

## VII. Appendices

### Appendix A – CNA Documentation

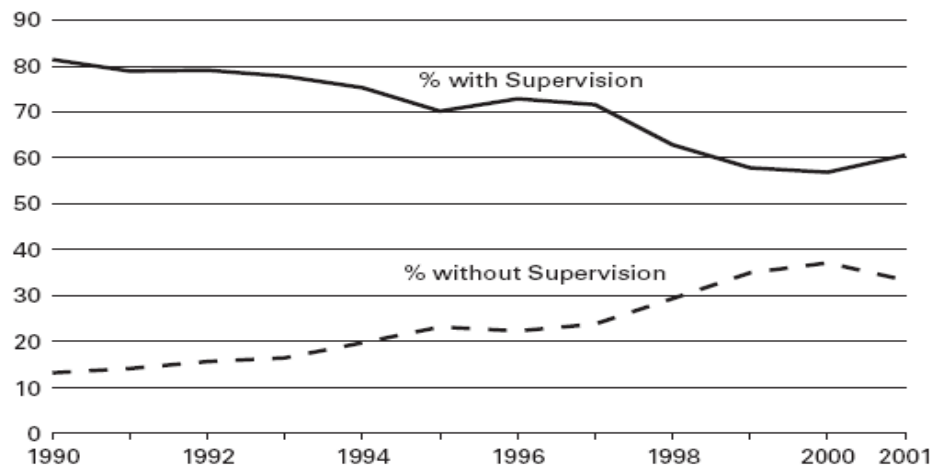
#### Final Project Report

##### Needs Assessment

The following research documents the New Jersey's prison population, need for businesses, educational and income levels.

As New Jersey's prison population has grown over the past two decades, so has the growth in prison releases. (See figure 1 in chapter 1.) In 2002, 14,849 people were released from the custody of the New Jersey Department of Corrections to the community, almost four times the number who were released two decades earlier (3,910 in 1980).

**Figure 20. Percent of Prison Releases, by Supervision, 1977–1998**



Source: Bureau of Justice Statistics, National Prisoner Statistics Data Series (NPS-1).

##### Lack of Business Opportunities

Camden NJ. Central Business District closes at 5:00PM and shows the cumulative effects of population loss, business decline and disinvestment. (Camden Resource Guide)

Because shoppers prefer areas where stores are conveniently clustered, the present scattered commercial pattern along most of the City's main shopping streets acts to weaken local businesses, while depriving many residents of adequate services. Smaller compact retail centers containing a solid core of stores can thrive if targeted to meet the needs of each neighborhood market that it is designed to serve. The objective of such consolidation is to maintain a concentration of stores with little or no vacancy between them in order to preserve the shopping vitality of the commercial corridor. Compact centers should be along Broadway, Mt. Ephraim Avenue, Haddon Avenue, and Federal Street in East Camden, Westfield Avenue, Marlton Pike, and River Avenue.

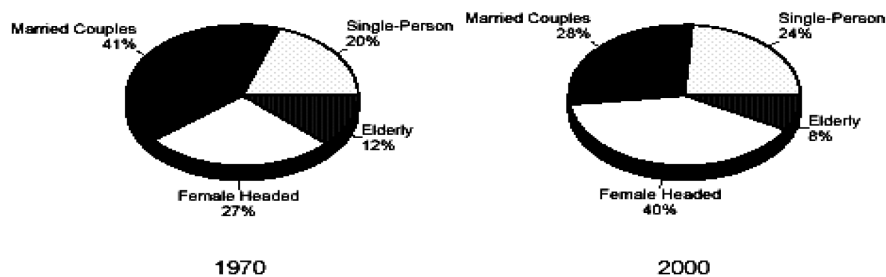
## Households

<i>U.S. Census 2000</i>	Camden City	New Jersey
<b>Population 2000</b>	79,904	8,414,350
<b>Change from 1990</b>	- 8.7 %	+ 8.8 %
<b>Median Household Income</b>	\$ 23,421	\$ 55,146
<b>% of Residents Over 25 with High School Diploma</b>	51 %	82 %

Camden Resources Guide. (2004). *Neighborhood Statistics*, Retrieved January 21, 2005, from [www.camdenresource.org](http://www.camdenresource.org)

Households in 2000 contained an average of 3.12 persons compared to a 2.68 person average for the State and Camden County. The average family size of 3.62 persons is also higher than the State and Camden County average of 3.21. While the percentage of the traditional nuclear family - a married couple and their children - rose in 2000 nearly 10% State-wide, it decreased in Camden (Camden City Master Plan).

