



SECTION 1: OVERVIEW

1. Focus Area to which you are applying (*choose one only*):

- Women, Children & Families** - Projects that strengthen the lives of women, children, (including teens) or families.

2. **Organization name:** The Heart of Camden

3. **Organization's website:** <https://www.heartofcamden.org/>

4. **Nonprofits with which you are directly affiliated (if any):**

We are not directly affiliated with any other non-profits; however, we developed the physical buildings that made it possible for five (5) nonprofits to emerge and serve South Camden, and we partner with them in various capacities in the spirit of collaboration. This includes Camden Fireworks (art gallery), Camden Shipyard and Maritime Museum, South Camden Theatre Company, the Nick Virgilio Writers House (Haiku Assoc. & Mighty Writers), and the Center for Environmental Transformation. Each organization is independent of The Heart of Camden and governed by its own board.

5. **Name of project:** HOC's Bridge Builders Project at the Michael J. Doyle Fieldhouse

6. **County where your organization is headquartered:** Camden County

7. **County(ies) being served by proposed project:** Camden County

8. **Executive Director Name:** Carlos Morales

9. **Executive Director Email:** cmorales@heartofcamden.org

10. **Best Phone # for Executive Director:** Cell: (856) 685-9501 / Office: (856) 966-1212



SECTION 2: ORGANIZATION INFORMATION

Mission:

1. What is the mission of your organization?

Heart of Camden's work is about home. We build the places to live and raise families, the places for neighbors to gather, the places that nurture, the places that inspire. We build all the types of spaces that strengthen communities, support families, and change lives. Home – it's where the heart is.

The Heart of Camden (HOC) is a 501(c)3 nonprofit organization, founded in 1984 by Monsignor Michael Doyle of Sacred Heart Parish. We are committed to enhancing the quality of life in South Camden through programs for housing restoration, economic expansion, neighborhood revitalization, and community-based development. Whether it is a home of one's own, the local neighborhood gym, or a beautiful community garden, HOC creates the places and spaces that strengthen communities, support families, and change lives.

Our major accomplishments since inception include:

- **Over 250 homes rehabilitated and sold** to low to moderate income families, reversing red-lining, making homeownership accessible, and contributing to a neighborhood homeownership rate of 50.9% (*compared to 38.9% citywide*).
- **5 arts and culture facilities developed**, including Camden Fireworks, the Camden Shipyard and Maritime Museum, the South Camden Theatre Company, the Center for Environmental Transformation, and the Nick Virgilio Writers House - all serving the community and enhancing quality of life in South Camden.
- **1 community/recreation center developed**, the Michael J. Doyle Fieldhouse, featuring a community full-scale gym, food pantry, black box theater, and meeting spaces.
- **30+ acres of green space developed**, including transforming former contaminated sites into green spaces for the community to enjoy.
- **Two 10-year Waterfront South Neighborhood Plans completed**, with HOC leading community planning and development efforts alongside residents and stakeholders.



2. Who is your organization's target population(s)?

HOC is located in and primarily serves the Waterfront South neighborhood and surrounding Camden communities, known as South Camden. Our target population is approximately 50% African American and 40% Latinx, with a median household income of \$23,500 and approximately 30% of the population living below the federal poverty line. The majority of all households (over 85%) are low-to-moderate income. Women, children, and families are at the heart of our work. The neighborhood we serve is approximately 43% women and 33% children. The youth we serve are categorized as “at-risk” due to high crime and poverty rates in the area.

Decades of disinvestment have left about 30% of all buildings and land as vacant blighted eyesores in the neighborhoods we serve. Additionally, the geographic area we serve is a hub for social services (including an overnight homeless shelter and a day-time methadone clinic) which result in a frequency of transient, housing insecure individuals to the neighborhood, predominantly Caucasian, who utilize vacant structures and open spaces between services. To be fully transparent, minimizing the unanticipated negative impacts of this is a challenge and something identified during the 18-month long Neighborhood Planning process HOC facilitated with the community. HOC prioritizes the needs of residents who live in South Camden, while recognizing and trying to help balance the needs of those who come to the neighborhood for other services.

3. Approximately how many individuals did your organization reach in each of the last two years through your programs and services?

