

DECEMBER 2025

ROOTED IN CAMDEN: THE ECONOMIC AND COMMUNITY IMPACT OF CAMDEN EDUCATION FUND

*From classrooms to careers, Camden Education Fund
is changing the city's trajectory — one **student**,
one **family**, one **community** at a time.*



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EXECUTIVE SUMMARY

The City of Camden, New Jersey is a city defined by resilience and reinvention. Once an industrial hub, Camden has faced decades of disinvestment that have left lasting marks on its neighborhoods, workforce, and schools. Today, Camden’s public education system is a complex, critical public good—divided among district, charter, and Renaissance schools—each operating under distinct structures, regulations, and resource constraints. This fragmented educational landscape has created both opportunities and challenges: opportunities in the form of innovation and choice, and challenges in the form of overlapping systems, uneven distribution of resources, and persistent disparities in access to opportunity for students.

Within this environment, Camden Education Fund (CEF) serves as a unifying force—investing strategically across all sectors to strengthen leadership, elevate teaching, and ensure that every child in Camden, regardless of where they attend school, has access to an excellent public education. Through its data-driven, mission-aligned grantmaking, CEF deploys resources where they can have the greatest impact: attracting and developing high-quality teachers and educational leaders, expanding evidence-based academic programs, supporting inclusive and high-performing schools, and advancing college and career pathways for Camden students. This equity-centered approach, combined with deep partnerships and citywide collaboration, has helped transform Camden’s educational ecosystem to one defined by shared purpose and collective impact.

CEF stands as a model for how education nonprofits can drive measurable progress for the communities they serve—and this economic impact analysis quantifies the essential role CEF plays in Camden’s communities.

“CEF’s impact is not ours alone—it’s the collective work of schools, leaders, and community partners who believe in Camden’s potential. When we move together, the entire city moves forward.”

— Giana Campbell, Chief Executive Officer,
Camden Education Fund

**\$9.9
MILLION**

in annual economic activity supported throughout the state of New Jersey

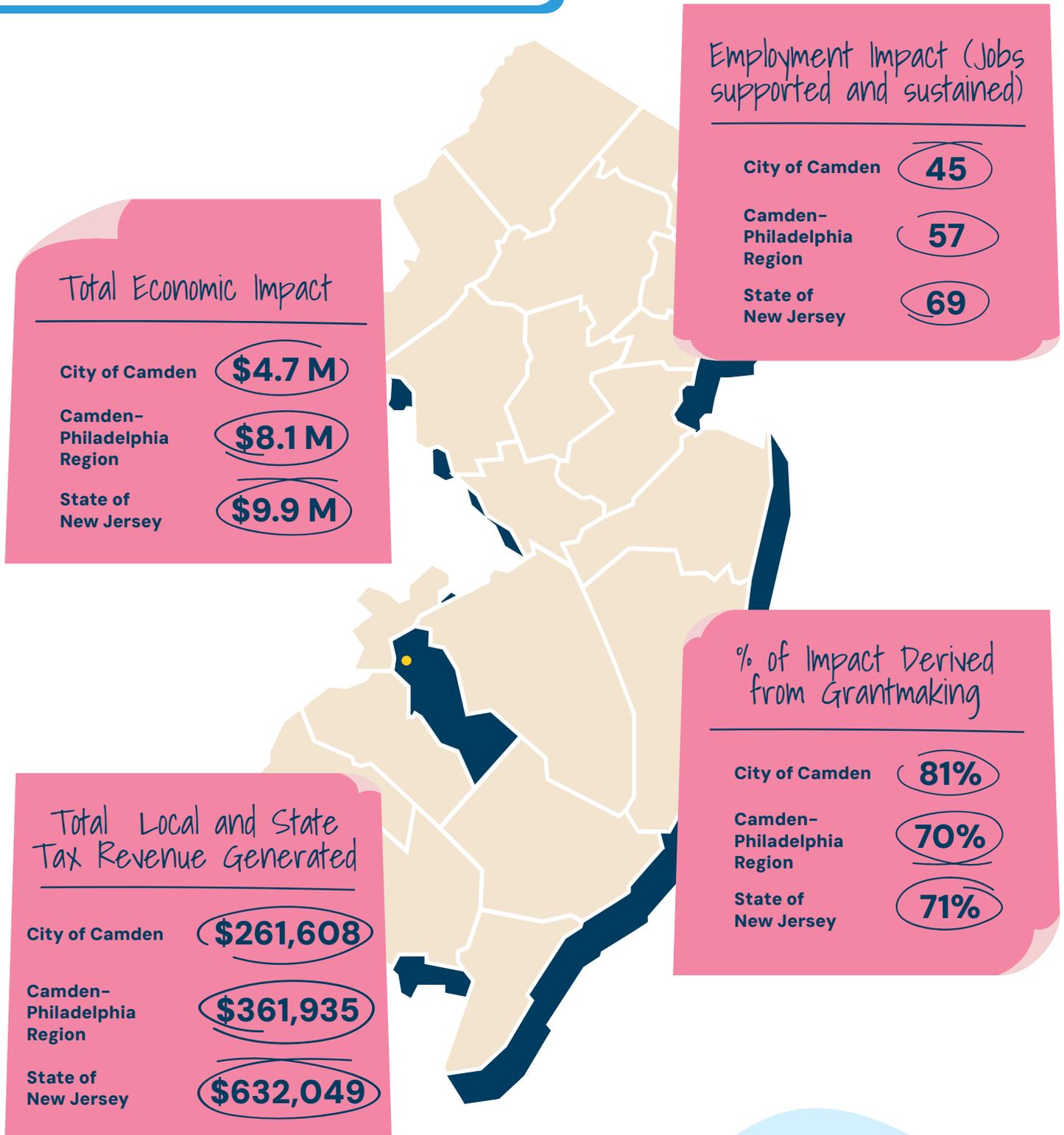
Every \$1 invested in Camden Education Fund generates

**\$1.96 IN
STATEWIDE
IMPACT**

**69
JOBS**

supported and sustained across the state

ECONOMIC IMPACT OVERVIEW



COMMUNITY IMPACT HIGHLIGHTS

Building a Stronger Educator Workforce

Through initiatives like the Camden Teacher Pipeline and the RISE (Resilient, Inspirational, Solutions-Oriented Educator) Awards, CEF strengthens the foundation of Camden's schools by investing in the people who make learning possible. These programs help recruit, develop, and retain excellent teachers and school leaders while celebrating educators who go above and beyond for students.

Advancing Instructional Quality

CEF's targeted investments in instructional quality ensure that all students have access to rigorous, relevant, and high-quality curricula. Following a successful pilot year in 2024–2025, CEF is expanding this initiative to reach more classrooms and strengthen math outcomes across Camden schools.

Promoting Equity for All Learners

Through the Supporting All Learners grant program, CEF partners with schools and national experts to expand inclusive educational practices, particularly for students with disabilities and multilingual learners. This program builds the capacity of school leaders to meet the diverse needs of Camden's students—ensuring that every child, in every school, has access to the supports they deserve.

"We've already hired two teachers through the Camden Teacher Pipeline, and that's hard to put a price tag on. CEF is helping solve one of education's toughest challenges — bringing great teachers into our classrooms and helping them stay."

***— Harold Shaw, Director of Curriculum,
Camden's Promise***



Strengthening Youth and Family Engagement

CEF's Youth-Serving Organization (YSO) grants extend learning beyond the classroom, providing nearly \$500,000 annually to roughly 30 local nonprofits offering mentoring, life skills, academic support, social-emotional learning, and recreation. Many of these organizations are small, grassroots efforts—meaning each grant has a transformative impact on the youth and neighborhoods they serve.

