



**A 10-Year Plan To End
Homelessness In
Camden County**

Endings Have Beginnings

Homeless Network Planning Committee

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CAMDEN COUNTY/CAMDEN CITY

“Endings Have Beginnings”

A 10-Year Plan to End Homelessness In Camden County/Camden City, New Jersey.

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Endings Have Beginnings

A 10-Year Plan to End Homelessness In Camden County/Camden City

A. VISION STATEMENT: Camden County/Camden City will strive to do everything necessary to ensure that within ten years every resident of Camden County has permanent, affordable, and safe housing and the ability to maintain it and to increase homeownership among those who are homeless and at risk of homelessness.

B. MISSION STATEMENT: Camden County/Camden City is committed to assisting residents who are homeless or may be at risk of becoming homeless to regain housing stability and prevent future homelessness. Ending homelessness in Camden County/City begins with a collaborative plan that can be used to cultivate, initiate and continue two-way “outcome driven” communication with both internal and external county stakeholders. The plan is a “living” document that will evolve over time to reflect changes to measurable outcomes by way of the county *HUD Continuum of Care* providers. Neighboring counties who share similar homeless population scenarios must be solicited to become active in taking positive steps to solve their respective homeless population problems. Toward that end, Camden County/Camden City goals and strategies have been developed to aggressively address these issues.

C. EXECUTIVE SUMMARY: This document provides the collective insight of many community members — from public officials to service providers and, from those who have personally faced homelessness to those who are comfortably secure in both their business and in their homes. -It was developed with input- from Camden County/Camden City “Continuum of Care” homeless service providers and other members of the Homeless Network Planning Committee (hereinafter referred to as “HNPC”) in small group meetings, individual consultations, and will continually stimulate stakeholders during future summits. The affordable housing crisis within the county geographical boundaries must be constantly addressed and solutions must be pursued, by all stakeholders, for homeless supportive services to truly be successful. To ultimately end the homelessness crisis, access to affordable housing must be at the forefront of homeless support services offered to those in need. Endings must have beginnings.

The document is intentionally structured to be concise as it proposes a plan for countywide action that will help address the homelessness crisis. Our intent is to assist county residents who are homeless (or find themselves at risk of becoming homeless) to navigate a path toward housing stability. We intentionally call the document a “*blue print*” as we recognize that the issue of homelessness is complex and that the construction of a plan to prevent and/or end homelessness must be meticulously drafted, carefully revised, and precisely followed to ensure success! We also recognize, most “blue prints” evolve, somewhat, over time — as they continue to

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respond to emerging needs. Similarly, we believe this document must be a “living” plan—that will be modified and improved each year, as actions are taken, priorities shift, and/or new issues emerge. We will invite stakeholders from every municipality within Camden County and officials from surrounding counties, i.e. Philadelphia, Burlington, Gloucester, Atlantic, and Cumberland as well as State and Federal officials to our bi-annual summits to ensure the involvement of our larger community and to expand our resources so that the commitment to end homelessness is maintained throughout all county communities. Counties with innovative programs will also be invited.

D. ASSESSMENT OF THE ISSUE-Presented in the following pages are “simple” answers to critical and complex questions, such as:

- Who are the **homeless**? In the first section key terms including “homelessness”, “at risk of homelessness”, and “chronic homeless will be defined.
- Why **are they homeless**? The second section provides a myriad of factors that can lead to homelessness for an individual or a family!
- What **do we have in place**? This third section provides a quick reference to the supportive services (including temporary shelter) that are currently available in the county.
- How **do we accomplish the “Ending of Homelessness in Camden County/Camden City” and how do we put our plan in place**? The thrust of this document is structured to begin a journey— systematically addressing homelessness with concrete actions!! Camden County/City’s journey to end homelessness begins in these two sections. They present the framework we have established to ensure a broad range of actions are identified, understood, and undertaken. Homelessness will not end without coordinated, countywide commitments and actions! This plan represents an early step in a ten-year journey! The path we follow will change with time as greater input is provided from more community members who become engaged in fulfilling the mission statement noted above!

WHO ARE THE HOMELESS?

Developing an understanding of the homelessness crisis begins by defining the population. The United States Department of Housing and Urban Development (HUD) defines homelessness as:

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- Individuals/families who lack a fixed, regular, and adequate nighttime residence and who have a primary nighttime residence that is:
- A supervised publicly or privately operated shelter designed to provide temporary living accommodations (including welfare hotels, congregate shelter, and transitional housing for the mentally ill);
- An institution that provides a temporary residence for individuals intended to be institutionalized;
- A public or private place not designed for; or ordinarily used as, a regular sleeping accommodation for human beings;
- Individuals/families sleeping in a place not meant for human habitation or in an emergency shelter; a person in transitional housing for homeless persons who originally came from the streets or an emergency shelter.

