meet the workforce needs generated by the industry's growth in this first decade of the new millennium.

- Casino Career Institute (CCI). This program was the first gaming training institute in the nation affiliated with an institution of higher education. CCI received the second license issued by the NJ Casino Control Commission and has retained licensing and good standing with the CCC ever since. Since inception, CCI has completed more than 50,000 workers for the industry who together completed more than 8 million hours of training in slot technician, table games, surveillance, security, and advanced gaming skills. CCI works closely with the One Stop system ensuring that dislocated workers, newly arrived immigrants, and others are prepared to enter and advance in the global gaming industry.
- Academy of Culinary Arts. Celebrating its 25th anniversary this year, ACA provides both an associate's degree program in culinary arts and credit certificate programs. Several years ago, a non-credit culinary program was introduced that provides dislocated, unemployed and underemployed workers with the culinary skills and national industry certification needed to enter into this high demand field. ACA collaborates with HERE UNITE Local 54 on its Culinary Apprenticeship training program and has introduced bilingual curriculum through a grant from the US DOL. Its workforce development programs have won national recognition from the US DOL.

- Articulation Agreements with High Schools and Four Year Colleges and Other Training Entities: ACCC has dynamic and strong relationships with all New Jersey public and private colleges, as well as other regional institutions. In addition, ACCC has dual enrollment, concurrent enrollment, Tech Prep and other relationships with area high schools. ACCC is in partnership with local trade union apprentice training programs allowing for career ladder access into Associate in Applied Science Technical Studies Degrees. And, finally, ACCC has entered into a partnership with Southern Ocean County Hospital, Ocean County College, and Burlington County College to expand capacity for a regional nursing program in using a shared instructional delivery model to service an underserved region located equidistant to northeastern Atlantic County, Southern Ocean County, and Eastern Burlington County. Additionally, ACCC has articulation agreements with the Richard Stockton College and Rowan University to encourage Associate Degree graduates to continue their educational pursuits at a four year institution.
- NJ DOL & Workforce Development Customized Training and Literacy Contracts: ACCC has worked closely with industry partners and the NJ DOL for nearly two decades to encourage employers to provide training to incumbent workers. ACCC receives on average \$0.5 million per year for consortium applications and individual employers to train workers in technology, supervisory skills, communication skills, customer service, vocational skills, and basic skills such as English as a Second Language. Similarly, the Department of Labor has funded a Consortium for Leadership and Service Superiority (CLASS) at Stockton that has provided customer service skills training to thousands of employees from the Borgata, Sands, Harrah's, Caesars, Tropicana, Shore Memorial Hospital and South Jersey Industries.

Most recently the partnering efforts have begun to focus on healthcare and retail. Both career clusters will be examined in the body of this plan and the opportunity to add additional education partners -such as, The Richard Stockton College of New Jersey, Rowan University and Rutgers University addressed by forwarding this outline to them and requesting their input in an effort to further coordinate the difficult tasks of preparing the ever expanding and diverse workforce employment needs in our demand occupations.

B. Healthcare Industry Past and Present Efforts

The partners of the Healthcare Workforce Consortium, which consists of three competing acute care healthcare centers , the community college and the two vocational schools came together with a goal: To establish education and training programs that meet the labor needs of the industry. The partners, who include AtlantiCare Regional Medical Center, Burdette Tomlin Memorial Hospital and Shore Memorial Hospital, Atlantic Cape Community College, Atlantic County Institute of Technology, Cape May County Vocational School, among others, have demonstrated that public/private sector collaborations can be effective in the resolution of labor shortages and training issues. Since its inception, the

corporate partners have contributed \$270,000 to the community college to supplement the nursing program and provided joint appointments of staff as educational adjunct instructors and administrators of specialized projects. They have co-located staff and provided a multitude of educational, training and job opportunities for the residents of both Atlantic and Cape May counties.