“The FAFSA Challenge and College Signing Day are beautiful ways to show that CEF is here for every student — not just the highest-achieving or those in one type of school. It’s a message to the entire community that every Camden student deserves to be celebrated for pursuing their future.”

— Raymond John, CEO and Co-Founder, 12+

Expanding Pathways to Postsecondary Success

By funding programs like 12+ College Counseling Centers, paid internship partnerships with organizations such as Prelude and Mastery Schools, and the citywide College Signing Day celebration, CEF is helping Camden's high school students chart clear, supported paths to college, trade school, or the military.



INTRODUCTION

A decade ago, Camden, New Jersey stood at an educational crossroads. Once a proud industrial center, the city had endured years of disinvestment that impacted neighborhoods, families, and schools alike. In 2013, the public education system in Camden ranked among the most challenged in the state—hampered by aging facilities, inconsistent educational outcomes, and declining enrollment. Yet out of those challenges emerged a shared conviction among community leaders, educators, and families: that a great city begins with great schools.

Today, Camden’s educational landscape looks dramatically different. The city’s students are served by a diverse mix of district, charter, and renaissance schools—different institution types aligned around a common goal of ensuring that every child in Camden has access to an excellent education. New facilities such as the rebuilt Camden High and the soon-to-be-modernized Eastside High (to be completed in 2029) symbolize not just physical renewal, but the promise of a new generation of learning. Graduation rates have risen, and instructional quality has improved. However, sustaining progress requires continued financial and social investment.

Camden Education Fund (CEF) exists to meet that need. Founded as an independent nonprofit in 2019, CEF was designed to sustain and accelerate the progress made during the last decade of educational reform in Camden. By investing strategically across all public school types, CEF works to strengthen leadership, elevate teaching, expand student opportunity, and unify a complex system through trust and collaboration. Its approach is grounded in the belief that Camden’s future depends not only on student success, but on the broader vitality of its neighborhoods and economy.

The Camden Education Fund commissioned Parker Strategy Group to quantify how CEF’s investments and operations ripple throughout the city, region, and statewide economy. To complete this analysis, Parker Strategy Group utilized IMPLAN (Impact Analysis for PLANing), an econometric modeling system developed by applied economists at the University of Minnesota and the U.S. Forest Service. The IMPLAN modeling system has been in use since 1979 and is widely considered to be the gold standard for completing economic analysis. Financial data to complete this analysis was provided by CEF.

***“The only way
out of poverty is
through education.”***

***— Dana Redd, Fmr. Mayor of
Camden (2010–2018),
CEO of Camden
Community Partnership***

ABOUT CAMDEN EDUCATION FUND

The Camden Education Fund is a nonprofit organization dedicated to ensuring that every child in Camden has access to a high-quality educational experience. Created to sustain progress following the state's intervention in the city's school system, CEF serves as both a grantmaker and a connector—supporting programs that improve instruction, strengthen leadership, and expand postsecondary opportunity, all while fostering trust and collaboration across district, charter, and Renaissance schools alike.

CEF's work is grounded in five interconnected pillars that together create a strong and equitable education ecosystem:

1. Teacher Talent

CEF strengthens Camden's educator pipeline through recruitment, development, and retention initiatives like the Camden Teacher Pipeline and RISE Awards. These efforts build a stable, high-quality teaching force and long-term leadership capacity so every student learns from skilled, supported educators.

2. Inclusive Schools

CEF expands schools' ability to serve all learners through the Supporting All Learners (SAL) program. By helping educators create inclusive classrooms and buildings, CEF ensures students of every background, ability, and language have the supports they need to succeed.

3. Academic Quality

CEF invests in evidence-based instruction, rigorous curricula, and professional learning to raise academic standards citywide. Through grants and initiatives like the Instructional Quality Grants and Camden STEM Showcase, educators gain the tools to deliver engaging, effective instruction that prepares students for the future.

4. College and Career Success

CEF helps students turn preparation into opportunity through programs like 12+, the FAFSA Challenge, and Camden College Signing Day. With more Camden seniors pursuing college, trade programs, or military service than ever before, CEF supports real postsecondary success.

5. Parents and Community Leaders

CEF elevates family and community engagement through grants and partnerships with One Camden, Parents Invincible, and youth-serving organizations. These investments expand learning beyond the classroom and ensure families and local leaders help shape Camden's schools.

Together, these five pillars reflect CEF's holistic approach to strengthening education in Camden: developing great teachers, building inclusive schools, ensuring academic excellence, expanding pathways to postsecondary success, and empowering families and communities. Through this work, CEF continues to unite the city's schools around a shared goal: making Camden a place where every student can learn, grow, and succeed.



“Camden Education Fund brings schools across all governance types together along with grasstops and grassroots leaders to give students and families cohesion and coherence to the educational experience in Camden.”

***— Paymon Rouhanifard,
Fmr. Superintendent of
Camden City School District,
Co-Founder and CEO of Timely***

PROJECT GOALS AND METHODOLOGY

In 2025, Camden Education Fund (CEF) engaged Parker Strategy Group to measure the economic contribution of its operations and grantmaking across multiple geographic levels: the City of Camden, the broader Camden–Philadelphia metropolitan area (mapped by ZIP codes), and the State of New Jersey. The goal of this analysis is to provide a comprehensive assessment of the total economic, employment, and state and local tax impacts generated by CEF’s work.

Beyond measuring financial output, this study also examines how CEF’s education–focused investments strengthen families, enhance workforce readiness, and contribute to long-term community stability. It seeks to illustrate how strategic investments in education reverberate throughout the regional economy—benefiting households, businesses, and public institutions alike.

The methodology for this study is based on the input–output model and dataset developed by IMPLAN Group, LLC. This modeling framework quantifies the ripple effects that CEF’s spending and grantmaking create through the local and regional economy—capturing not only direct activity but also the secondary effects as dollars circulate through supply chains and household spending.

Primary financial data for this analysis were provided by Camden Education Fund and included FY2025 operational expenditures, payroll and employee benefits, and grant disbursements. Additional inputs included regional employment and income data and localized IMPLAN multipliers to reflect conditions in Camden and the surrounding area.

The impacts presented in this report are organized into three categories:

- **Direct impact** – the immediate economic activity generated by CEF’s operations and grants.
- **Indirect impact** – the increase in demand for goods and services in industry sectors that supply or support CEF’s work and grantmaking. Often referred to as the supply chain.
- **Induced impact** – the household spending enabled by wages earned through direct and indirect activities.

Together, the indirect and induced effects make up the “multiplier effect,” representing the broader economic momentum generated by CEF’s presence in the region. The state and local tax numbers are derived from IMPLAN models that base the figures on taxes paid rather than tax rates, providing a more accurate view of that impact.

About Parker Strategy Group: PSG provides tailored economic impact services for higher education institutions, corporations, and nonprofit organizations throughout the globe. PSG has completed more than 600 economic impact studies over 30 years for clients including the University of Washington, the Minnesota State colleges and universities system and the Association of Independent Colleges and Universities of Pennsylvania.

This report applies conservative and transparent modeling practices to ensure that all findings are credible and replicable. Definitions of key terms and detailed assumptions can be found in **Appendix A** and **Appendix B** respectively. All specific tables are listed in **Appendix C**.

The figure below provides an illustrative overview of how impact flows—from CEF’s investments in education, to improved school outcomes, to household stability and workforce development, and ultimately to regional economic growth.

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DIRECT IMPACT

the immediate economic activity generated by CEF's operations and grants

INDIRECT IMPACT

the increase in demand for goods and services in industry sectors that supply or support CEF's work and grantmaking. Often referred to as the supply chain

INDUCED IMPACT

the household spending enabled by wages earned through direct and indirect activities

BUILDING CAMDEN'S TALENT PIPELINE



When Harold Shaw—Assistant Superintendent of Camden’s Promise Charter School—walks the hallways of his school buildings, he sees the future of Camden in motion. Behind every classroom door, there’s the sound of students working, laughing, and—now more than ever before—leading their own learning alongside their teachers.