## Household Composition



Source: U.S. Census

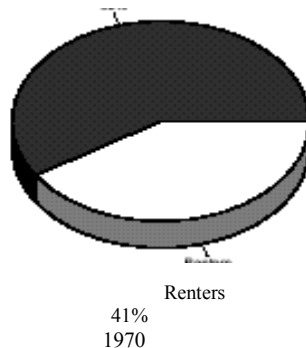
Retrieved January 21, 2005, from [http://www.ci.camden.nj.us/economic/masterplan/SummaryReport\\_1.pdf](http://www.ci.camden.nj.us/economic/masterplan/SummaryReport_1.pdf)

## Housing

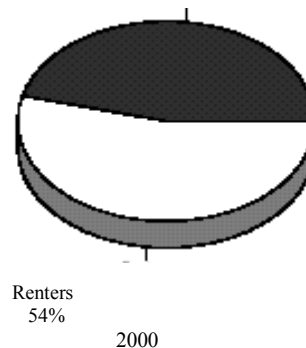
The percentage of owner-occupied homes in Camden fell since 1970 as migrating families either sold or rented their homes. The number of vacant units has increased by 60% since 1990. Since 1990, only 49 permits for new housing units have been issued in Camden as compared to over 11,600 permits for new units in the County.

## Occupied City Housing

Owner-Occupied  
46%



Owner-Occupied 59%



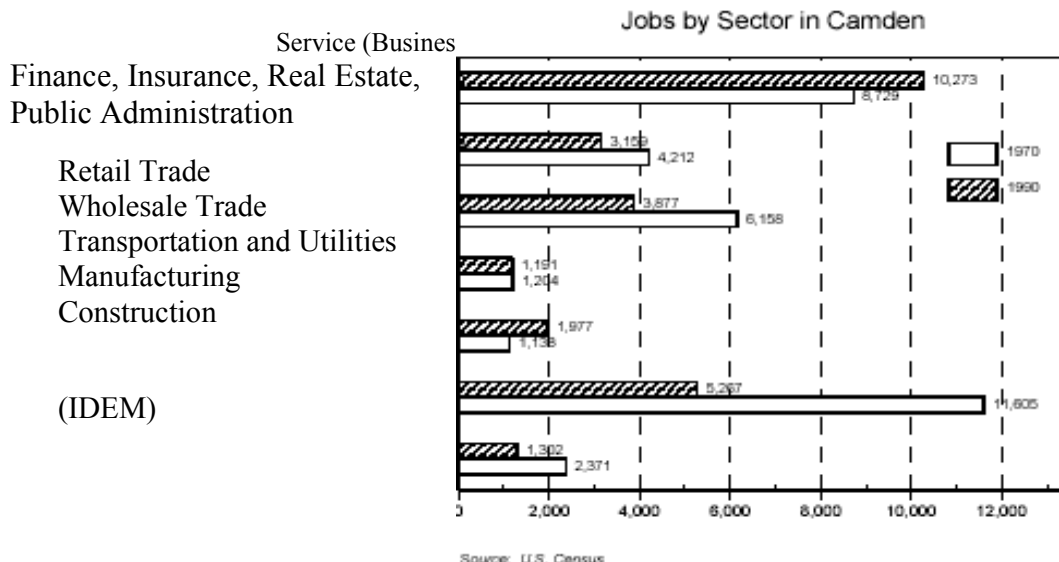
Source: U.S. Census (IDEM)