2021: 1,200 2022: 2,000

4. To what do you attribute any changes in the above numbers?

Coming out of the height of the COVID-19 pandemic in 2021, HOC was operating limited in-person programs and services. We operated a weekly food pantry, held a vaccination clinic, provided clothing and essentials like diapers as funding allowed, and held most of our Neighborhood Planning community meetings on Zoom. Most of the individuals we served had multiple touch-points with HOC, coming back regularly for services and/or programming, and we did our best to only count them once. Our 2021 numbers were a little lower than 2022 due to limited operations with COVID-19, which affected the gym and arts/culture more than anything.



In 2022, we restored full operations at the gym and in the arts/culture loft, while continuing our weekly food pantry, community events, and neighborhood planning meetings. Additionally, we implemented a pilot project called “Waterfront South Summer of Fun” which brought inclusive, culturally-relevant summer activities to the community for 12 weeks (bingo, open gym, salsa night, movie night, paint and sips, festivals in the park, splash day, water ice day, food truck night, etc.). As with the previous year, most of our participants had multiple touch-points with HOC and we did our best to only count them once.

5. What efforts do you make to incorporate the perspective of your target population(s) into your strategic and operational planning (including your staff and board)?

At HOC, we are committed to incorporating the perspectives of our target populations into our strategic and operational planning. We take great pride in our demonstrated success in this area.

One key way that we incorporate these perspectives is through our leadership team and board. Our Executive Director, Carlos Morales, was raised in Waterfront South, is bilingual, and lived in a HOC home as a child. He leads the organization proudly as a BIPOC (Latinx) individual and is extremely aware of the challenges and opportunities in the community we serve. Additionally, one-third of our Board of 18 individuals are Camden residents, providing community members with power and agency over HOC's operations. Our Board President, Ben Hill, is a BIPOC leader (African American) and representative of one of the primary populations we serve.

In addition to our leadership team and board, we engage our target populations through community meetings and neighborhood planning efforts. For example, we recently completed the 2022-2032 Catch The Wave Waterfront South Neighborhood Plan, a two-year effort that engaged 300 residents and stakeholders in shaping our organization's priorities and strategies over the next decade. We are now establishing working-committees to implement this bold neighborhood revitalization plan. By involving our target populations in these planning efforts, we ensure that their perspectives are heard and incorporated into our decision-making processes.

In summary, HOC is committed to incorporating the perspectives of our target populations into our strategic and operational planning. We do this through our leadership team and board, community meetings, and neighborhood planning efforts. By doing so, we ensure that our organization's priorities and strategies are reflective of the needs and aspirations of the community we serve.



6. What makes your organization unique from other organizations that do similar work?

Our organization is a multifaceted community development corporation (CDC) that has made significant contributions to the community through our various initiatives. First, we are committed to affordable homeownership and have developed over 250 homes which were sold to low to moderate income individuals and families in Waterfront South. We are the only CDC operating in South Camden and, as such, we are the only organization making homeownership attainable for low to moderate income families in these communities.

As part of our community revitalization strategy in South Camden, we have built six cultural arts centers, including the MJD Fieldhouse, a family success center offering youth and family programming, the South Camden Theatre, the Nick Virgilio's Writers House, Camden Fireworks (art gallery and artist studios), the Camden Shipyard and Maritime Museum, and the Center for Environmental Transformation (CFET). Each of these centers plays a unique role in promoting the arts and cultural amenities in the community. We are proud to have been able to provide these spaces for residents to engage with and appreciate the arts.

In addition to these cultural arts centers, our CDC is currently in the process of creating two additional spaces. **The Artist Toolbox** will be a mixed-use artist studio and ground-floor commercial space created through the revitalization of a former hardware store. **The Mill** will be an artist maker space designed to provide a creative workspace for artists in the community. These new projects demonstrate our commitment to providing innovative solutions for the needs of the community. By creating spaces for artists to work and share their craft, we hope to further promote the arts and cultural amenities in the community.

Furthermore, our organization prioritizes environmental justice and open space development. We recognize and respond to the specific needs of the community we serve, including the WFS area, which has been designated as a sacrifice zone. By incorporating a range of initiatives, including economic development, we are able to make a meaningful impact on the community we serve.

Overall, our multifaceted approach to community development, which includes operating a family success center, building cultural arts centers, including the Center for Environmental Transformation (CFET), creating new artist spaces, and prioritizing environmental justice and open space development, sets us apart from other organizations in our field.



Staff:

1. How long has the Executive Director served in this position?

6 years. Carlos Morales, our Executive Director, has served in the role since 2017. Prior to that, he assisted with the development of over 1,000 units of affordable housing across New Jersey. Carlos grew up in the Waterfront South neighborhood, where Heart of Camden is located, and his family was personally impacted by the organization as affordable homebuyers in the 1980's.