That shift, Mr. Shaw reflected, did not happen by accident. That transformation was the product of years of intentional work done with partners like Camden Education Fund (CEF) and their Camden Teacher Pipeline (CTP) program. This first-of-its-kind program was set to tackle education’s most persistent challenges: recruiting and retaining great teachers, particularly teachers of color, in Camden’s schools.

This program is a partnership between CEF and New Jersey colleges and universities such as Rutgers University–Camden, Rider University, and Rowan University, to recruit teachers for placement in Camden schools. Student teachers begin with university coursework and a rigorous selection process, then complete a full-year clinical placement in a Camden public, charter, or renaissance school. As part of the program, students receive monthly, hands-on professional development sessions, stipends to offset the financial burden of student teaching, and one-on-one coaching from both veteran educators and CEF staff. The program culminates in targeted job placement support, helping successful candidates transition directly into full-time positions in Camden classrooms.

For schools in Camden, such as Harold Shaw’s Camden’s Charter School Network, the results are immediate and lasting. Each teacher retained through the pipeline represents not only a stable classroom and a confident

“We got involved with the Camden Teacher Pipeline program last spring, and we’ve already brought on two incredible teachers through that partnership. Honestly, it’s hard to put a price tag on that.”

***— Harold Shaw, Assistant Superintendent,
Camden’s Promise Charter School***

educator, but also economic continuity: a permanent local job, providing consistent income and tax revenue, and deepening community ties between educators and their classrooms.

Shaw, who oversees Curriculum and Instruction for Camden’s Promise, sees this impact every day. “When teachers are rooted here in Camden—when they know our families, our students, and our city—the learning outcomes improve.” The Camden Teacher Pipeline is designed with that long view in mind; the mission of this program is not just to fill short-term vacancies, but to build a sustainable ecosystem of

educational talent in Camden. This effort will ensure that additional students in Camden are partnered with educators who are skilled, supported, and representative of the community they serve.

For Shaw, the difference shows not only in educational outcomes but in the culture of the schools themselves. Other professional development opportunities facilitated by CEF’s work such as A-Net, work to transform the way that teachers administer the curriculum. Starting with math curriculum, Harold Shaw noticed his educators centering their classrooms around student dialogue and collaboration rather than teacher-dominated lectures and learning. “You can feel it,” Shaw said, “The energy in the building is different. It’s not just that we’ve filled positions—we’ve built a community in our schools.”

As the Camden Teacher Pipeline continues to grow, it continues to be one of the most promising investments in the city’s future.

CAMDEN INVINCIBLE: CEF IMPACT IN THE CITY OF CAMDEN

KEY METRICS:

**\$4.7
MILLION**

in total economic output, with
\$3.8M generated by the
CEF's grant expenditures

**45
JOBS**

supported and
sustained in
the region

\$261,608

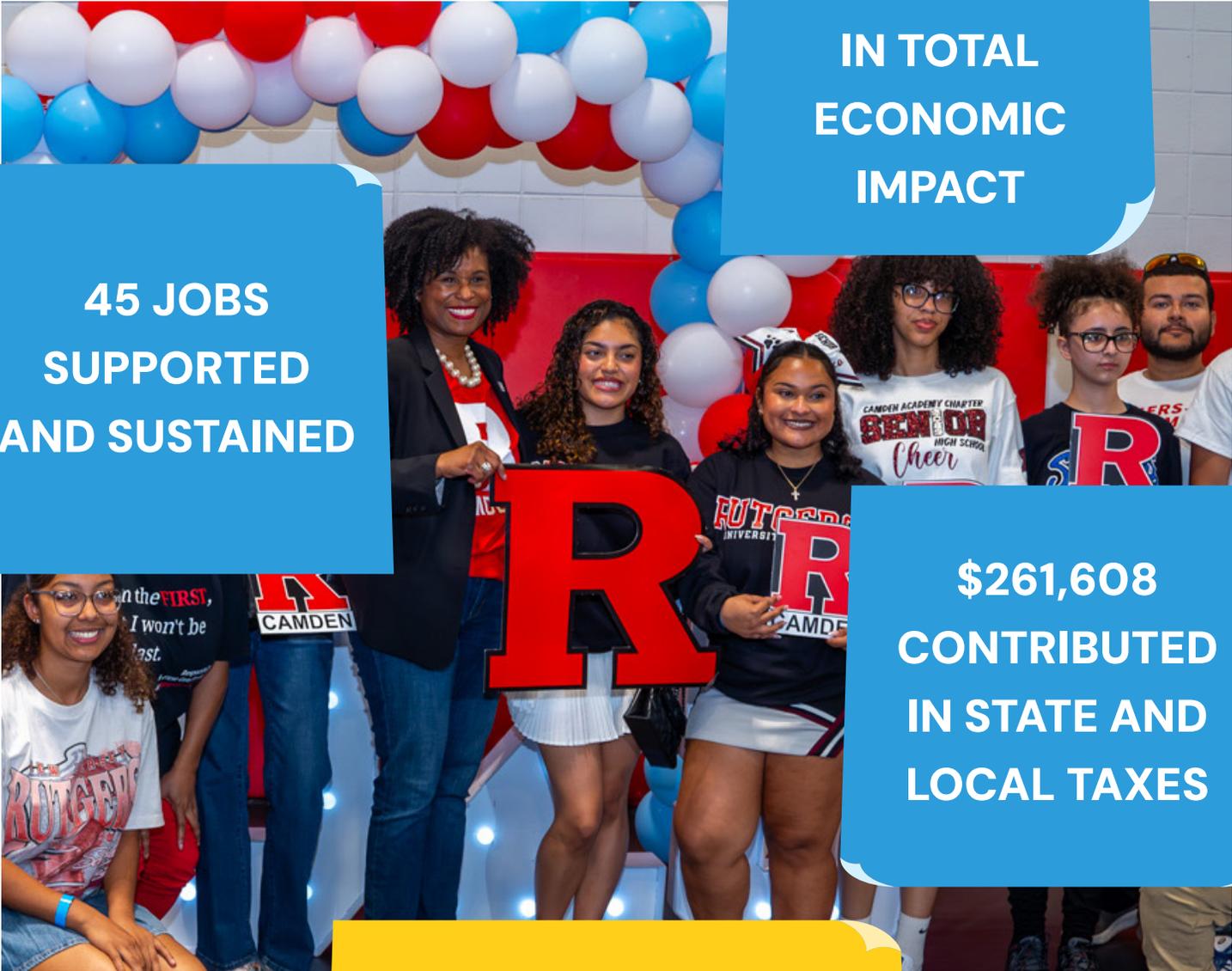
generated in local
and state tax
revenues

For this study, the City of Camden consisted of all the zip codes within the City's official boundaries.

Camden Education Fund (CEF) drives sizable economic impact through its operations and strategic grantmaking in the City of Camden. The work and capital invested by CEF circulates through the local economy and school system, generating economic activity that supports community vitality and family-sustaining jobs.

In FY25, CEF's economic activity in the City of Camden generated **\$4.7 million** in total economic output. \$3.8 million of that impact—nearly 81%—coming from CEF's strategic grantmaking. These findings illustrate that CEF's mission-centered grantmaking is a primary engine of local economic impact. This impact supports and sustains **45 jobs** across the state of New Jersey.

The ripple effects extend beyond the immediate footprint. Local businesses benefit from increased purchasing of goods and services, while Camden residents see new employment and training opportunities that promote household stability. CEF's economic impact also strengthens the City's fiscal foundation, contributing an estimated **\$261,608** in total local and state tax revenues.