## Employment

Jobs in Camden peaked in the 1950's and then declined steadily through 1990. This is related to the manufacturing and shipbuilding sectors closing or leaving the City and the economic recessions that occurred over this period. In 2000, it was estimated that there were 23,000 private sector jobs remaining in the City. The City's strongest and growing sectors for job growth are in the health services, educational services, food industry, printing, publishing industry and electrical and electronics manufacturing. (IDEM)

## Unemployment/Technical Knowledge

As a result of the City's long term employment loss and the increasing skill levels required for newer technology jobs, the unemployment rate for City residents remains higher than the State average. While the State's unemployment rate in 2001 hovers around 4%; the City's rate still exceeds 13%. The City's rate is between 3 to 4 times the unemployment rates of the immediate region. In large part this disparity is attributed to a labor force that needs retraining and the lack of convenient transportation to reach both local and regional job centers. (IDEM)



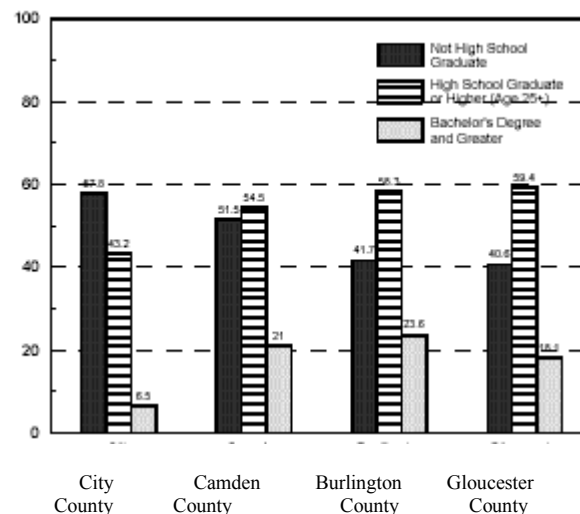
## Education/personal skills/technical knowledge

The growing service sector and higher paying professional occupation jobs require basic and increased skills. Camden has not kept pace with employer needs in the regional employment market. Based on the 1990 Census, nearly one-third of City adults (age 25+) have not completed high school. Comparable 2000 Census data is not yet available.

Those who received a high school diploma represented about 43% of the adult residents. This compared to an average of 57% for the region. Less than 7% had received some college training. This compares to the immediate region's educational levels where over 21% of residents had received a Bachelor's degree or higher college education.

This suggests the need for improving high school retention programs, adult GED education, job skills training and closer collaboration with major employers to determine employment needs and basic adult educational programs to better prepare residents for available job opportunities.

### Educational Levels, City and Region



## Economic Census

Summary Statistics by 2002 NAICS, Camden city, NJ

More data	NAICS code	Description	Estab-lish-ments	Sales, receipts or shipments (\$1,000)	Annual payroll (\$1,000)	Paid employees
	21	<a href="#">Mining (not published for places)</a>	X	X	X	X
	22	<a href="#">Utilities (not published for places)</a>	X	X	X	X
	23	<a href="#">Construction (not published for places)</a>	X	X	X	X
	31-33	<a href="#">Manufacturing</a>	81	665,017	129,444	2,464
	42	<a href="#">Wholesale trade</a>	86	566,433	45,133	1,160

More data	NAICS code	Description	<u>Estab-lish-ments</u>	<u>Sales, receipts or shipments (\$1,000)</u>	<u>Annual payroll (\$1,000)</u>	<u>Paid employees</u>
	44-45	<a href="#">Retail trade</a>	169	177,577	19,487	914
	48-49	<a href="#">Transportation &amp; warehousing (not published for places)</a>	X	X	X	X
	51	<a href="#">Information</a>	11	N	2,630	76
	52	<a href="#">Finance &amp; insurance (not published for places)</a>	X	X	X	X
	53	<a href="#">Real estate &amp; rental &amp; leasing</a>	33	24,527	4,875	199
	54	<a href="#">Professional, scientific, &amp; technical services</a>	52	321,366	89,941	1,393
	55	<a href="#">Management of companies &amp; enterprises (not published for places)</a>	X	X	X	X
	56	<a href="#">Administrative &amp; support &amp; waste management &amp; remediation service</a>	39	71,019	20,656	666
	61	<a href="#">Educational services</a>	17	D	D	(20-99)
	62	<a href="#">Health care &amp; social assistance</a>	160	763,618	282,034	8,442
	71	<a href="#">Arts, entertainment, &amp; recreation</a>	9	27,637	9,629	382
	72	<a href="#">Accommodation &amp; food services</a>	88	30,124	7,108	590
	81	<a href="#">Other services (except public administration)</a>	79	63,490	18,053	904

The chart shows that manufacturing at 2,464, health care and social assistance at 8,442 is at the top for paid employees. They are the two largest business sectors in Camden.

