

HOPEWORKS 'N CAMDEN

Organization Information

1. Hopeworks 'N Camden uses education, technology and entrepreneurship to partner with young men and women as they identify and earn a sustainable future. Together we seize the opportunity to heal and thrive in the midst of violence and poverty.

2. In March 2000, we opened our doors to the first trainees and started our non-profit website design business.

In 2012, we made another important discovery. Training just was not enough. We also needed to help our youth heal. Hopeworks made the decision to become a certified Sanctuary organization, moving our work to a “trauma informed” framework.

With the introduction of trauma informed care, Hopeworks growth has been explosive. Our completion rate quintupled. Our youth retention rate went up 12 times. We have had more youth complete the training in the last 4 months than we did in the three years preceding trauma informed care combined.

As part of it's program, Hopeworks now runs four businesses, offering a complete array of website design, development services, along with GIS mapping products, and a complete set of Salesforce administration offerings. In addition, Hopeworks Youth Healing Team offers training and consultation to schools and nonprofits about working with youth and adults affected by trauma. These businesses help to generate over 75 youth jobs a year and provide nearly 30% of our operating revenue.

3. Hopeworks is unique not because we work with “difficult” youth, not because we train youth in technology, and not because we work in Camden. Hopeworks is unique because, with our combination of high demand technical training, paid work experience, and employer partnerships, we are uniquely positioned to dramatically change lives, and dramatically change the trajectory of Camden.

Hopeworks is unique because our trauma-informed approach allows us to be successful with our youth in ways other programs are not. Here at Hopeworks, we believe that without addressing the unresolved traumatic issues in a youth's life--especially as they manifest in habitual patterns of protection--i.e. disengagement, disconnected emotional state, anger, emotional eruptions, etc. youth will not be able to take full advantage of opportunities in their lives. We can either work on creating new opportunities and hope that there are youth who can succeed in them or we can work on creating individuals who can will be able to take advantage of new opportunities. We are choosing the later!

4. Hopeworks long term vision and goals are to ensure that, as Camden rises, Camden's youth rise along with it. As Camden experiences an unprecedented resurgence, Hopeworks has a unique opportunity to demonstrate that Camden youth -- if they are

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properly prepared and trained -- can form a core part of this new chapter in Camden's renaissance, in both technical and non-technical fields. Camden youth can rise alongside and as a key part of their city, if they are properly prepared.

In the last 5 years, Hopeworks has dramatically increased our impact and effectiveness in Camden. For the first time in our history, employers are actively seeking to hire dozens of our youth in permanent, full time, high wage jobs from medical coding, to information technology, and many others. As Camden rises, this is a critical period for Hopeworks, and, more importantly, for our youth.

In order to meet this demand for employable youth, Hopeworks will be expanding our capacity to serve more youth with a move to a larger facility and an increase in staff. With the expectation to more than double the number of youth that we serve, Hopeworks seeks support to help us bridge the gap in staffing and materials so that we can truly leverage our impact.

5. Board members:

President

Brad Aronson, Angel Investor

Time on Board: 2 years

Vice President

Marlene L. Olshan, CEO, Vetri Community Partnership

Time on Board: 3 years

Treasurer

TJ Lynch, Senior Vice President of Finance and Marketing, NFI

Time on Board: 3 years

Secretary

Kathleen Dianora Duffy, Ed.D, Literacy Specialist, Woodbury School District

Time on Board: 2 years

Members

Cassandra Oryl Bailey, Principal, Slice Communications

Time on Board: 6 years

Tom McCaully, CEO, GrayHair Software, Inc.

Time on Board: 6 years

Agata Clevenger, Vice President of. Strategic Partnerships, Destination Maternity

Time on Board: 4 years

Jeremy Sunkett, Vice President of Strategy, Elwyn

Time on Board: 4 years

Yesenia Nieves, Client Service Representative, PRO Unlimited, Hopeworks alumni

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Time on Board: 3 years

Kelly Greico, Regional Director of Major & Planned Gifts at Springpoint Senior Living

Time on Board: 2 years

Josh Angotti, Executive Director, Video Product Management at Comcast Corporation

Time on Board: 2 years

Daniel Rhyhart, Partner, Blank Rome LLP

Time on Board: 1st year

Emeritus

Dr. Sandra Bloom, Co-Director at Center for Nonviolence and Social Justice, School of Public Health, Drexel University

6. Hopeworks is proud to share that 100% of our Board members provided a contribution to the organization in the last twelve months.