**\$4.7 MILLION
GENERATED
IN TOTAL
ECONOMIC
IMPACT**

**45 JOBS
SUPPORTED
AND SUSTAINED**

**\$261,608
CONTRIBUTED
IN STATE AND
LOCAL TAXES**

“Camden is blessed to have corporate leaders that do everything they can to support Camden’s renaissance. They want to hire our residents. Our job is getting the population ready.”

— Dana Redd, Fmr. Mayor of Camden (2010–2018), CEO of Camden Community Partnership.

For a detailed breakout of the economic impact, see Appendix C

LEARNING BY EARNING

Ana Ramirez remembers the moment she saw a job posting that changed everything: a Career Pathway Advisor at Mastery High School of Camden. “I saw that the job included running a pilot program around workforce development, and I thought, finally—someone listened. For years, we’ve told people that college isn’t the only path. Students can go straight to their career if that’s their path.”

That pilot, created with the help of funding from CEF, has since grown into one of the school’s most powerful examples of learning that pays...literally! The program, called Mastery Schools’ Career Pathways Program, gives students interested in careers available in the greater Camden-Philadelphia region real-world experience through internships. Many of these student internships are paid, giving Camden seniors a paycheck while they build skills, credentials, and confidence to step directly into high-demand careers with family-sustaining pay.

The program—launched in 2021—was seeded by a \$130,000 investment from Camden Education Fund and co-designed with Camden Works and Mastery Schools of Camden. The model was simple but transformative: give high school seniors the chance to earn real wages while gaining hands-on experience in Camden’s growing industries.

In its first year, twenty seniors interned with three local employers—the Michaels Organization, ResinTech, and ActionPak—splitting their weeks between a classroom career seminar and paid work experience. Of the first cohort of students that completed their internships, thirteen students received full-time job offers before graduation.

The program’s design reflects CEF’s vision of “college and career readiness” for a modern economy. Under CEF’s guidance, the initiative has grown exponentially. Today, more than 70 high school seniors participate each year, supported by 16 partner employers

“Our students aren’t just earning paychecks—they’re giving back. They’re Camden graduates working in companies in the area. Some of the students who went through the program now mentor new students that are going through their internships. We’re giving them the opportunity to become assets to their city, build financial stability, and create a stronger community.”

— Ana Ramirez, Director of Workforce Development, Master High School of Camden

and certification programs at Camden County College. Students can now graduate with credentials in automotive technology, medical assistance, carpentry, real estate, and commercial driving (CDL)—all tied to local hiring needs.

For students in this program, the barrier built up by the unpaid internship is torn down. No longer are critical work experiences bound together with being able to afford to work “for experience.” Paid internships allow students to contribute to household expenses, save for future education, and gain independence. “Some of our students use that money to help their families, Ramirez explained. “Others save it to buy work tools or pay for community college. It’s income that matters.”

One of those students was Victoria Alford, part of the pilot cohort. Despite personal challenges and a history of chronic absences, Victoria was placed at The Michaels Organization’s corporate office. By year’s end, the company was so impressed that it created a full-time position just for her. She still works there today and recently earned her associate degree in business from Camden County College. Her story captures the ripple effect of CEF’s investments.

For Camden, the results go beyond individual success stories. Local employers are hiring Camden residents; families are seeing new sources of income; and students are gaining confidence, purpose, and a future right in their own backyard.



PHILADELPHIA–CAMDEN REGION IMPACT

KEY METRICS:

**\$8.1
MILLION**

in total economic output, with
\$5.7M generated through
CEF's grant expenditures

**57
JOBS**

supported and
sustained in
the region

\$361,935

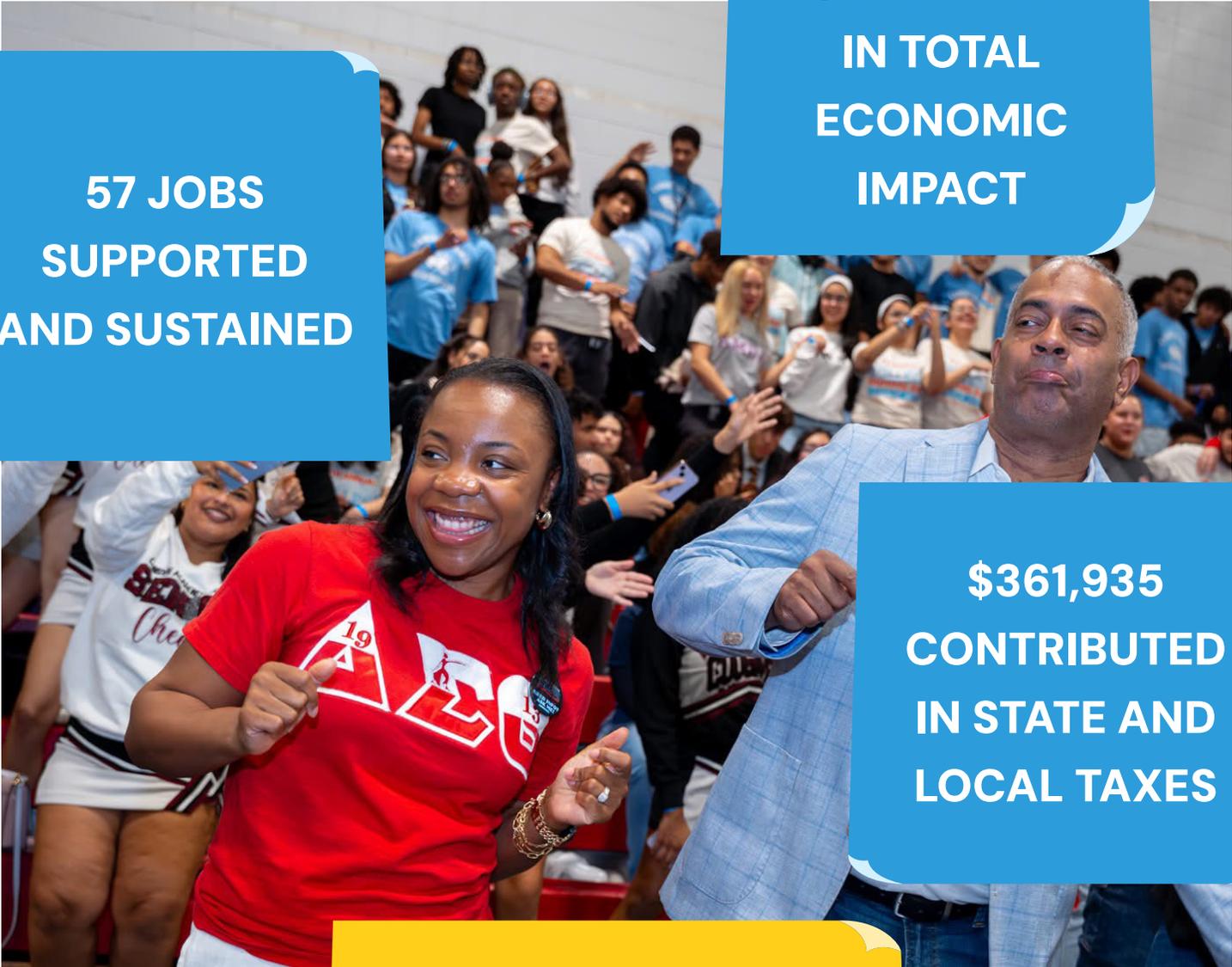
generated in local
and state tax
revenues

For this study, the Camden–Philadelphia region consists of all zip codes within Philadelphia and Camden counties.

CEF's operational and grantmaking economic impact is felt throughout the Camden–Philadelphia metropolitan region. Through ZIP-code-level IMPLAN modeling, Parker Strategy Group assessed CEF's operations and grantmaking across the region, revealing how these investments strengthen the shared economy, linking South Jersey and Greater Philadelphia.