2. What is the current number of full-time employees? Three (3) full-time positions

3. What is the current number of part-time employees? Six (6) part-time positions

4. What is the current number of active volunteers? Fifteen (15) volunteers

Board:

1. What is the current number of Board members? Eighteen (18) board members

2. How frequently does your board meet? The Board meets every other month. The Board Committees (Finance, Fundraising, and Membership) meet more often, typically monthly.

3. Please list all your current Board members, their professional affiliation (past or present) and number of years served on your Board.

**City of Camden residents*

Board Member Name	Professional Affiliation	Years Served on Board
Ben Hill, President	Retired	11
Pepe Piperno, Vice President	Retired	5
John Mapes, Treasurer	Retired	20
Janice Lynch, Secretary	Atlantic Community Charter School	28
Steve Ayscue	Checkmate Advisors	5
Abbey Barksdale	American Water	1
Jaclyn Barksdale	Business Owner	1



Nicholas Cangelosi	The Michaels Organization	4
*Gliselle De Valle	Morgan Properties	5
Carla Ferrara	IAG Insurance	1
*Fr. Vincent Guest	Sacred Heart Parish	1
Sandra Kelly	SLK Partners	5
*Candice Jefferson	City of Camden	5
Andrew Kricun	US Water Alliance	5
*Portia Simmons	Subaru	1
*Timothy Shenk	Sacred Heart School	4
*Tabatha Stevens	Advanced Auto Parts	2
Mike Vassalotti	Retired	5

4. What criteria do you consider in determining board composition?

HOC has a diverse 18-person board of community members and public and private sector professionals who bring various skills, expertise, and resources to the table to further the mission of the organization. When determining board composition, HOC has taken the following into consideration, and we have determined that it is important for:

- 1/3 of our board to be Camden residents representative of the community we serve.
- our board to be racially, ethnically, and socioeconomically diverse.
- new members to bring skills, expertise, connections, or resources that are lacking.
- all members to be passionate about serving the community.
- all members to be willing to fulfill the position description (shared prior to their accepting the role), including contributing financially to the organization, attending our six (6) meetings a year, serving on a committee (optional but encouraged), being an ambassador for the organization, and attending activities/events as needed.



5. How has your current board contributed to the success of the organization?

Our current board has contributed to the success of the organization in a number of meaningful ways. First, the board has governed in a way that prioritizes community impact. Board members Portia, Tim, Giselle, Father Guest, Tabatha, Candice, and (*now deceased*) Father Doyle are Camden residents who have largely driven board conversations from the community perspective. Second, the board helps raise the funds that carry our mission forward. Board members assist with planning, organizing, and promoting fundraising events (such as our Annual Sister Peg Hynes Golf Tournament); they host fundraising events themselves when they can (such as Pepe Piperno's "Feed the Mission" dinner for HOC in 2022); and they contribute financially via donations/grants in a way that is significant for them. Additionally, the board serves as brand ambassadors, utilizing their own networks to help HOC make connections to move initiatives forward. For example, Abbey Barksdale of American Water was able to help HOC secure Neighborhood Revitalization Tax Credit (NRTC) sponsorship for 2023.

The Heart of Camden is proud to have a diverse and highly experienced board of directors, with one-third of our board consisting of community members and the remaining two-thirds comprising individuals from the private and public sectors. Our board members are current or former business owners, public employees, and political consultants, bringing a wealth of experience and expertise to our organization.

We believe that this diverse composition is a strength that enables us to effectively serve our community and fulfill our mission. Our board members from the private and public sectors provide valuable insights into the needs and challenges facing our community, while our community members bring their personal experiences and perspectives to the table. This diversity of viewpoints and expertise allows us to make decisions and develop programs and services that truly meet the needs of our community.

Furthermore, our board members from the private and public sectors have extensive networks and relationships that have been instrumental in securing funding and other resources for our organization. They bring a wealth of knowledge and experience in areas such as fundraising, marketing, and strategic planning, which has been critical to our success.



We are proud of our board's diversity and the value it brings to our organization, and we believe that it is a key factor in our ability to effectively serve the community of Camden.

Finance:

1. What was your organization's total operating budget for 2022? \$891,230

2. What is your organization's total operating budget projected to be for 2023? \$2,152,475*

** This includes the community development projects made possible by NRTC, which were not included in our 2022 budget.*

3. Please list your organization's top three revenue sources for each of the last three fiscal years, including amounts. (fee for service, public or private grants, individual donations, etc.)