7. Hopeworks last strategic plan was completed in June of 2016. You can see a copy of it [here](#). In fact, you will notice that our final strategic goal, a flagship location, is the subject of this proposal!

8. Hopeworks has **16** full time employees

9. Hopeworks has **11** traditional part time employees, and currently employs **47** Camden youth in our businesses as paid interns.

10. Hopeworks currently has over 46 active volunteers, not including special projects or days of service.

11. As is detailed later in the proposal, Hopeworks is expanding to a new space, more than doubling the number of young people we can serve and meeting the demands of Camden employers who want to hire them. Hopeworks is hopeful that Impact100 SJ can help us!

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12. Hopeworks goal is simple -- to more than double the number of youth earning and keeping high-wage, sustainable employment, particularly youth who, just a few months before, were facing homelessness, violence, and high levels of adversity.

The work is paying off. Large employers, from New Jersey American Water to Cooper Hospital, are coming to Hopeworks to help them fill their employment needs. Recently, Cooper Hospital committed to hire 10-12 Hopeworks youth each year for full time medical coding positions. In addition, Virtua Hospital and Lourdes Hospital have also committed to hire graduates from Hopeworks through a partnership with the Camden School District and the Rutgers Rowan Board of Governors through our Medical Assistant Training Program. Finally, the Camden County Municipal Utility Authority, as well as American Water, as well as countless smaller firms, are all seeking to hire Hopeworks youth as they complete the Hopeworks training and internship program.

Last year, over 59 youth earned sustainable, permanent jobs through Hopeworks programming. By supporting our growth into our new space, we will double that to over 125 young people in the next 12 months. Last year, youth earning full time jobs averaged \$38,000 per year. That can truly make a difference in the lives of our youth and their families, and in Camden!

You can see the difference for our youth, and for Camden, just in this recent article about one of our alumni:

<https://www.courierpostonline.com/story/news/2018/01/24/high-hopes-jobs-growth-camden-tech-startup/1054475001/>

If Hopeworks can train enough to meet the demand from these employers, we could change the expectations of youth in Camden. To meet that demand, however, we need the support to finish outfitting our new space!

Employers have noticed the “Hopeworks difference,” and are anxious to hire our young people. Now, to meet the demand from employers and from youth who desire to change their lives, Hopeworks must expand our capacity and impact.

13. Hopeworks intends to double the number of youth we work with each year, training and placing over 120 youth in permanent, high wage jobs.

14. Hopeworks is seeking a one time investment to help us fit out and develop our new space. This new space – at more than 6,600 square feet – will allow us to more than double the amount of youth that we serve each year, and more than double the number of youth earning full time jobs right in Camden. Hopeworks current space has created a tremendous bottleneck in our ability to serve youth, preventing significant numbers of youth from participating in our programming.

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Thanks to a generous gift from the Townsend Foundation, we have been able to secure the space for Spring/Summer of 2018. Now we have to outfit it!

In the end, Hopeworks must make sure that the technology and equipment that our youth find inside Hopeworks matches the industry standard equipment outside of Hopeworks walls.

Thus, the four key areas this grant would support would include furniture & decor, technology, network wiring and equipment, and final space fit out.

We have secured the space, and are working on the final details. We anticipate making our major purchases and moving in in very late spring or early summer.

15. Last year, over 59 youth earned sustainable, permanent jobs through Hopeworks programming. By supporting our growth into our new space, we will double that to over 125 young people in the next 12 months. Last year, youth earning full time jobs averaged \$38,000 per year. That can truly make a difference in the lives of our youth and their families, and in Camden!

At Hopeworks, we expect accountability from our youth; we also offer it to one another and our donors. We clearly define our organizational goals and measure and evaluate our progress toward achieving them.