In FY25, CEF's economic activity within the Camden–Philadelphia region produced a total of **\$8.1 million** in economic output, with \$5.7 million—approximately 70%—stemming from CEF's grantmaking activities. This demonstrates how CEF's investments extend beyond the City of Camden to support the broader regional economy and its education-to-workforce pipeline.

The regional impact reverberates through school systems, community-based organizations, and employers who benefit from CEF's partnerships, funding, and outcomes. These activities collectively support and sustain **57 jobs** and drive **\$361,935** in local and state tax revenue. CEF's investments demonstrate that educational equity and economic vitality are mutually reinforced across the Camden–Philadelphia corridor.



**57 JOBS
SUPPORTED
AND SUSTAINED**

**\$8.1 MILLION
GENERATED
IN TOTAL
ECONOMIC
IMPACT**

**\$361,935
CONTRIBUTED
IN STATE AND
LOCAL TAXES**

“We’re experiencing changes to and big questions being asked about public education, which is sometimes scary for people. But to have an organization—and a leader in an organization—that can help folks navigate that is so important for our city and our region.”

— Jessica Pena, Partner, City Fund

For a detailed breakout of the economic impact, see Appendix C

FUNDING WITHOUT FAVORITISM



In a city where public, charter, and renaissance schools often compete for the same shrinking pool of students and resources, Camden Education Fund (CEF) takes a different approach. A primary guiding principle for their work is simple: fund fairly, without favoritism, and focus on impact.

Erin Larkin-Maguire, the Strategy and Program Design Consultant for the Center for Learner Equity, remembered one of her early conversations with Jonathan Garr—CEF’s Chief Program Officer. “I remember being in a meeting with Jonathan about which programs were going to be funded and he said ‘I am not going to make schools of Black and Brown kids who have been historically under-resourced compete against each other for scarce resources.’ I never heard a funder talk like that, ever,” remembered Erin. “Hearing Jonathan say that made me marvel at how equity-centric their relationships are with schools; their relationships and the trust that they garner is not performative, They’re built through their interactions with people in the community. Most funders try to foster competition. CEF does the opposite — they fund collaboration.”

For too long, Camden’s fractured education system has been defined by scarcity—of resources, collaboration, and trust. District, charter, and renaissance schools operate under different authorities and rarely share data or professional networks, creating a culture of mutual mistrust in Camden’s educational landscape.

CEF approaches this challenge with a clear, data-driven investment strategy rooted in a single vision: every Camden student deserves access to a high-quality education, regardless of the school they attend or the neighborhood

“CEF is not just throwing money toward one type of school or problem; they’re building collective capacity. They’re not saviors; they’re partners. That’s why Camden trusts them.”

*— Erin Larkin-Maguire,
Strategy and Program Design Consultant,
Center for Learner Equity*

they live. CEF uses evidence-driven methodologies to identify the programs, organizations, and school-based initiatives that meaningfully advance instructional quality, effective leadership, and equitable opportunities for students.

CEF’s philanthropy creates a ripple effect throughout the city. Programs like Supporting All Learners (SAL) bring together school leaders from every sector to collaborate on special education, teacher development, and inclusion practices. To date, CEF has invested over \$2.5 million in schools across the city.

This funding without favoritism has reshaped Camden’s educational landscape. CEF’s citywide initiatives, from professional development to college access to family engagement, reach every corner of the system—aligning resources instead of duplicating them. The result is efficiency, shared learning, and perhaps most importantly, trust. In a city long-divided by systems and silos, that trust may be the most transformative resource of all.



GROWTH IN THE GARDEN STATE: NEW JERSEY IMPACT

KEY METRICS:

**\$9.9
MILLION**

in total economic output, with
\$7M generated through
CEF's grant expenditures

**69
JOBS**

supported and
sustained throughout
the state

\$632,049

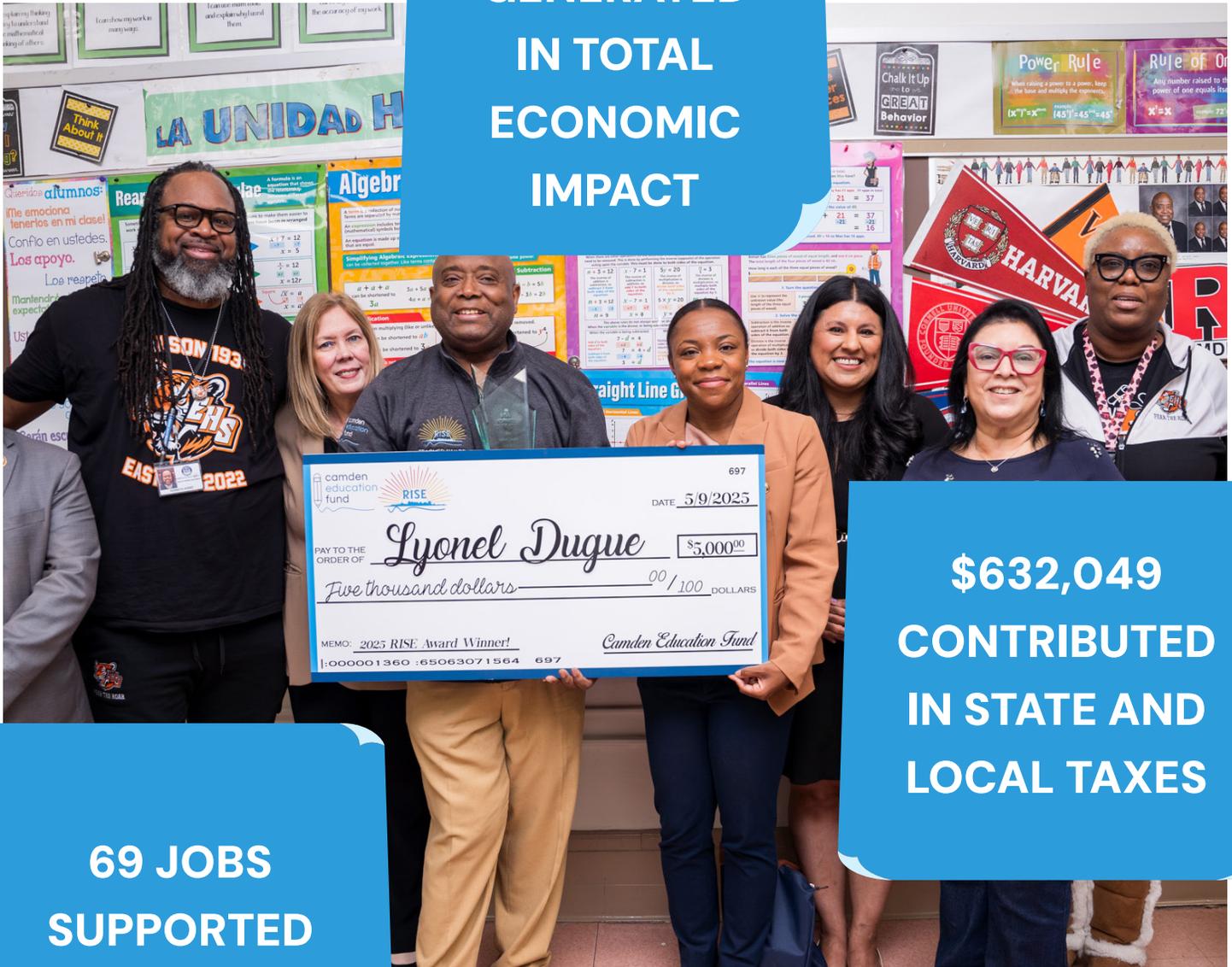
generated in local
and state tax
revenue

The economic contribution of Camden Education Fund extends throughout the Garden State. Through strategic grantmaking and operations rooted in Camden, CEF helps advance the state's goals of workforce readiness, educational attainment, and economic opportunity.