In 2002, after being approached by the three acute care facilities the Atlantic Cape May Workforce Investment Board (WIB) facilitated collaborations between the healthcare industry, educational institutions and local government entities. Over the past five years, this partnership has proven to be effective in addressing the demands in this labor service sector. In recent years, the consortium has branched out to include long term care facilities, the community college and vocational schools and now consists of more than 10 private and public sector partners. Together they have piloted, funded and created innovative programs and models such as:

- The Youth Allied Health Program (Allied Health Youth Advancement Program): The program provides at risk youth with education, training and employment in the healthcare field. Completion of the training yields certificates and employment as Phlebotomists, EKG Technicians and Certified Nurse's Aides. Additionally, all youth are certified in First Aide. Since 2004, more than 40 at-risk youth have completed 520 hours of allied health training through both academic and clinical experiences, obtained national certifications and employment in positions with career mobility opportunities and above average wages.
- The Nurse Workforce Solution Project: As a collaborative, they received a three year, \$488,000 grants from The New Jersey Health Initiatives of The Robert Wood Johnson Foundation to design a model program to address the nursing shortage issues in Atlantic and Cape May counties. To date, the program has helped increase the number of graduating RN's and LPN's, educated more than 5,000 adults and young children in careers in nursing and healthy lifestyles, mentored aspiring nurses and presented at national conferences on best practices. Furthermore, through this initiative the consortium was able to double the number of students enrolled in LPN and RN programs and the vocational and community college setting.
- Health Professions Institute: New workforce development training for the HPI began in 2004 with coursework in Medical Coding and Billing, Surgical Technician, Certified Nurse's Aide, EMT, among other high demand occupations. Their commitment to workforce and economic development resulted in a 1.2 million dollar award from the EDA and matched by Atlantic County Government for \$1.8 million to renovate a building on the Atlantic City campus of Atlantic Cape Community College and provide training in occupation specific areas such certified nurse assistant, medical surgical technicians and medical assistants among others. The facility will be

9,000 square feet with clinical settings, classrooms and laboratories and is scheduled to open in late 2008.

- Joint Appointment Model - To expand the current enrollment efforts of the local nursing education institutions, one area healthcare partner developed a new organizational role; a joint appointment. This position fills both the healthcare organization's staffing needs and the community college faculty needs. The model utilizes a MSN Nurse, based three days per week in the hospital and two days per week as an adjunct clinical instructor.
- Literacy Grant: The group is applying for a literacy grant to support culturally and linguistically appropriate medical terminology courses. The purpose is to expand staff ability to translate medical terms in a variety of languages to better serve patients.
- Specific Occupational Training Programs: Based on research, the group will seek funding to begin a program to train paramedics, medical technicians and medical laboratory technicians. Additionally, Stockton College provides professional development and degree programs in the occupations of nursing, occupational and physical therapy, audiology, social work and healthy aging specialists.

The consortium has been recognized with several national awards. In 2005, the Employment and Training Administration of the United States Department of Labor recognized the Allied Health Youth Advancement Program with the Recognition of Excellence Award for serving at-risk out-of-school youth through innovative programs. Additionally, the group received the Theodore E. Small Award Leadership Award in 2004 from the National Association of Workforce Boards for the development of business partnerships across the healthcare industry.

In summary, the partners of the consortium have committed financial resources; secured funding for sustaining projects, designed innovative programs and continue to support programs and services as directed by the One Stop System. They have come together in a non-competitive effort to assist underserved populations attain careers and self sufficiency and address workforce shortages in the industry.

C. Retail Industry Past and Present Efforts

The partners of the Retail Workforce Committee, which consists of both public and private sector members, came together in 2001 to plan for training in the occupation areas of the retail industry. In 2005, the group was awarded a \$200,000 grant from the New Jersey Department of Labor & Workforce Development and secured in kind donations from the Casino Redevelopment Development Authority

(CRDA) in the amount of \$100,000, Kravco Simon (The Hamilton Mall) in the amount of \$100,000 and Scorpio Construction in the amount of \$150,000 to build and operate an Institute for Service Excellence (ISE) focusing on the service industries of hospitality/tourism and retail. Additionally, ACCC provided \$15,000 to purchase equipment, furniture and salaries for ISE.

The ISE is more than 4,000 sq feet of prime retail storefront space on the second floor in a high traffic area of the Hamilton Mall. The ISE opened in March 2007. Since 2003, the ISE has operated out of the Atlantic County One Stop Center in Atlantic City and has provided training in a Service and Sales Curriculum, English as a Second Language for Retail Careers, and is a licensed testing site for two national industry certificates developed by the National Retail Federation. The ISE operates in close collaboration with the WIB One Stop System and is considered a Retail-specific One Stop Center.

Currently, planning and development of opportunities for participation (through ACCC) is underway for the Small Business Development Center at the Richard Stockton College of NJ to offer appropriate entrepreneurial and/or retail business development seminars and workshops once the facility is open.