Key Performance Indicators for Hopeworks' success include:

- Training completion rate
- High School credentials earned
- Math score increases (measured by the TABE test)
- Reading score increases (measured by the TABE test)
- College enrollment
- College credits earned
- Internships earned
- Internships successfully completed
- Permanent jobs earned
- Savings rate
- Increase in income

16. Hopeworks tracks multiple data points, but we have also identified "keystone data" that we report monthly to our stakeholders. These key data points -- internship completion rate, Reading and Math Gains, college credit completion rate -- provide a snapshot of the overall performance of our young people. If those four areas are doing well, that means that the other data areas are also doing well.

You can see a sample of our monthly reporting for March, 2018 here:

<https://docs.google.com/document/d/1BchiYEUQUVAQrE1qSv7ZMxgJMEf9H5TnDYWYuNMB>

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[TE/edit?usp=sharing](#)

A recent example from that March report illustrates how this data tracking allows us to quickly respond to poor performance quickly. As you will see from the report, we saw a dramatic decline in TABE (reading and math gains). At first, we accurately attributed the drop to moving from the old, paper test to more accurate electronic tests.

However, that was not the entire story. The next month, we noticed another drop. Concerned, we investigated. We learned that while our instructional methods had not changed, the move to an electronic TABE meant that our youth were now doing their reading and math testing in a “computer lab” environment, much more prone to distraction and leading to lower scores. We immediately made accommodations for a better testing environment. We are now collecting data for the April report to see the impact of this intervention.

This process -- implement, assesses, revise, implement assess -- is how we approach our data driven work with our youth.

17. This one time investment will allow us to dramatically increase not only the youth that we serve, but also the businesses that both employ our youth and provide earned revenue back to the organization. In the last three years, Hopeworks businesses have expanded dramatically, generating significant revenue to support the work of Hopeworks and creating paid internships for Hopeworks youth to refine their skills. In fact, these internships are one of the key differentiators that employers cite in explaining why they are so anxious to hire Hopeworks youth! The growth of Hopeworks businesses over the last four years is summarized below:

	Jun-17	Jun-16	Jun-15	Jun-14
Total Business Income	\$406,467.45	\$351,715.68	\$226,701.37	\$192,016.57

As this chart makes clear, Hopeworks businesses continue to grow, providing both operating revenue and jobs for Hopeworks youth. In fact, in the last four years, revenue from the Hopeworks businesses has grown over 111%! However, without more space, and more youth to staff them, Hopeworks businesses cannot keep up this dramatic growth. However, with the support that this investment provides, Hopeworks businesses can both provide more jobs for Hopeworks youth and provide additional revenue to support their training.

In addition, this investment in space opens up the opportunity for new charitable investments, as well. Hopeworks' recent successes has attracted the attention of significant funders interested in our trauma informed approach and in the success of our work, particularly in placing youth in productive, permanent employment.

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However, to continue to build these larger scale funding partnerships, it is important for Hopeworks to demonstrate that our model can succeed at a larger scale than it does currently. The success of Hopeworks current model, at its current scale, is worthy of praise. If, however, we can demonstrate that our model works at a larger scale, then we can solicit and win investments from funders to support the continued expansion of our work.

This transitional investment will give Hopeworks the space and capacity to demonstrate the success of our model at a level that will attract longer term, permanent investment.

Finally, local organizations like Cooper Hospital and the Camden County Workforce Investment Board have partnered with us to support a limited number of slots for the pilot project for the Medical Coding program at Cooper Hospital. If we can demonstrate that this project -- and others like it -- can work not only in a small pilot, but at scale, Hopeworks can receive significant workforce development funds to continue to support the work of our young people as they move into permanent, productive employment.

This investment will allow us to demonstrate that such an investment in Camden's young people is both productive and worthwhile.

18. This investment will allow us to do three key things. First, it will allow us to more than double the youth we serve, placing more Camden youth into high wage, full time jobs just at the moment that businesses are moving to Camden and looking to employ Camden residents.

Second, this investment will allow us to grow our own revenue generating businesses, creating more jobs for Camden youth and also generating more operating revenue for us to sustain our growth.