NAICS code	Description	<u>Estab-lish-ments</u>	<u>Value of Shipments (\$1,000)</u>	<u>Annual payroll (\$1,000)</u>	<u>Paid employees</u>
31-33	<a href="#">Manufacturing</a>	81	665,017	129,444	2,464
<b>334</b>	<b><a href="#">Computer &amp; electronic product mfg</a></b>	<b>6</b>	<b>289,074</b>	<b>72,123</b>	<b>1,015</b>
3342	<a href="#">Communications equipment mfg</a>	3	D	D	(500-999)
33422	<a href="#">Radio &amp; TV broadcasting &amp; wireless communications equipment mfg</a>	3	D	D	(500-999)
334220	<a href="#">Radio &amp; TV broadcasting &amp; wireless communications equipment mfg</a>	3	D	D	(500-999)

The chart shows that manufacturing is at 2,464 for paid employees in the Camden City business sector. The top sub-sector is at 1,015 for paid employees.

More data	NAICS code	Description	<a href="#">Estab-lish-ments</a>	<a href="#">Receipts (\$1,000)</a>	<a href="#">Annual payroll (\$1,000)</a>	<a href="#">Paid employees</a>
	<b>62</b>	<b><a href="#">Health care &amp; social assistance</a></b>	<b>160</b>	<b>763,618</b>	<b>282,034</b>	<b>8,442</b>
	621	<a href="#">Ambulatory health care services</a>	69	69,967	36,323	638
	622	<a href="#">Hospitals</a>	3	D	D	(5000-9999)
	623	<a href="#">Nursing &amp; residential care facilities</a>	12	D	D	(500-999)
	624	<a href="#">Social assistance</a>	76	D	D	(1000-2499)

Health care and social assistance at 8,442 is at the top for paid employees.

Ambulatory health care services are the largest subsector in our metropolitan economy today.

## Appendix B – JOB DESCRIPTIONS

### **Job Description: Chief Operating Officer**

Serving the city of Camden NJ, Project T.R.U.T.H. is introducing an innovative program designed to assist youth ex-offenders in their efforts to own and operate their own businesses. Its mission is to provide financial stability through entrepreneurship and holistic health. Project T.R.U.T.H. is a grassroots program working under the supervision of the Genesis School of Business, Camden Center for Youth Development, and Community Planning and Advocacy Council. Project T.R.U.T.H. provides a full range of business development skills and services to prospective entrepreneurs.

The Chief Operating Officer will oversee all areas of Project T.R.U.T.H.

Position responsibilities:

- *Oversee daily operations*
- *Marketing*
- *Strategies*
- *Financing*
- *Creation of companies culture*
- *Hiring and firing*
- *Compliance with safety regulations*
- *Sales*

### **Job Description: Administrative Assistant**

Project T.R.U.T.H. Administrative Assistant will manage the Project T.R.U.T.H. office and assist staff.

Position responsibilities:

- *Monitoring inventory and supplies needed monthly*
- *Monitoring and issuing incoming and outgoing mail*
- *Monitoring and evaluating training courses*
- *Confirm of all appointments for new youth entering the program*
- *Follow-up phone calls to clients – surveying clients on an as needed basis*
- *Developing informative and marketing packages for the community and potential funders*

This is a part-time position. Salary will be based on experience. Project T.R.U.T.H. is an equal opportunity employer who does not discriminate because of race, class, culture, gender and sexual orientation.