Revenue Source 2022	Amount 2022	Revenue Source 2021	Amount 2021	Revenue Source 2020	Amount 2020
Camden County Bring Back Broadway	\$225,000	Domenica Foundation Grant	\$100,000	Domenica Foundation	\$75,000
Housing Authority of Camden 8 unit improvement grant	\$232,650	8 Unit Scattered Site improvement grant	\$95,735.00	State of NJ Covid Relief (NJCA NRTC)	\$75,000
Annual Golf Outing	\$76,391	Annual Golf Outing	\$77,323.50	Annual Golf Outing	\$62,696.60



Strategic Outlook:

1. What is the date of the organization's last strategic plan and years it encompasses?

Date: 2018

Years covered: 2019-2024

*In addition, HOC completed a 10-year Catch the Wave Waterfront South Neighborhood Plan (2022-2032), a blueprint for action for the next decade of HOC's community revitalization. It is available for download at icatchthewave.com. This will serve as the foundation of our next Strategic Plan when it comes to the direction of our programs and services.

2. Please describe your organization's long-term goals or vision.

In 2018, the organization engaged Fairmount Ventures to develop a 5 year strategic plan to provide a strategic direction, structure and organizational needs to meet the newly established mission and vision statements:

Mission Statement

Heart of Camden's work is about home. We build the places to live and raise families, the places for neighbors to gather, the places that nurture, the places that inspire. We build all the types of spaces that strengthen communities, support families, and change lives.

Home – it's where the heart is.

Vision

Children and families reach their full potential and live healthy, productive lives in attractive, safe, and self-sustaining neighborhoods

The strategic planning process reinforced Heart of Camden's focus on neighborhood development and revitalization in Waterfront South, including a renewed commitment to affordable housing and neighborhood planning. This document is a tool for leadership that has guided key decision-making, demonstrated to funders Heart of Camden's thoughtful approach to sustainability, engaged new and lapsed volunteer leaders and supporters, and enabled the organization to build on and transcend the legacy of the organization's charismatic and visionary founder.

The plan covers a five-year time period, from January 2019 to December 2024 and is organized around five goals:

Goal 1. Assure Heart of Camden's financial sustainability.



Goal 2. Establish a robust organizational infrastructure that supports quality service delivery and the strategic direction of the organization.

Goal 3. Position Heart of Camden as the community-based hub, anchor, and convener of Camden's Waterfront South neighborhood.

Goal 4. Pursue neighborhood development and revitalization programs that provide a strong return on both mission and investment.

Goal 5. Strengthen the board of directors' capacity to provide strategic oversight, connections, and resources that advance the Heart of Camden's mission.

3. In the next 6-12 months, do you foresee any significant changes possibly taking place within the organization? If yes, please provide details.

No, we do not anticipate any significant changes. There is no anticipated staff turn-over or major shifts to the mission and/or budget. However, we are pleased to share that HOC has received funding commitments from the State of New Jersey through the Neighborhood Revitalization Tax Credit (NRTC) program to implement the Year 1 goals of the 2022-2032 Waterfront South Neighborhood Plan. In the next 6-12 months, we expect to kick-off new and exciting community development projects in addition to our standard services/programming, adding capacity for HOC to implement affordable housing and community revitalization activities in the community we serve. We'll be hiring additional staff and engaging new volunteers throughout that process.

SECTION 3: PROJECT INFORMATION

1. Project Summary: please clearly define the project, the population it will serve and an overview of your plans to carry it out.

The Bridge Builders Project is a unique initiative that aims to connect critical services to residents, youth, women, women with children, and families in the Camden community. Additionally, the project will serve as a bridge to connect outside volunteers and supporters of Camden, educating them about the city and building stronger connections with the community.

At the heart of the Bridge Builders Project is the story of the bridge builder, which has been passed down through generations. As Monsignor Doyle once said, the bridge builder was the most powerful person in the Roman army because without bridges, the Roman Empire could not



expand. This story provides a powerful metaphor for the important work of the Bridge Builders Project, which aims to identify and support the bridge builders in our community - the individuals and organizations that work tirelessly to connect residents with the critical services they need. The Bridge Builders Project recognizes that building bridges is not just about connecting physical structures but also about building stronger connections between people and communities. By working together, we can create a more resilient and thriving community for local women, children, and families.

Through this initiative, we hope to empower and uplift the community by providing critical services and support, as well as fostering a greater sense of connection and understanding between individuals and organizations. By building bridges between communities and strengthening the existing ones, we can create a brighter future for Camden and its residents.