For the purposes of this plan, it is important to note that anyone without shelter who has a mailing address and/or is registered to vote in the County of Camden is eligible for homeless services and therefore identified as homeless.

From that broad all encompassing definition of homelessness, we are able to break this population into four (4) identifiable categories within this population:

Temporary - Refers to individuals/families that are usually in stable housing but have been temporarily displaced due to a variety of factors and only need temporary housing assistance to regain that stability in housing! Examples: sudden loss of income; a medical emergency; a catastrophe, such as illness or fire; or fleeing domestic abuse

Episodic - Refers to individuals/families who have experienced one or more episodes of homelessness over a defined period of time. Example: an individual who spends one or more nights in an emergency shelter, twice over, the course of two years. Additionally, there is a subset of the episodic homeless described in more detail as *chronic*.

Chronic - Refers to an unaccompanied disabled individual who has been persistently homeless for more than a year or who has been homeless for four or more episodes in the prior three years. These are people who "cycle" in and out of housing. They live on the streets, in emergency shelters, hospitals, mental health facilities, and/or jail varying

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periods of time. The chronic homeless make up only 10% of the total populations of homeless but utilize a staggering 50% of the resources, a fact which is supported nationwide.

Special Needs – Refers to specific homeless populations that warrant special consideration, i.e. victims fleeing a violent domestic situation, perpetrators of domestic abuse, sex offenders, youth aging out of DYFS/Foster Care, displaced offenders, individuals with chronic, potentially debilitating health conditions that impact upon the ability to work (e.g. HIV/AIDS), and individuals discharged from mental health crisis institutions.

It must be pointed out that agencies often see households who are “at risk” of becoming homeless. These are households who are not yet homeless, but are only one step from becoming another statistic in the temporary group defined above. The “one- step” could be a sudden & unexpected health or financial crisis or even “bed-hopping” (i.e., frequent moves from one relative/friend to another.)

WHY ARE THEY HOMELESS?

If we had a simple answer to this question, there would be no need to have this document. We could just fix the problem. As it is, the causes of homelessness are as varied as the number of people who must enter the system.

However, we can define some “root causes” of homelessness, which are initially based on the 2000 US Census data for Camden County, Camden City and the surrounding counties of Burlington and Gloucester, New Jersey.

The following data is presented with the understanding that affordable housing and substantial wages for labor are necessary for the vast majority of citizens who reside within the mentioned geographical boundaries to maintain a normal standard of living:

Median Family Income: (2000 US Census)

Camden County:	\$57,429
Camden City:	\$24,612
Burlington County:	\$67,481
Gloucester County:	\$62,482
New Jersey:	\$65,370

Housing Characteristics (2000 US Census)

Camden County: 31.9% of households pay 35% or more of their income as rent

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Camden City: 23.7% of households pay 35% or more of their income as rent
Burlington County: 26.3% of households pay 35% or more of their income as rent
Gloucester County: 30.3% of households pay 35% or more of their income as rent

The 2000 US Census listed the amount of money residents pay in rent. (Also in the Housing Characteristics Section) For **2005**, the Fair Market Rent in NJ was **\$962** for a two-bedroom apartment compared to Fair Market Rent in 1999-2000 (Same Apartment Size), which was stated as **\$827** a month. 2006 Fair Market Rent is **\$947** a month for Camden and surrounding counties according to New Jersey Housing and Mortgage Finance Agency.

Camden County: The majority (44.5%) spent \$500 - \$749 on rent per month
Camden City: The majority (39.7%) spent \$500 - \$749 on rent per month
Burlington County: The majority (36.3%) spent \$500 - \$749 on rent per month
Gloucester County: The majority (42.3%) spent \$500 - \$749 on rent per month

2000 US Census Median Home Values By County

The median value for a home in Camden County at the 2000 US Census was \$111,200, and 97.1% of homes were worth below \$300,000.

The median value for a home in Burlington County at the 2000 US Census was \$137,400, and 93.9% of homes were worth below \$300,000.

The median value for a home in Gloucester County at the 2000 US Census was \$120,100, and 98.5% of homes were worth below \$300,000.

The median value for a home in Camden City at the 2000 US Census was \$40,700, and 99.9% of homes were worth below \$300,000.

Note: The median value of homes in all the above stated counties has steadily risen since the last census data was presented in 2000.