## Job Description: Business Trainer

Serving the city of Camden NJ, Project T.R.U.T.H. is introducing an innovative program designed to assist youth ex-offenders in their efforts to own and operate their own businesses. Its mission is to provide financial stability through entrepreneurship and holistic health. Project T.R.U.T.H. is a grassroots program working under the supervision of the Genesis School of Business. Project T.R.U.T.H. provides a full range of business development skills and services to prospective entrepreneurs.

Business Trainers will report to the Program Director or Chief Operating Officer of the Genesis School of Business who will assign time to assist: administrative, finance, leadership development, marketing and general business.

### Position responsibilities:

- *Train between 10-15 youth per month in personal skills and technical knowledge of business*
- *Conduct up to 3 workshops per month to assist youth in the development of IDA accounts*
- *Train youth to be independent and social entrepreneurs*
- *Present business assistance information to groups or representatives*
- *Other duties as assigned*

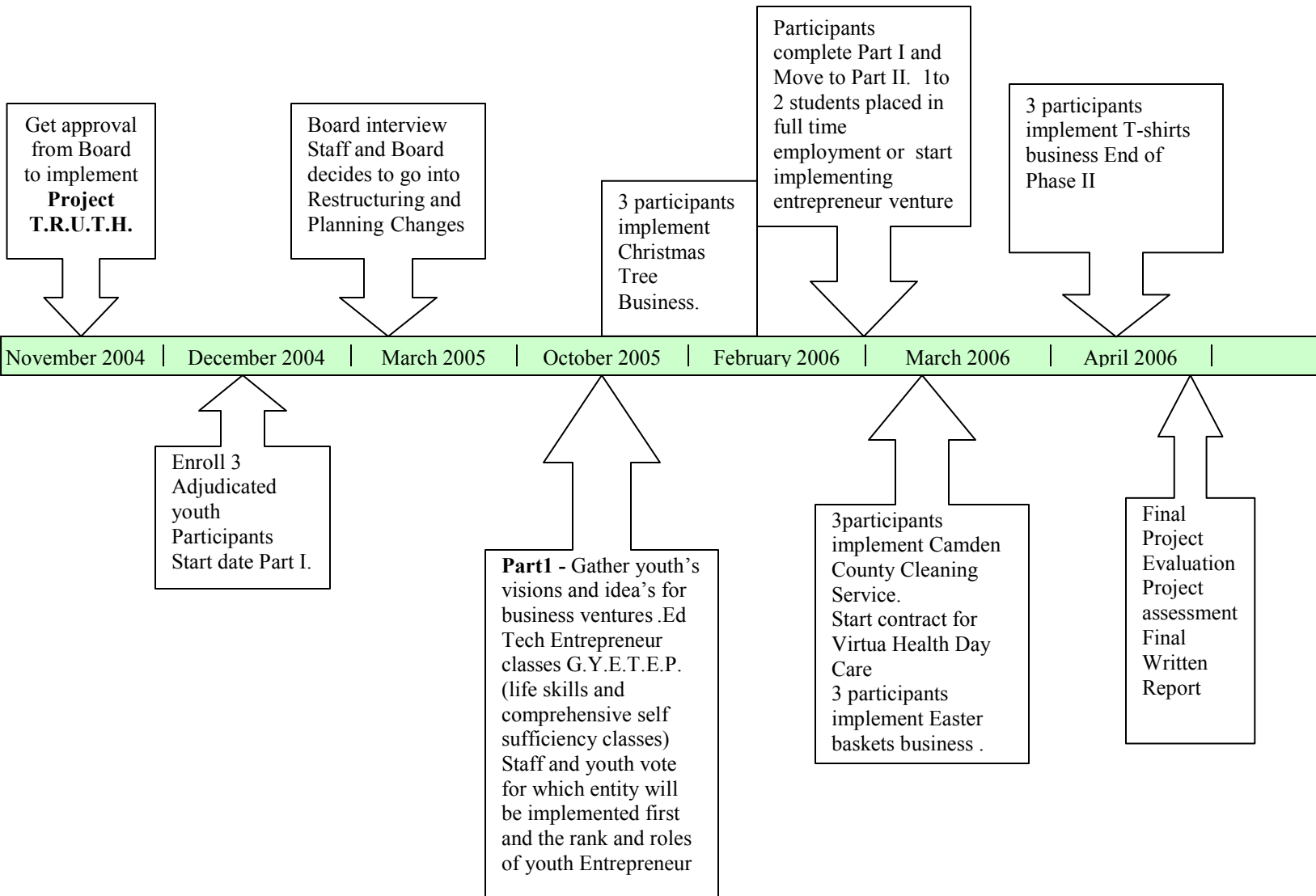
This is a full-time position. Salary will be based on experience. Project T.R.U.T.H. is an equal opportunity employer who does not discriminate because of race, class, culture, gender and sexual orientation.