Finally, this investment will allow us to demonstrate to employers that they should change their expectations of how they can employ Camden residents and youth. These employers appreciate the technical skills that our youth bring. However, what they are really excited about is the social and emotional skills that our youth learn through Hopeworks' trauma-informed approach.

19. The promise of this moment in time is significant. In the last two years, Hopeworks has been recognized with prestigious awards over half a dozen times.

This recognition comes because Hopeworks is solving the problem of young people that other organizations deem "unemployable", "not ready," or "too difficult" – youth who have been failed by the educational system and social system, and who are left out of the

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growing economy.

If Hopeworks can train enough youth to meet the demand from these employers, we could change the expectations of youth in Camden. And youth in Camden can begin to change their communities.

Employers have noticed that our methodology works, and are anxious to hire our young people. Now, to meet the demand from employers and from youth who desire to change their lives, Hopeworks must expand our capacity and impact.

Now is a critical pivot point for our organization. We have the proven ability to dramatically change lives, and the employer and other partnerships to make it happen.

The Townsend Foundation has recently given us an initial grant to grow our space; now we just need to equip it!

20. Dan Rhoton, Executive Director

Over the years, Dan has been recognized numerous times for his work with young people, receiving the Meritorious Service Award from the Pennsylvania House of Representatives, the Philadelphia Diane Watson City Community Service Award, the Distinguished Educator of the Year for Eastern North America, and, most recently, the 2017 National Comcast/NBC Universal Tech Impact All-Star Award.

Dannyelle Austin, Director of Youth Impact

Dannyelle Austin continues to take the lessons from her own childhood and use those lessons to transform the lives of young people across the region. Growing up in a single parent home in inner city Philadelphia first sparked Dannyelle's interest in helping other youth rise above their circumstances and become something greater than society's expectations. From an early age she knew that she wanted to spend her life dedicated to helping young adults develop and achieve their dreams.

Dannyelle's extensive experience working with Philadelphia youth has given her renowned expertise in youth development, GED preparation, college readiness, and, most importantly, the integration of trauma informed methodologies throughout youth development practice. At Hopeworks, Dannyelle continues to be a transformative leader, achieving the best ever youth development outcomes in the 16 year history of the organization. She is a sought-after presenter, trainer, and speaker, sharing her expertise with educators and youth development professionals across the region.

Manuel Torres, Director of Business Innovation

Manuel is a seasoned business executive with over 20 years of experience of leading

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successful organizations, teams, and projects. He has worked with and for many significant organizations including, the National Association of Black Accountants, CA Technologies, Ernst and Young, LLP, PricewaterhouseCoopers, LLP, and CoreStates Financial Corporation.

In addition to his interests in operations and technology, Manuel has a passion for helping youth develop into future leaders. He has been involved in several programs in the Philadelphia area and throughout the northeastern US where he created leadership and learning opportunities for high school and college students. To date, he has raised over \$100,000 in scholarship donations and over \$2M for student programs and internships.

Manuel lives in Mount Laurel and is a proud member of Ferry Avenue United Methodist Church (Camden), where he and his sons, Jevon and Devin, lead the Audio Visual team and are involved in many local youth programs.

21. The total project amount for this phase of the project is \$360,000.

22. Project Expenses

Specific Expenses	Details/Breakout	Total
Personnel		
<i>Additional Life Readiness Coach (2 positions) + benefits</i>	To expand number of youth served	102,000
<i>Additional Lead Trainer (1) + benefits</i>	Expand training for youth	48,000
Facilities		
<i>Year 1 lease and move expenses</i>	6600 sq. ft, doubling our capacity	102,000
Other		
<i>Additional computers and monitors</i>		45,000
<i>Network cabling and outfitting</i>		17,000
<i>Chairs, workstations, décor, other furnishings</i>	Academics, life readiness, training	61,000
Total Proposal Funds		\$ 375,000

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23. Project Income:

Funder/Donor	Amount/Value
<i>Townsend Foundation</i>	210,000
<i>Copolla Family Foundation</i>	50,000
<i>Jack and Ed Fund</i>	41,000
<i>Impact100 SJ Request</i>	74,000
	\$ 375,000