In FY25, CEF generated **\$9.9 million** in total economic output statewide, with \$7 million—roughly 71%—attributed to grantmaking's impact. This pattern again highlights how CEF's community-driven and intentional investments ripple throughout the statewide economy and educational landscape of New Jersey.

CEF's work and impact sustains and supports **69 jobs** statewide, yielded **\$5.4 million in labor income**, and produced **\$632,049** in local and state tax revenue. These impacts are transforming educational investment into long-term value for New Jersey. By improving educational outcomes for students in Camden, their success is felt throughout the state's economy.

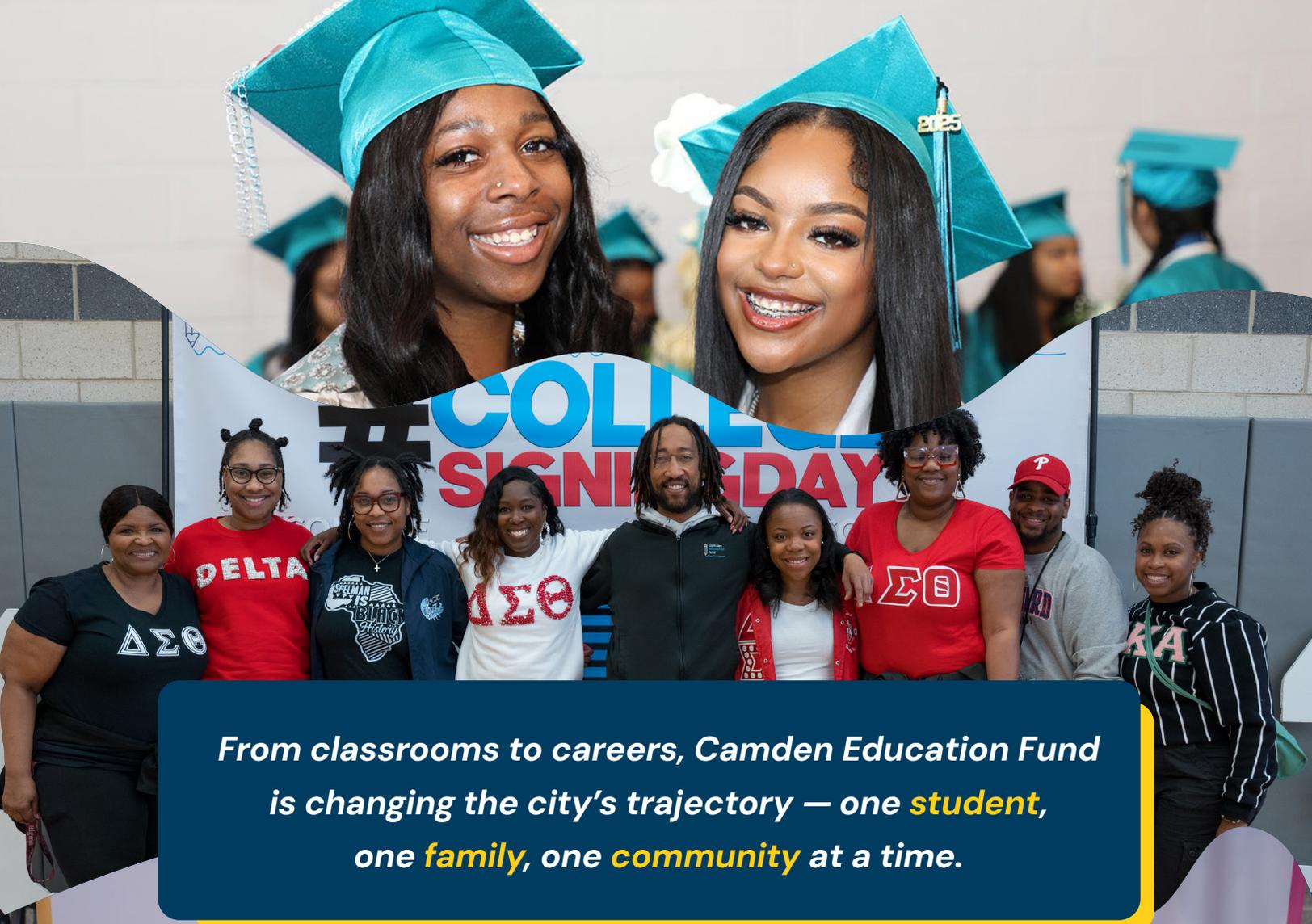
**\$9.9 MILLION
GENERATED
IN TOTAL
ECONOMIC
IMPACT**



**\$632,049
CONTRIBUTED
IN STATE AND
LOCAL TAXES**

**69 JOBS
SUPPORTED
AND SUSTAINED**

For a detailed breakout of the economic impact, see Appendix C



*From classrooms to careers, Camden Education Fund is changing the city's trajectory — one **student**, one **family**, one **community** at a time.*



APPENDIX A — TERMS AND DEFINITIONS

Direct economic impact: All direct expenditures made by Camden Education Fund. These include operating expenditures, capital expenditures, and pay and benefits expenditures.

Direct employment: Total number of employees, both full-time and part-time.

Dollar year: Presented in 2025 dollars.

Government revenue/state and local tax impact: Government revenue or tax revenue that is collected by governmental units at the state and local levels in addition to those revenues paid directly. This impact includes taxes paid directly — by CEF and from organizations receiving CEF funding, by employees of CEF and funded organizations and by vendors who sell products to the organizations receiving funding — and also taxes paid at the household level.

Indirect economic impact: Includes the impact of local industries buying goods and services from other local industries. The cycle of spending works its way backward through the supply chain until all money is spent outside of the local economy, either through imports or by payments to value added (multiplier effect).

Indirect employment: Additional jobs created as a result of the direct economic impact — commonly referred to as the supply chain. Local companies or vendors that provide goods and services to CEF and to the organizations receiving CEF funding increase their number of employees as purchasing increases, thus creating an employment multiplier.

Induced economic impact: The response by an economy to an initial change (direct effect) that occurs through respending of income received by a component of value added. IMPLAN's default multiplier recognizes that labor income (employee compensation and proprietor income components of value added) is not lost to the regional economy. This money is recirculated through household-spending patterns, causing further local economic activity (multiplier effect).

Induced employment: Additional jobs created because of household spending by employees of organizations receiving funding and employees of vendors. This is another wave of the employment multiplier.

Multiplier effect: The additional economic impact created because of direct spending. Local companies that provide goods and services to CEF as well as to the organizations receiving CEF related funding increase their purchasing by creating a multiplier (indirect/supply-chain impacts). Household spending generated by employees of organizations receiving CURE funding and related suppliers creates a third wave of multiplier impact (induced/household-spending impacts). The multipliers in this study are derived by IMPLAN.

Study year: FY 2025

Subcounty general taxes: Includes city and township taxes.

Subcounty special districts taxes: Includes city, fire, police, emergency medical services and other special taxes levied at the local level.

Total economic impact: Includes spending on operations, capital expenditures, labor income expenditures and value added to the economy as a result of expenditures. It is the combined impact of direct, indirect and induced impacts.

Value added: The total market value of all final goods and services produced within a region in a given period of time. It is the sum of the intermediate stages of production.



APPENDIX B — DETAILED METHODOLOGY

Data used to complete the economic impact analysis was provided by Camden Education Fund (CEF). Data supplied included operating expenditures, capital spending averages, total employees, and direct taxes paid. Primary and secondary data were used to complete the input-output models in IMPLAN. The study approach and economic impact findings are a conservative estimate of impact and are based on actual CEF and its grantmaking activities.