# Project T.R.U.T.H.

## Youth Entrepreneurship Program

### Projects and Enrollment Timeline



## Timeline

### Part 1

Meet with Camden City parole, probation”	Mon 8/2/04	Thu 9/30/04
Discuss collaboration with Genesis and Cpac	Mon 8/2/04	Thu 9/30/04
Create Marketing Package to obtain business instructors	Wed 9/1/04	Thu 9/30/04
Meet with the Department of Correction Chief of Staff (Charles Ellis)	Tue 9/28/04	Tue 9/28/04
Connected with City, County Chamber of Commerce	Wed 9/1/04	Thu 9/30/04
Design curriculum (Assistance by CCYD, CPAC, and ED-TECH)	Mon 8/2/04	Fri 10/29/04
Develop Staffing Plan and Contract instructors	Wed 9/1/04	Wed 10/20/04
Board Approve Project T.R.U.T.H.	Mon 11/1/04	Mon 11/8/04
Fundraising	Mon 8/2/04	Thu 6/30/05
Resources from CPAC and Genesis School of Business	Mon 9/20/04	Tue 8/2/05
Advertise program on Channel 19	Mon 11/1/04	Wed 8/31/05
Conduct “train the trainers” workshop	Mon 11/1/04	Tue 11/9/04
Recruit students	Mon 11/1/04	Wed 1/5/05
Assessment Starts	Thu 1/6/05	Mon 1/17/05
Board interview Staff	Tue 2/1/05	Tue 2/15/05
Restructuring and Planning Changes	Fri 4/1/05	Fri 7/15/05
Orientation starts	Thu 9/1/05	Tue 9/13/05
Training starts Part 1	Tue 10/18/05	Tue 2/28/06
Gather youth’s visions and idea’s for business ventures	Tue 10/18/05	Tue 2/28/06
Ed Tech Entrepreneur classes	Tue 10/18/05	Tue 2/28/06

G.Y.E.T.E.P. will conduct life skills	Tue 10/18/05	Tue 2/28/06
G.Y.E.T.E.P. Comprehensive self sufficiency classes	Tue 10/18/05	Tue 2/28/06
Staff and youth will collectively vote for which entity		
will be implemented first and the rank and roles of youth	Wed 3/1/06	Wed 3/1/06

## Part 2

Start developing required business accounts	Thu 3/2/06	Wed 3/8/06
Part2 Career job placement	Thu 3/9/06	Mon 5/1/06
Easter Basket Business	Thu 3/9/06	Wed 4/19/06
T-shirt Business	Tue 4/3/06	Fri 5/31/06
Implementation of youth owned business (C.C.C.S.)	Mon 3/6/06	Mon
5/1/06		
Students and Staff start marketing and advertising	Mon 3/13/06	Mon 5/1/06
Final Project Evaluation	Wed 4/19/06	Wed 5/31/06
Project assessment	Wed 4/19/06	Fri 5/5/06
Final Written Report	Mon 4/3/06	Wed 6/7/06