HOC proposes to expand programming and services offered at our South Camden community center, the *Michael J. Doyle (MJD) Fieldhouse*. With support from Impact100, HOC will build on ten years of success at the MJD Fieldhouse to maximize our capacity to improve the lives of women, children, and families living in low-to-moderate income households in the Waterfront South neighborhood, South Camden, and the City of Camden as a whole.

HOC is a grassroots organization located in the Waterfront South neighborhood of Camden City, primarily serving our host neighborhood and its surrounding communities (known as South Camden); however, all Camden residents are eligible to access programs and services at the Fieldhouse. The population we serve is approximately 50% African American and 40% Latinx, with a median household income of \$27,000 and approximately 30% of the population living below the federal poverty line. One in every three local residents are a child under the age of 18, and all youth in our area are considered “at-risk” due to consistently high crime and poverty rates. While not the primary population we serve, some of those who access our services are housing insecure.

At the Fieldhouse, HOC operates a full-scale recreational gym, a food pantry, an arts/culture loft, community-accessible conference rooms, and nonprofit offices. Programming historically ranges from youth sports to open gym sessions to family-friendly BBQ’s. Services have ranged from food distribution (box lunches, non-perishable items, sandwiches) and clothing distribution (baby clothes, pajamas, jackets) to diaper and formula giveaways to vaccination clinics and healthcare



screenings. While the past 10 years have been a success, HOC's recent neighborhood planning process revealed that we are not meeting the full needs of women, children, and families in Waterfront South and South Camden.

Through the Bridge Builders Project, HOC will expand our programs and services at the MJD Fieldhouse to maximize our impact on supporting the basic needs and overall well being of local women, children, and families. This funding will give us an opportunity to implement the most successful and in-demand services/programs from the past 10 years while adding new services/programs that were identified during the neighborhood planning process.

In conclusion, the Bridge Builders Project is a powerful metaphor for the important work of connecting residents, youth, women, women with children, and families to critical services and building stronger connections between people and communities. By working together as bridge builders, we can create a more resilient and thriving community for all.

2. Who (name and title) will oversee this project?

Name: Carlos Morales

Title: Executive Director

3. What is the need or problem that this project will address?

The Heart of Camden is taking bold steps to empower and uplift the community with the proposed Bridge Builders Project, with a specific focus on youth, women, women with children, and families. Our goal is to provide them with the tools and resources they need to overcome obstacles and build resilience in the face of challenges.

One of the primary components of our project is positive recreational activities and mentorship for youth. We recognize that youth are the future of our community and providing them with the necessary skills and mindset to succeed is vital. Through activities such as basketball, dance, art, and/or music, we aim to teach discipline and resilience, while also providing fun and excitement. Our dedicated mentors will work closely with youth to build character and foster a sense of purpose that will help them thrive and overcome obstacles in their lives.

We also recognize that access to essentials such as food, diapers, formula, and clothing is a significant challenge for many families in the community we serve. Therefore, we will offer



direct support to women and families in need, providing door-to-door deliveries for seniors and transportation-challenged families, increased diaper and formula giveaways, and more clothing drives. Our goal is to ensure that everyone in our community has access to the necessities they need, which will help build a sense of security and resilience.

Finally, our project will offer community programming that focuses on personal growth and development. We understand the importance of fostering community well being, which is why we will offer activities such as yoga for moms and bingo for seniors. By engaging in activities that build self-esteem and help individuals take control of their lives, we will foster a sense of community resilience that will help women, children, and families overcome challenges and thrive.

In conclusion, HOC's new project is designed to empower and uplift the community, with a particular focus on youth, women, women with children, and families. Through positive recreational activities, direct support, and community programming, we aim to build resilience and help everyone in our community face the future with confidence and hope.

4. How will this project address this problem or need?

HOC is taking bold steps to strengthen the resiliency and well-being of our community through our new project. Our goal is to empower women, children, and families to face the future with confidence and hope. Our project includes:

- **Positive recreational activities and mentorship for youth:** We will offer a range of recreational activities for youth that not only provide fun and excitement, but also build character and foster resilience. Our programs/mentors will teach discipline and resilience through activities such as basketball, dance, art, and/or music, helping youth to develop the skills they need to overcome obstacles and thrive.
- **Direct support for women and families:** We recognize that access to essentials such as food, diapers, formula, and clothing is essential to building community resiliency. Our project will offer direct support to women and families in need, providing door-to-door deliveries for seniors and transportation-challenged families, increased diaper and formula giveaways, and more clothing drives. By ensuring that everyone in our



community has access to the essentials they need, we will help to build a sense of security and resilience.