SECTION III: A Vision to go forward

The Governor's Plan should serve as the context, rationale and driving force for a WIB planning initiative to strengthen the partnership between the education institutions and the One Stop System. The Workforce Investment Act asks WIB's and their Boards to initiate large -scale changes in their communities and the One Stop System is the first step. Through their efforts, One Stop Career Centers support New Jerseyans in finding jobs, strengthening job-search skills, getting appropriate training, improving reading and basic skills, using labor market information to make career decisions and starting a business.

The members of the WIB's Economic Development Committee Planning committee served as a steering committee for the development of an outline of future directions that a larger planning body was invited to critique and make recommendations for additions to further strengthen our mutual effort as the team moves forward.

As a community with a "transitioning economy," the local area must be proactive and establish new career clusters to promote technology oriented industrial development and continue to move forward in the Healthcare and Retail industries. Furthermore, the WIB area must embrace movement across industries and look at how individuals with basic skill sets in one industry or career cluster may make a lateral move into another leading industry. In understanding this concept, the area will better prepare itself to manage the re-skilling of retirees and retraining of its workforce as the economy shifts in the southern region of the state. The following is a list of industry/career clusters the WIB will pursue:

A. Strengthen and expand the Technology Industry

Promote Technological Oriented Industrial Development training to support an Aviation Research Park led by partners from the FAA, NJEDA, CRDA, SJDD, Atlantic County, ACIA, Stockton and Rutgers. If developed, the Research Park would house a high-tech training facility for aviation science, engineering, and physical science workers to meet the needs of the region. Currently, the partners listed above are completing a feasibility study to create a path for future career cluster development. The group will seek to address the Air Traffic Industry training issues as well as Data Security to assist with the emerging industry.

It is important to note that looking into the future; the WIB will plan for technology based training whether or not the Aviation Research Park comes to fruition; as there is a high demand for technology careers to meet the need of an existing employer - the FAA Technical Center. To accomplish this goal, the group plans to conduct research and compile a report on the skills needed to meet that demand. Some strategies currently underway include:

1. Atlantic Cape Community College is a major technology training provider in both Atlantic and Cape May Counties. ACCC has an Associate in Applied Science degree in several technology options and has recently implemented an Associate in Applied Technology which allows area residents who have taken technology training in other venues (including non-credit) and have achieved an industry certification to accrue credits toward this degree if subsequently enrolled at ACCC. The continuing education programs have recently expanded workforce technology training and intend to grow the program further. Offerings include: MCSE/MCSA; MCSE-Security Specialization; MCSE-Messaging Specialization; A+, Network+, and MCDST certification training. The college intends to expand industry-specific technology training as the needs arrive and has recently purchased a mobile technology training center for a customized employer-based site training approach. In addition, ACCC continues to use and expand its Employer Based Learning Center and computer technology lab located at Caesars Atlantic City. The EBLC is an on-site hospitality industry technology training center providing skill upgrades to incumbent workers.
2. The Small Business Development Center (SBDC) at Stockton could assist in small business planning, financial packaging for possible loan, training and business incubation.

3. In the fall of 2007, ACIT will enroll its first class in an Academy of Math, Engineering and Science, which will introduce high school aged students to careers in the technology industry sector. The Career Academy concept began at ACIT in September, 2000 with the formation of the Culinary Arts/Hospitality Management Academy. This was the school's first venture into full-time programs. Prior to that, the school was strictly a shared-time facility where students got their vocational education while receiving their academic programs at their home high schools. In an Academy, the students receive their vocational-technical program, as well as all of their academic courses, at ACIT.

The process of forming AMES began in 2005 with the creation of an advisory board comprised of professionals from engineering, architectural and similar firms. The group assisted in formulating a challenging curriculum designed to attract creative, highly motivated students with a desire to prepare for an engineering-related career. According to ACIT Superintendent Dr. Philip Guenther, "It is anticipated that a large majority of these students will pursue an advanced degree upon graduation, as is currently the case with our present Academies. Many of our graduates are attending prestigious colleges and universities, and due to the challenging nature of AMES, I am certain that the percentage will increase once these students graduate."

"With the concurrent enrollment agreement we have with Atlantic Cape Community College, students can earn up to 15 college credits in their senior year, and even more by taking online courses," stated ACIT Coordinator of Curriculum and Special Projects Dr. Johanna Johnson. "This shortens the length of time that the graduate needs to attend college and saves them, and their parents, a significant amount of money as they pursue their college degree," she added.