**Project T.R.U.T.H.**

**The need for a steady supply of new locally owned business in your community**

<b>Criterion</b>	<b>Rating</b>	<b>Examples and Comments</b>
<b>1. Commercial properties Typically stay vacant for more than three or four months</b>	<input type="radio"/> <b>True</b> <input type="radio"/> <b>Partially True</b> <input type="radio"/> <b>Not True</b>	
<b>2. Many commercial properties are used in ways that add little value to our community. (Think in value in terms of jobs, goods and services, or the attractiveness of the properties.)</b>	<input type="radio"/> <b>True</b> <input type="radio"/> <b>Partially True</b> <input type="radio"/> <b>Not True</b>	
<b>3. Important types of businesses have been missing from our community for a while.</b>	<input type="radio"/> <b>True</b> <input type="radio"/> <b>Partially True</b> <input type="radio"/> <b>Not True</b>	
<b>4. Our community has a culture of entrepreneurship that is visible and inspirational, especially to our young people.</b>	<input type="radio"/> <b>True</b> <input type="radio"/> <b>Partially True</b> <input type="radio"/> <b>Not True</b>	

# Project T.R.U.T.H.

## Survey Workforce Conditions and Good Neighborhood Jobs

*To assess the condition of your community workforce, answer the following questions.*

1. What is the unemployment rate in your community for  
All residents? \_\_\_\_\_  
Single mothers? \_\_\_\_\_  
Persons of color? \_\_\_\_\_  
Young adults? \_\_\_\_\_  
Other particular group in your community? \_\_\_\_\_
  
2. Are these unemployment rates increasing, decreasing, or staying about the same?  
All residents: \_\_\_\_\_  
Single mothers: \_\_\_\_\_  
Persons of color: \_\_\_\_\_  
Young adults: \_\_\_\_\_  
Other group: \_\_\_\_\_
  
3. What group of people in your community has the most severe problems with unemployment? What is their rate of unemployment? Would they be a good target population to focus on?
  
  
  
  
  
  
  
  
  
  
4. What employment training and job placement services exist for people in your community

5. How effective are those employment training and job placement services, especially for your target group?
  
6. Which business sectors and subsectors offer the most jobs to people with skills similar to those of your neighborhood residents?

**To assess the potential for growing good neighborhood jobs in your community, answer the following questions.**

7. Which of the subsectors you listed for the previous question are growing? Which are stagnant or declining?
  
8. How many small and midsize manufacturing firms are located in your neighborhood? What sector of industry are they in? Are these businesses and these sectors growing or declining?
  
9. Does your community include firms that could form into a dynamic cluster of related businesses? If so, does your community have available land that these businesses could use to grow?

# Project T.R.U.T.H.

## Assess Organization's Ability to Succeed with Pivot Points

<b>Resource</b>	<b>Revitalize your commercial district</b>	<b>Develop Microbusiness</b>	<b>Develop your community workforce</b>	<b>Grow good neighborhood jobs</b>
<b>Amount of staff time your organization can devote to this pivot point.</b>				
<b>Type of skills your staff members can devote to this pivot point</b>				
<b>Amount of money you can devote to this pivot point over the next three years</b>				
<b>Amount of office space and types of office equipment you can devote to working on this pivot point over the next three years</b>				

Name and Type of Business	Status	Square Feet	Cost	Parking	Special Features	Physical Condition	Contact Information
	<input type="radio"/> Occupied <input type="radio"/> Vacant <input type="radio"/> Possible change in occupancy		<input type="radio"/> Rental <input type="radio"/> For sale \$ _____				
	<input type="radio"/> Occupied <input type="radio"/> Vacant <input type="radio"/> Possible change in occupancy		<input type="radio"/> Rental <input type="radio"/> For sale \$ _____				
	<input type="radio"/> Occupied <input type="radio"/> Vacant <input type="radio"/> Possible change in occupancy		<input type="radio"/> Rental <input type="radio"/> For sale \$ _____				
	<input type="radio"/> Occupied <input type="radio"/> Vacant <input type="radio"/> Possible change in occupancy		<input type="radio"/> Rental <input type="radio"/> For sale \$ _____				
	<input type="radio"/> Occupied <input type="radio"/> Vacant <input type="radio"/> Possible change in occupancy		<input type="radio"/> Rental <input type="radio"/> For sale \$ _____				