- **Community programming:** We believe that community programming is an essential component of building resiliency. Our project will offer yoga for moms, bingo for seniors, and other activities that provide time for personal growth and development. By engaging in activities that build self-esteem and help individuals take control of their lives, we will foster a sense of community resilience that will help us all overcome challenges and thrive.

HOC's new project will have a significant impact on the lives of women, children, and families in South Camden. By empowering youth with the skills and mindset needed to overcome challenges, and by providing direct support to women and families in need, we will create a stronger, more connected community that is better equipped to face the future with confidence and hope.

5. Please describe how this project specifically improves your organization's ability to carry out its core mission more effectively.

Heart of Camden's work is about home. We build the places to live and raise families, the places for neighbors to gather, the places that nurture, the places that inspire. We build all the types of spaces that strengthen communities, support families, and change lives.

Home – it's where the heart is.

The Bridge Builders Project recognizes that home does not stop at your front door. Home is your community, it's your neighbors, it's the local gym or your favorite park. And part of what makes your community feel like home is having the resources you need, for essentials but also for enhanced quality of life, nearby and accessible. Our Bridge Builders Project is about increasing our capacity to implement our core mission which largely includes improving the lives of women, children, and families in South Camden.

The Michael J. Doyle Fieldhouse, our family facility located in the residential neighborhood of Waterfront South, will be the hub of our project. With increased capacity, we will expand our staffing, programming, and services to provide consistent and enhanced opportunities for the



community to thrive. We will hire qualified and experienced staff who will lead our recreational activities for youth and community programming for women and families. By providing increased staffing, we will be able to ensure that our programming is consistent and high-quality, and that our community members have access to the support they need when they need it.

Our project will enable us to offer a range of recreational activities for youth, led by qualified staff/mentors who will teach discipline and resilience through activities such as basketball, dance, art, and music. By providing youth with positive opportunities for growth and development, we will help them develop the skills and mindset needed to overcome challenges and become resilient leaders of tomorrow.

Additionally, our project will provide direct support to women and families facing challenges related to accessing essentials such as food, diapers, formula, and clothing. By offering door-to-door deliveries for seniors and transportation-challenged families, increased diaper and formula giveaways, and more clothing drives, we will ensure that everyone in our community has access to the essentials they need.

6. How does this project fit into your organization's current strategic plan or long-term vision?

This project fits directly into our organization's current Strategic Plan and long-term vision.

The Bridge Builders Project will bring to fruition HOC's long-term vision that "*children and families reach their full potential and live healthy, productive lives in attractive, safe, and self-sustaining neighborhoods.*" With expanded programs and services at the MJD Fieldhouse, women, children, and families will have the resources they need to thrive.

Additionally, the Bridge Builders Project fits well into Goals 2, 3, and 4 of our Strategic Plan:

Goal 2. Establish a robust organizational infrastructure that supports quality service delivery and the strategic direction of the organization.

Goal 3. Position Heart of Camden as the community-based hub, anchor, and convener of Camden's Waterfront South neighborhood.



Goal 4. Pursue neighborhood development and revitalization programs that provide a strong return on both mission and investment.

Through the Bridge Builders Project, with support from Impact100 South Jersey, we will increase our staffing, volunteerism, and community partnerships in support of quality service delivery (Goal 2); utilize the decade-running family center, the MJD Fieldhouse, as a community-based hub in the Waterfront South neighborhood (Goal 3); and implement programs that provide a strong return on mission and investment (Goal 4).

7. Approximately how many individuals do you expect this project will reach over the 24-month grant period?

The activities and services provided by The Heart of Camden (HOC) are designed to reach a total of 5,000 individuals over the 24-month grant period. However, due to overlap in services offered to the same individuals and families, the totals presented in the chart add up to more than 5,000. Here is the breakdown of the expected reach of our activities over the 24-month grant period:

Activity	Reach (24-Month Grant Period)
Michael J. Doyle Fieldhouse - Gym	Approximately 2,400 youth Approximately 500 women/seniors/families
HOC Events (Winter Jacket Giveaway, Easter Egg Hunt, Thanksgiving Drive, Holiday Toy Drive)	1,200+ people
MJD Fieldhouse - Food Pantry	Approximately 2,000 families
MJD Fieldhouse - Arts/Culture Loft	Approximately 500 people
MJD Fieldhouse - Diaper and Formula Distribution	Approximately 200 women