Additionally, ACIT offers a Academy of Information Technology. Students in the IT academy have the opportunity to work with some of the latest hardware and software in areas such as graphic design, digital video and computer programming. This program will also prepare students for industry certifications such as MOUS and A+. Advancement through college programs is also an option. Students also have the option to obtain advanced placement through college programs.

B. Strengthen and expand Healthcare services for this industry.

1. Atlantic Cape Community College intends to open its Health Professions Institute at the Worthington Atlantic City Campus in fall 2008. Programs to be provided to both potential and incumbent workers include: Surgical technician, Certified Nurse Aide, Medical Administrative Office Specialist, Phlebotomy, Medical Assistant, Central Service Technician, Parish Nursing Certificate, Online Medical Transcription Certificate Program, Pharmacy-Technician (also online and in lab). Additional programs planned include Emergency Medical Technician, and Medical Technician. Once the Health Professions Institute Director is brought on board in July 2008, the HPI planning will include a

collaborative effort with ACIT in Atlantic County on Licensed Practical Nursing and Dental Assistant. The HPI is expecting to provide a regional approach to training, clinical collaborations with area health care providers, and expanded allied and auxiliary health care training and skill upgrades for incumbent workers. The HPI Director will be situated in the Worthington Atlantic City Campus but reporting to the Dean of Instruction in order to insure that many of these programs contain credit articulation possibilities for degree attainment.

2. Stockton's Professional Development for Health Sciences and Human Services divisions offers the complete cycle of Addictions Certification coursework for professionals in southeastern New Jersey who wish to pursue their Chemical Dependency Associate (CDA), CADC and LCADC certification, a post Bachelorette Program in Assistive Technology including 30 contact hours of practical, application-based approaches to Assistive Technology and a post master's Certificate in Clinical Supervision. Stockton has also entered into an affiliation agreement with Rutgers University's School of Pharmacy in which students complete two to three years in academics and transfer to Rutgers to complete the program. Professional development programs are also available in the following areas:
 - Bachelor of Science in Speech Pathology and Audiology
 - Bachelor of Science in Nursing (BSN)
 - Doctor of Physical Therapy (DPT)
 - Master of Science in Occupational Therapy (MSOT)
 - Master of Science in Nursing (MSN).
3. The Academy of Health Sciences & Medicine at ACIT is an exciting program designed to prepare students for employment and post-secondary education in health related careers. The academy program includes integrated classroom instruction, laboratory practice, clinical and shadowing experiences in selected area health care settings. Students can become certified in First Aid, EMT and CPR while they are learning other life saving techniques. Career opportunities include nursing, pharmacy, physical therapy and many more.

C. Strengthen and expand Hospitality/Tourism services for this employer sector.

1. Atlantic Cape Community College through its Academy of Culinary Arts has begun planning to offer specific skill upgrades to incumbent culinary workers in the hospitality and tourism area. The Academy is expanding it's non-credit workforce development 5-month program for potential workers and has several high demand skill training

programs in the planning stages for the area's food and beverage industry incumbent workers.

2. Academy of Culinary Arts and Hospitality at ACIT offers students the opportunity to prepare themselves for employment in all aspects of the food service industry. The student will receive hands-on practical experience on a daily basis in facilities identical to those found in the industry. This hands-on experience will be enhanced through classroom theory. Students will be exposed to real life experiences through culinary and hospitality functions held here at the school. Students will find the Academy of Culinary Arts and Hospitality an excellent route to prepare themselves for admission to any post-secondary culinary programs or prepare them for direct entry into industry. Our Academy also offers the 2+2 program which will award college credit to select students that achieve high proficiencies in specific areas of study. This program also offers the opportunity for students to advance their education through a number of acclaimed institutions of higher learning. And once the graduate enters the field, the opportunities for advancement, both within this region, as well as at other tourist locales around the world, are limitless

Based on historical projections, it appears that over the 10 years, there will be little growth in the casino industry. In fact, 60 to 80 percent of employees currently earn less than \$30,000 and the area is witnessing its lowest employment number in the casinos since 1989. Moving forward, the Hospitality and Tourism industry will need to evolve to compete from by adding additional upscale retail and entertainment venues, thus increasing the need for workers. The industry is making progress with expansion at Harrah's, The Borgata and Trump Properties; all slated to open within the next one to three years. Casino expansion and local demography will dictate future moves by the industry. The partners will accomplish this through:

1. Increased Job Development

- The Small Business Development Center (SBDC) at Stockton can assist in providing training opportunities as well as start-up and existing business planning, financial packaging, and strategic management services.
- The Institute for Service Excellence at Atlantic Cape Community College mentioned above will begin to provide one-stop job development services in April 2007 and intends to expand those job development services in the future in both Atlantic and Cape May counties. The ISE has already solicited formal partnerships with area employers to help create, train and promote full time job development and placement services in the area's emerging retail industry. In addition, the college has begun plans to expand its SEA training to help develop entrepreneurial leaders in both counties.