## Project T.R.U.T.H.

Criterion	Rating	Examples and Comments
1. Small store fronts and offices in our community stay vacant for less than three months.	<input type="radio"/> True <input type="radio"/> Partially True <input type="radio"/> Not True	
2. Residents can buy most essential products and services from businesses in our own community.	<input type="radio"/> True <input type="radio"/> Partially True <input type="radio"/> Not True	
3. Attempts to attract new business into our community usually succeed.	<input type="radio"/> True <input type="radio"/> Partially True <input type="radio"/> Not True	
4. Our community has several gathering places where people meet on a regular basis to eat, shop, or mingle.	<input type="radio"/> True <input type="radio"/> Partially True <input type="radio"/> Not True	
5. Most people who own businesses in our community also live in our community	<input type="radio"/> True <input type="radio"/> Partially True <input type="radio"/> Not True	
6. People who own businesses in our community represent the same ethnic groups and races who live in our community.	<input type="radio"/> True <input type="radio"/> Partially True <input type="radio"/> Not True	

**Survey Questionnaire**  
**For the target community of**  
**Project Truth**

*Project T.R.U.T.H. is developing an IDA /entrepreneurship program to improve the ability of youth ex-offenders to own and operate there own business in the city of Camden New Jersey. The survey is intended to find out the communities understanding and feelings on recidivism and how Project T.R.U.T.H. can better suit the community in fighting recidivism. (This survey will be given before enrollment and after completion of Project T.R.U.T.H.)*

Please answer each question below.

Technical knowledge

Q1. How strong do you feel about your computer skills?

- Strongly in favor.....1
- Somewhat in favor.....2
- Not strong ..... 3
- Weak ..... 4
- Mixed.....5
- Does not care.....6

Q2. Are you familiar with Microsoft word?

- Yes
- No

Q3. How many words can you type a minute?

- a) 10-20
- b) 20-30
- c) 30-50

Personal Skills

Q4. How do you feel about your professionalism?

- 1. excellent
- 2. good
- 3. fair
- 4. poor

Q5. How confident do you feel about your ability to perform in a professional setting?

- Strongly confident
- Somewhat confident
- Mixed
- Don't care

Q6. Would you feel comfortable leading a business meeting?

- Yes
- No

## Resources

Q7. What are resources? \_\_\_\_\_

Q8. When are resources valuable to a business?

Very often ----- Never

1 2 3 4 5 6 7 8 9

Q9. How satisfied are you with the way that:

**(1 very satisfied, 2 somewhat satisfied, 3 not very satisfied, 4 dissatisfied, 5 strongly dissatisfied, don't know)**

a. Camden city supports small businesses 1 2 3 4 5 6

b. Camden city supports training programs 1 2 3 4 5 6

c. The business community supports ex-offenders 1 2 3 4 5 6

Q10. What grade level should youth entrepreneurs have finished before implementing there business?

First through eighth grade ..... 1

Some high school ..... 2

High school diploma ..... 3

Some college ..... 4

College degree ..... 5 *continued on next page*

Some graduate work ..... 6

Graduate degree ..... 7

Name \_\_\_\_\_ Date \_\_\_\_\_ Address \_\_\_\_\_



Project T.R.U.T.H.  
Project Pro-forma

		Sept.05	Oct. 05	Nov. 05	Dec.05	Jan. 06	Feb. 06	Mar. 06
Chief Operating Officer Program		256.25	256.25	256.25	256.25	256.25	256.25	256.25
Coordinator/Business Administrative Assistant	Trainer	350	350	350	350	350	350	350
Advertising Posting and Shipping		112.5	112.5	112.5	112.5	112.5	112.5	112.5
Meeting Workshop		125	125		125		125	
Printing and Reproduction		62.5	60.5	62.5	62.5	62.5	62.5	62.5
Local Travel		100	100		100		100	100
3-Month Stipend (3 participants)		187.5	187.5	187.5	187.5	187.5	187.5	187.5
Miscellaneous		125	125	125	125	125	125	125
T-shirt Business		1200			1200			1200
Christmas Tree Business		262.5	262.5	262.5	262.5	262.5	262.5	262.5
Easter Basket								
Cleaning Business Start up					1,500.00		150	
								3,437.50

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