The MJD Fieldhouse gym will serve approximately 2,400 youth over the grant period, with most youth attending 1-2 days/week in 12-week durations for activities such as basketball, dance, and open gym. It will also reach 500 women, seniors, and families through programs like yoga, bingo, and health/wellness days. The gym will also host events such as HOC's Winter Jacket Giveaway, Easter Egg Hunt, Thanksgiving Drive, and Holiday Toy Drive, which collectively reach 1,200+ people over the grant period. The MJD Fieldhouse food pantry will serve approximately 2,000 families over the grant period, and the arts/culture loft will serve approximately 500 people. The diaper and formula distribution program at the Michael J. Doyle Fieldhouse will provide essential support to approximately 200 women over the grant period.

Overall, the services provided by HOC will have a significant and lasting impact on the South Camden community. By providing access to recreational activities, essential support services, and community programming, we will help community members build resilience and thrive.

8. Will you be collaborating with other organization(s) to carry out this project? If so, please list name(s) of organization(s), name of Executive Director(s), their 501(c)(3) status and describe each of your roles in the project.

The Bridge Builders Project presents an exciting opportunity for HOC to deepen existing partnerships and develop new relationships to expand our programs and services at the MJD Fieldhouse. While we are fully able to implement the project on our own, we recognize the value of collaborating with other organizations and volunteers to achieve our goals and maximize our positive impact on women, children, and families.

As part of the project, we will seek to develop new partnerships with organizations and volunteers, both in Camden and outside of the city, for the benefit of those we serve. These partnerships help bring diverse new services and programming to the MJD Fieldhouse in addition to HOC's own work.

Our role in the project will be to lead the planning and implementation of programs and services for women, children, and families at the MJD Fieldhouse, as well as to identify potential partners and coordinate collaboration efforts. We will work closely with our partners to ensure that services are delivered effectively and efficiently, and that the needs of the community are being met. We will host services, programming, and events while coordinating with partners and



professionals as needed (fitness instructors, coaches, etc. for example) and ensuring the building is clean, stocked, and fully operational throughout the grant period.

At this time, we anticipate collaborating with:

LUCY Outreach, Kristin Prinn, 501c3 status current

LUCY currently utilizes the gym 2x/week to offer youth-based fitness and community-based open gyms/BBQ events. HOC anticipates building on this partnership throughout the grant period.

Superior Arts Institute, Samir Nichols, 501c3 status current

Superior Arts operates the arts/culture loft on the 2nd floor. In the past, they offered film-based programming. They would like to offer dance and theater as well. We anticipate building on this partnership throughout the grant period.

Virtua, Dennis W. Pullin, Healthcare Provider

HOC partners with Virtua to offer weekly Mobile Farmers Markets in our parking lot, making fresh food accessible to the community we serve. We anticipate continuing this.

Philabundance, Loree D. Jones Brown, 501c3 status current

HOC partners with Philabundance to offer 3x/week food pantry items to individuals and families in need. The food is provided in-kind. We anticipate continuing this partnership throughout the grant period.

With all of the above-mentioned partners, HOC is fully prepared to successfully implement the Bridge Builders Project and meet the grant goals/objectives on our own, or with newly identified partners, in the event these partnerships are unable to continue for any reason.

In addition to collaborating with non-profits, we anticipate working with professionals such as fitness instructors, coaches, chefs, and/or artists throughout the grant period. We also anticipate working with healthcare providers and government agencies as necessary and appropriate.



9. Please list the specific activities/components of the proposed project and a projected timetable for each in the format indicated below. NOTE: The timetable for the project activities should begin on July 1, 2023 and go through June 30, 2025, which corresponds to the Impact100 SJ grant award period.

Activity/Project Component	Timetable
Project Announcement & Celebration	July - August 2023
Assess Needs with Community Input (to help rank services/programs)	July - August '23
Develop MJD FH Fall/Winter Calendar	August - September '23
Train Staff & Coordinate w/ Partners	July - September '23
Implement Expanded Programs/Services (Fall/Winter Season)	September '23 - March '24
Assess Success, Prioritize upcoming Services/Programming w/ Community Input	January - February '24
Develop MJD FH Spring/Summer Calendar	February - March '24
Train Staff & Coordinate w/ Partners	February - March '24
Implement Expanded Programs/Services (Spring/Summer Season)	April - August '24
Assess Success, Prioritize upcoming Services/Programming w/ Community Input	June - July '24
Develop MJD FH Fall/Winter Calendar	July - August '24
Train Staff & Coordinate w/ Partners	July - August '24
Implement Expanded Programs/Services (Fall/Winter 2024)	September '24 - December '24
Project Close-out & Celebration of Success	January - April '25



10. Please list 2-3 specific outcomes that your organization hopes to achieve with this proposed project. Include the ways you will measure each outcome in order to determine if the project was successful.