Overview and the IMPLAN model

- The most common and widely accepted methodology for measuring the economic impacts of economic sectors is input-output (I-O) analysis. At its core, an I-O analysis is a table that records the flow of resources to and from companies/organizations and individuals within a region at a given time. For a specified region like a state or the nation, the input-output table accounts for all dollar flows between different sectors of the economy in a given time period. With this information, a model can then follow how a dollar added into one sector is spent and respent in other sectors of the economy, generating outgoing ripples of subsequent economic activity. This chain of economic activity generated by one event is called the “economic multiplier” effect.
- The primary tool used in the performance of this study is the I-O model and dataset developed and maintained by IMPLAN Group LLC (formerly Minnesota IMPLAN Group Inc.). IMPLAN is a widely accepted and used software model first developed by the U.S. Forest Service in 1972. The data used in the baseline IMPLAN model and dataset comes largely from federal government databases. The input-output tables themselves come from the Bureau of Economic Analysis. Much of the annual data on labor, wages, final demand and other market variables comes from the Bureau of Labor Statistics, the Census Bureau and other government sources.
- Government agencies, companies and researchers use IMPLAN to estimate the economic activities associated with spending in a particular industry or on a particular project. The IMPLAN model extends conventional I-O modeling to include the economic relationships between government, industry and household sectors, allowing IMPLAN to model transfer payments such as taxes.

- As explained above, the model works by tracking the flow of resources to and from companies/ organizations and individuals within a region. Producers of goods and services must secure labor, raw materials and other services to produce their product. The resources transferred to the owners of that labor or those raw materials and services are then spent to secure additional goods and services or inputs to the products they sell. For example, an organization in a region may develop a company that produces trains with a value of \$1 million. However, to produce that product, they may be required to spend \$500,000 in wages and benefits, \$200,000 to suppliers of parts, \$100,000 for electricity, \$50,000 for transportation of goods and raw materials to and from the plant, and \$50,000 in various professional services associated with operating a business (e.g., attorneys and accountants). The suppliers will, in turn, spend those resources on labor and raw materials necessary to produce the trains. Workers and the owners of the company will buy goods and services from other firms in the area (e.g., restaurants and gas stations). The suppliers, employees and owners of this second tier will, in turn, spend those resources on other goods and services, either within the study region or elsewhere. The cycle continues until all the money leaves the region.

IMPLAN methodology

The model uses national production functions for over 528 industries to determine how an industry spends its operating receipts to produce its commodities. These production functions are derived from U.S. Census Bureau data. IMPLAN couples the national production functions with a variety of county-level economic data to determine the impacts at a state and congressional district level. To estimate these regional impacts, IMPLAN combines national industry production functions with county-level economic data. IMPLAN collects data from a variety of economic data sources to generate average output, employment and productivity for each industry in a given county. IMPLAN combines this data to generate a series of economic multipliers for the study area. The multiplier measures the amount of total economic activity generated by a specific industry spending an additional dollar in the study area. Based on these multipliers, IMPLAN generates a series of tables to show the economic event's direct, indirect and induced impacts to gross receipts, or output, within each of the model's more than 528 industries.

The model calculates three types of effects: direct, indirect and induced. The economic impact of Camden Education Fund is the sum of these three effects.

Considerations concerning IMPLAN

There are three important points about the use of IMPLAN (or any other input-output model):

- It is a fixed price model. The model assumes that changes in consumption are not limited by capacity and do not affect prices.
- As in many studies using this type of model, the model does not calculate the direct impacts; the direct impacts reflect actual spending levels and patterns due to the spending and grantmaking by Camden Education Fund. Changing the level of direct spending allows us to calculate the magnitude of the indirect and induced effects associated with the initial level of spending.
- Because the model continues to calculate additional spending until all the money leaves the region (i.e., “leakage”), the larger and more economically diverse the region, the longer it will take for spending to leave the region and the larger the impact is likely to be. For example, employees of CEF and grantee organizations may spend some amount of their income on buying a car. If no car manufacturers are in their state or county, this spending will leave the region and the multiplier effect will stop. At the national level, some portion of that same spending by that same individual may go to a national auto producer. Therefore, that spending would lead to more spending at the national level than would be captured by a more regional model. The national impact will be larger than the sum of the individual states, and the individual state impact will be larger than the sum of the impacts in its congressional districts.



APPENDIX C — DATA TABLES

City of Camden Impact

CEF TOTAL ECONOMIC IMPACT IN CITY OF CAMDEN (FY25)

Type of Impact	Employment Impact (Jobs)	Labor Income	Value Added	Economic Impact
Direct	45	\$2,887,359	\$3,047,882	\$4,460,683
Indirect	0	\$43,017	\$55,240	\$90,289
Induced	0	\$11,958	\$91,247	\$110,203
Total	45	\$2,942,333	\$3,194,369	\$4,661,175

SOURCE: Parker Strategy Group using IMPLAN

CEF TOTAL TAX IMPACT IN THE CITY OF CAMDEN (FY25)

Type of Impact	Subcounty general (city taxes)	Subcounty special districts (fire, EMS, and school districts)	County	State	Federal	Total
Direct	\$36,137	\$71,449	\$30,789	\$107,559	\$319,617	\$565,551
Indirect	\$373	\$737	\$318	\$1,546	\$5,233	\$8,206
Induced	\$1,526	\$3,017	\$1,300	\$6,857	\$4,827	\$17,528
Total	\$38,036	\$75,204	\$32,407	\$115,962	\$329,677	\$591,285

SOURCE: Parker Strategy Group using IMPLAN

CEF TOTAL ECONOMIC IMPACT IN CITY OF CAMDEN (FY25)–OPERATIONS ONLY

Type of Impact	Employment Impact (Jobs)	Labor Income	Value Added	Economic Impact
Direct	6	\$438,209	\$540,069	\$811,259
Indirect	0	\$7,620	\$9,990	\$17,098
Induced	0	\$5,590	\$34,395	\$42,142
Total	6	\$451,419	\$584,454	\$870,499

SOURCE: Parker Strategy Group using IMPLAN

CEF TOTAL TAX IMPACT IN THE CITY OF CAMDEN (FY25)–OPERATIONS ONLY

Type of Impact	Subcounty general (city taxes)	Subcounty special districts (fire, EMS, and school districts)	County	State	Federal	Total
Direct	\$4,473	\$8,844	\$3,811	\$17,276	\$55,242	\$89,647
Indirect	\$72	\$142	\$61	\$298	\$941	\$1,514
Induced	\$573	\$1,133	\$488	\$2,543	\$1,885	\$6,622
Total	\$5,118	\$10,120	\$4,361	\$20,116	\$58,068	\$97,783

SOURCE: Parker Strategy Group using IMPLAN

CEF TOTAL ECONOMIC IMPACT IN CITY OF CAMDEN (FY25)–GRANTS ONLY

Type of Impact	Employment Impact (Jobs)	Labor Income	Value Added	Economic Impact
Direct	39	\$2,449,149	\$2,507,813	\$3,649,424
Indirect	0	\$35,397	\$45,250	\$73,191
Induced	0	\$6,368	\$56,852	\$68,061
Total	39	\$2,490,914	\$2,609,916	\$3,790,676

SOURCE: Parker Strategy Group using IMPLAN

CEF TOTAL TAX IMPACT IN THE CITY OF CAMDEN (FY25)–GRANTS ONLY

Type of Impact	Subcounty general (city taxes)	Subcounty special districts (fire, EMS, and school districts)	County	State	Federal	Total
Direct	\$31,664	\$62,605	\$26,978	\$90,283	\$264,375	\$475,904
Indirect	\$301	\$595	\$256	\$1,248	\$4,292	\$6,692
Induced	\$953	\$1,884	\$812	\$4,315	\$2,942	\$10,906
Total	\$32,918	\$65,084	\$28,046	\$95,845	\$271,609	\$493,503