2. Increased Wages for Workers

- The Stockton Center for Economic Education has begun working with area schools to strengthen economic education, and will be offering workshops that "Promote Economic and Financial

Literacy” during 2007-8. These could be offered jointly with the WIB and consortia to benefit employers, employees and job-seekers.

- Atlantic Cape Community College is a major partner with the New Jersey Department of Labor and Workforce Development in bringing collaborations of industry employers together to train incumbent workers for advancement. The college has begun to expand the Casino Consortium model to working with the area’s financial industry where customer service and language services are also a requirement to advancement for workers.

3. Increased Business Development

- The Small Business Development Center (SBDC) at Stockton currently assists and will continue to assist both the start-up and existing businesses in the service area in all areas of business development, including small business planning, financial packaging for possible loan and design and delivery of training. In addition, Management Development and Professional Services at Stockton have been retained to conduct an impact study for a major gaming corporation.

D. Strengthen and expand Retail services for this employer sector.

1. Atlantic Cape Community College is the managing partner of a major collaborative initiative dubbed “Institute for Service Excellence” whose headquarters opened at The Hamilton Mall in March 2007. Plans include expansion of employer based training and recruitment services to Cape May County and expansion of open enrollment and reduced cost incumbent worker training in both counties.
2. A new Hospitality and Tourism Management Research Center at Stockton has provided market research results that trend toward visitor approval of retail destinations; student interns from the Hospitality and Tourism Management Studies bachelor’s degree program serve as consultants to retail businesses during their senior semester in field work. Additionally, in the future, the Southern Regional Education Center at Stockton could provide customized training in the retail sector for employers seeking additional out-of-house opportunities.

E. Emerging Career Clusters

1. **Maritime Industry**

2. **Banking Industry:** Atlantic Cape Community College recently created a collaboration of banking employers from Atlantic and Cape May to identify training needs, especially related to customer sales and service training and communication and language skill upgrades for incumbent workers. The collaboration has applied for its first ever NJ DOL

business services customized training contract. ACCC expects this new collaborative to grow and develop into an engine for workforce and customized training development.

3. Eco -Tourism Industry: In December of 2006, the Cape May County Economic Resources and Capital Planning Department contracted with the *Center for Regional and Business Research* (CRBR) at Atlantic Cape Community College to examine the economic impact of the county's ecotourism resources. Cape May County is world renowned for its ecotourism activities: whale-watching, bird-watching, shell collecting, hiking paths and botanical gardens provide just a few of the opportunities that are available. In addition, the County's economy is dominated by a more general tourism/hospitality industry that attracts billions of dollars annually from non-residents, making this industry the most important for the economic well-being of the residents. Principal findings included:

- Almost 30% of all of the land in the county is available for ecotourism activity in one form or another, a total of 54,511 acres. This land is highly concentrated in three municipalities - Dennis, Middle and Upper – with over half, 51.3% in Upper.
- The total ecotourism expenditures have been estimated to be over \$522m, accounting for approximately 12.8% of total tourism expenditures in Cape May County.
- The economic impacts of ecotourism activities in Cape May County result in \$798m in total economic activity per year which generates 6,101 full-time equivalent jobs and annual wages of over \$247m. The State of NJ receives in excess of \$29m in tax revenues.
- The development of the ecotourism properties inventoried in this study in the same land use pattern as the rest of the municipality in which they are located would add over 14,801 residential parcels (+19.2%) to the county inventory. Total new value added would be almost \$6B (+16.8%) at the average 2005 assessments per parcel.

In summary, the team has worked well in the past and the partnerships have never been stronger among the major workforce development entities than they are today. This can only be based entirely upon the leadership of the CEOs in these leading institutions. The future looks bright but continuous effort will be required by all.

See Attachments from ACCC, Richard Stockton College of New Jersey and the New Jersey Small Business Development Center operated by Richard Stockton College of New Jersey.