Outcome	Measure of Success
Increase family stability and reduce the likelihood women, children, and families go without essential items. Distribute food, diapers, and clothing to families in need.	Reach 1,000+ families annually through food pantry. Reach 100+ women annually with diapers/formula. Host 3+ clothing giveaways annually. Increase services and reach by 25%. Activity logs, surveys, photos, sign-in sheets, and other internal documents will be used to track progress.
Provide access to recreational opportunities that enhance the quality of life for women, children, and families. Host events that bring women, children, and families together in positive ways.	Maintain seasonal Gym Calendar offering 2-5 recreational opportunities per week for 48 weeks/year (allowing 1 week transitions between seasons). Host 3+ community events annually. Increase programs and reach by 25%. Activity logs, surveys, photos, sign-in sheets to track.
Retain and/or add local residents as staff and/or volunteers throughout project	Retain 2 paid positions for local residents Engage 2-5 local residents as permanent volunteers Payroll records and volunteer sign-in sheets to track.

Project Budget

1. What is the total budget amount for this project (including grant from Impact100SJ)?

\$175,000

2. Please list all project expenses, using the format indicated below. NOTE: Make sure each activity listed above (Project Information; Question 9) is reflected in an expense listed here. Expenses may include individual staff; make sure to include the percentage of their time to be spent on project under the “Additional Details” column. Total of all expenses must equal total project budget amount.



HEART OF CAMDEN

			<i>*we added these additional columns to provide more information</i>	
Specific Expense	Additional Details	Total Cost	Impact100 SJ	Other Sources
Staff - Carlos Morales	Executive Director oversign @ 10% of time	\$20,000.00	\$10,000.00	\$10,000.00
Staff - Project Coordinator	Project Coordinator, will facilitate day-to-day activities @ 100% of time	\$40,000.00	\$25,000.00	\$15,000.00
Staff - Local Residents Holly Walker, Community Engagement / Jose Santiago - Maintenance/Custodial	Community Engagement Coordinator at 25% of time Maintenance/Custodial Staff at 100% of time	\$40,000.00	\$30,000.00	\$10,000.00
Programming Costs, including Fees and Contracts	Coaches, fitness companies, instructors, partner agencies that will offer programming	\$20,000.00	\$10,000.00	\$10,000.00
Graphics and Outreach	Design and distribution of MJD Fieldhouse promotional items, including fliers, banners, & text message service	\$10,000.00	\$5,000.00	\$5,000.00
Vehicle & Travel	Purchase used vehicle, wrap w/ HOC branding, use for door to door food distribution & outreach	\$20,000.00	\$10,000.00	\$10,000.00
Supplies/Materials for Events and Distribution Activities	Food, household essentials, tables, chairs, music, paper, pens, clip boards, surveys	\$10,000.00	\$5,000.00	\$5,000.00
Utilities	Electric, gas, water	\$5,000.00	\$2,500.00	\$2,500.00
Insurance	GL and Automotive	\$5,000.00	\$1,000.00	\$4,000.00
Printing	Cost of 2 Rented Copiers	\$5,000.00	\$1,500.00	\$3,500.00
	TOTAL AMOUNTS	\$175,000.00	\$100,000.00	\$75,000.00



TOTAL FOR ENTIRE PROJECT = \$175,000

3. If the total project budget amount exceeds \$100,000, please list all proposed additional funding sources and date you anticipate securing these funding sources. You may include in-kind support if applicable. (Please use the following format.)

Funder/Donor	Amount/Value	Date Expected
NJDCA Neighborhood Revitalization Tax Credit Program (NRTC 2023)	\$50,000	Committed (January '23 - June '24)
HOC's Capital Campaign for the 10-year Anniversary of the MJD FH	\$25,000	Committed (Raised in Q1 of 2023)

TOTAL ADDITIONAL FUNDING = \$75,000

Once your proposal is complete, please save it as a pdf and upload it to Impact100 SJ's website, using the link on page one of this application.

Please make sure you answered all questions before submitting your proposal. We cannot accept applications with any missing responses. Thank you for your proposal