SOURCE: Parker Strategy Group using IMPLAN

APPENDIX C — DATA TABLES

Camden-Philadelphia Impact

CEF TOTAL ECONOMIC IMPACT IN CAMDEN-PHILADELPHIA REGION (FY25)

Type of Impact	Employment Impact (Jobs)	Labor Income	Value Added	Economic Impact
Direct	43	\$3,941,033	\$4,064,350	\$5,034,908
Indirect	5	\$526,039	\$790,933	\$1,253,418
Induced	9	\$678,163	\$1,184,093	\$1,778,262
Total	57	\$5,145,235	\$6,039,376	\$8,066,588

SOURCE: Parker Strategy Group using IMPLAN

CEF TOTAL TAX IMPACT IN CAMDEN-PHILADELPHIA REGION (FY25)

Type of Impact	Subcounty general (city taxes)	Subcounty special districts (fire, EMS, and school districts)	County	State	Federal	Total
Direct	\$92,217	\$28,844	\$757	\$88,311	\$659,160	\$869,290
Indirect	\$20,438	\$6,259	\$164	\$21,118	\$100,760	\$148,738
Induced	\$40,071	\$18,706	\$492	\$44,559	\$134,229	\$238,057
Total	\$152,726	\$53,809	\$1,413	\$153,988	\$894,149	\$1,256,085

SOURCE: Parker Strategy Group using IMPLAN

CEF TOTAL ECONOMIC IMPACT IN CAMDEN-PHILADELPHIA REGION (FY25)-OPERATIONS ONLY

Type of Impact	Employment Impact (Jobs)	Labor Income	Value Added	Economic Impact
Direct	8	\$1,076,441	\$1,343,890	\$1,385,484
Indirect	2	\$166,882	\$239,501	\$378,617
Induced	3	\$221,496	\$389,608	\$584,210
Total	13	\$1,464,820	\$1,973,009	\$2,348,311

SOURCE: Parker Strategy Group using IMPLAN

CEF TOTAL TAX IMPACT IN CAMDEN-PHILADELPHIA REGION (FY25)-OPERATIONS ONLY

Type of Impact	Subcounty general (city taxes)	Subcounty special districts (fire, EMS, and school districts)	County	State	Federal	Total
Direct	\$25,568	\$4,973	\$130	\$24,579	\$190,397	\$245,648
Indirect	\$6,316	\$2,017	\$53	\$6,502	\$31,351	\$46,239
Induced	\$13,207	\$6,171	\$162	\$14,698	\$43,972	\$78,211
Total	\$45,090	\$13,162	\$346	\$45,780	\$265,720	\$370,098

SOURCE: Parker Strategy Group using IMPLAN

CEF TOTAL ECONOMIC IMPACT IN CAMDEN-PHILADELPHIA REGION (FY25)-GRANTS ONLY

Type of Impact	Employment Impact (Jobs)	Labor Income	Value Added	Economic Impact
Direct	34	\$2,864,592	\$2,720,450	\$3,649,424
Indirect	4	\$359,157	\$551,432	\$874,801
Induced	6	\$456,666	\$794,485	\$1,194,052
Total	44	\$3,680,415	\$4,066,367	\$5,718,277

SOURCE: Parker Strategy Group using IMPLAN

CEF TOTAL TAX IMPACT IN CAMDEN-PHILADELPHIA REGION (FY25)-GRANTS ONLY

Type of Impact	Subcounty general (city taxes)	Subcounty special districts (fire, EMS, and school districts)	County	State	Federal	Total
Direct	\$66,650	\$23,871	\$627	\$63,732	\$468,763	\$623,642
Indirect	\$14,122	\$4,242	\$111	\$14,616	\$69,408	\$102,499
Induced	\$26,864	\$12,535	\$330	\$29,860	\$90,257	\$159,846
Total	\$107,636	\$40,647	\$1,068	\$108,208	\$628,428	\$885,987

SOURCE: Parker Strategy Group using IMPLAN

APPENDIX C — DATA TABLES

New Jersey Impact

CEF TOTAL ECONOMIC IMPACT IN NEW JERSEY (FY25)

Type of Impact	Employment Impact (Jobs)	Labor Income	Value Added	Economic Impact
Direct	46	\$3,574,634	\$3,880,346	\$5,034,908
Indirect	8	\$665,081	\$1,017,649	\$1,697,770
Induced	15	\$1,121,034	\$2,044,182	\$3,120,510
Total	69	\$5,360,748	\$6,942,177	\$9,853,189

SOURCE: Parker Strategy Group using IMPLAN

TOTAL TAX IMPACT IN NEW JERSEY (FY25)

Type of Impact	Subcounty general (city taxes)	Subcounty special districts (fire, EMS, and school districts)	County	State	Federal	Total
Direct	\$52,422	\$67,227	\$22,577	\$173,018	\$768,938	\$1,084,182
Indirect	\$12,227	\$15,680	\$5,266	\$46,936	\$155,524	\$235,633
Induced	\$41,900	\$53,732	\$18,045	\$123,020	\$274,359	\$511,056
Total	\$106,549	\$136,638	\$45,888	\$342,974	\$1,198,821	\$1,830,871

SOURCE: Parker Strategy Group using IMPLAN

CEF TOTAL ECONOMIC IMPACT IN NEW JERSEY (FY25)–OPERATIONS ONLY

Type of Impact	Employment Impact (Jobs)	Labor Income	Value Added	Economic Impact
Direct	9	\$1,024,794	\$1,290,434	\$1,385,484
Indirect	2	\$202,165	\$299,803	\$501,605
Induced	5	\$357,899	\$656,716	\$1,000,644
Total	17	\$1,584,859	\$2,246,953	\$2,887,733

SOURCE: Parker Strategy Group using IMPLAN

CEF TOTAL TAX IMPACT IN NEW JERSEY (FY25)–OPERATIONS ONLY

Type of Impact	Subcounty general (city taxes)	Subcounty special districts (fire, EMS, and school districts)	County	State	Federal	Total
Direct	\$7,987	\$10,243	\$3,440	\$45,027	\$228,838	\$295,534
Indirect	\$3,617	\$4,639	\$1,558	\$13,753	\$46,720	\$70,287
Induced	\$13,607	\$17,449	\$5,860	\$39,773	\$87,768	\$164,457
Total	\$25,211	\$32,330	\$10,858	\$98,553	\$363,326	\$530,278

SOURCE: Parker Strategy Group using IMPLAN

CEF TOTAL ECONOMIC IMPACT IN NEW JERSEY (FY25)–GRANTS ONLY

Type of Impact	Employment Impact (Jobs)	Labor Income	Value Added	Economic Impact
Direct	37	\$2,549,839	\$2,589,913	\$3,649,424
Indirect	5	\$462,916	\$717,846	\$1,196,166
Induced	10	\$763,134	\$1,387,466	\$2,119,866
Total	53	\$3,775,889	\$4,695,224	\$6,965,456

SOURCE: Parker Strategy Group using IMPLAN

CEF TOTAL TAX IMPACT IN NEW JERSEY (FY25)–GRANTS ONLY

Type of Impact	Subcounty general (city taxes)	Subcounty special districts (fire, EMS, and school districts)	County	State	Federal	Total
Direct	\$44,435	\$56,984	\$19,137	\$127,991	\$540,100	\$788,648
Indirect	\$8,610	\$11,041	\$3,708	\$33,183	\$108,804	\$165,346
Induced	\$28,293	\$36,283	\$12,185	\$83,247	\$186,591	\$346,599
Total	\$81,338	\$104,308	\$35,030	\$244,421	\$835,495	\$1,300,593

SOURCE: Parker Strategy Group using IMPLAN



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