We are aware that the aforementioned factors, which influence the multi levels and types of homelessness most often, also contribute to the pervasiveness of homelessness in certain locales. If we just consider socioeconomic factors alone we can understand that the homelessness crisis will remain in a society when austere budgets at every level of government can't handle the burden of demand and changing housing markets for low-income families and single adults; thereby placing large populations of people with low incomes out of the housing market for good. Employment opportunities for those with a high school education are steadily decreasing thus causing the gap between the rich and

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the poor to widen daily. And we must realize that racial and ethnic issues of discrimination in housing, along with zoning restrictions that exclude affordable housing alternatives, still persist in many areas. The homeless population also includes the incarcerated people who are released into the mainstream with insufficient institutional after care.

We have to take a close look at Individual risk factors, which include, but are not limited to:

- Addictions
- Poor Credit; Poor Credit History
- Poor Job Skills
- Chronic Mental Illness
- Poor Job History
- Dependence on Public Financial Assistance

WHAT DO WE HAVE IN PLACE?

Camden County/Camden City conducted a two- week point in time survey in the month of March in 1999, 2001, and 2003. We recently participated in a national one-day Point-in-Time survey mandated by the U.S. Department of Housing and Urban Development on January 27, 2005 and again on April 27, 2006. The survey is conducted to determine the number of beds available to house the homeless as well as counting the homeless both sheltered and unsheltered. In addition to providing shelter for the homeless population, many agencies of the Homeless Network Planning Committee provide a wide range of supportive services. This information not only gives the committee a snap shot or updated information of the number of beds available to shelter/house the homeless, but we also have fairly accurate data for the number of homeless people. The Homeless Management Information System (HMIS) now provides more accurate data to substantiate the total number of beds available with the ultimate goal of “tracking” the success of the homeless serviced. This ten-year plan incorporates goals which mandate an annual Camden County/Camden City wide Point-in-Time Survey to ensure up to date homeless population data for county planning purposes. Details for both shelter and services can be found in Exhibit 1 of the Continuum of Care, which is attached in the Appendices of this document. We also have two homelessness prevention programs administered by the City of Camden Department of Health and Human Services and the New Jersey Department of Community Affairs.

Point-In-Time Survey (January 27, 2005)

Existing Beds

Emergency 81

Transitional Housing 329

Permanent Supportive Housing 105

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TOTAL EXISTING BEDS — 515

Homeless People
**** Sheltered Homeless 723**
Unsheltered Homeless 54
TOTAL HOMELESS - 777

**Sheltered homeless includes people sheltered by family/friends, hotels/motels, and emergency and transitional housing providers.

HOW DO WE ACCOMPLISH THE “ENDING OF HOMELESSNESS IN CAMDEN COUNTY/CAMDEN CITY” AND HOW DO WE PUT OUR PLAN IN PLACE?

In an effort to draft a long range plan to permanently house the homeless in Camden County, the following goals and strategies have been developed and placed into six different categories: **PREVENTION, SHELTER, AFFORDABLE HOUSING, SUPPORTIVE SERVICES, EMPLOYMENT/INCOME MAINTENANCE**, and **ADVOCACY**. Long and short-term goals were then outlined with action steps and outcome guidelines for each goal.

A Proposed Plan Of Work (PPOW) CHART summarizing the six categories by Strategy, Action Steps, Implementing Agency, Timeframe, and Performance Measure is located in Section G.

E. STRATEGIES WITH LONG/SHORT TERM GOALS

Long Term Goals

- 1.** Preventing homelessness by providing financial safety net to protect those who Have housing but are in danger of losing it as well as ensuring that government institutions do not discharge people into homelessness;
- 2.** Moving people who are homeless into safe, affordable permanent housing as quickly as possible, and
- 3.** Building a system that is more responsive to the needs of the homeless or those at risk of homelessness by working with other groups to promote affordable housing; adequate wages; adequate work supports (such as child care and transportation); better case management and treatment options for the mentally ill, developmentally disabled and substance abusers; and improved access to necessary government and private services.

Category I. PREVENTION

I. Strategy 1. KEEP PEOPLE HOUSED by providing access to earlier financial training, domestic violence education and by identifying and increasing the supply of prevention funding sources. **Action Steps** a) Identify populations currently housed but at risk of homelessness (aging-out youth, overcrowding, day laborers, loss of employment, incarcerated, domestic violence victims, disabilities. **b)** Collect information on education needs (what's working & what's not), and **c)** Establish/improve training and mentoring targeted for this population. **Who- a)** HNPC and Summit Stakeholders **b)** HMIS and Local and State Homelessness Prevention programs **c)** Organizations providing such service

I. Strategy 2. To establish or explore the need for better long term planning.

Action Steps -a) Establish a relationship with Camden County/City jail diversion program. **b)** Connect to state level mental health services and family planning options at time of intake. **c)** Develop and implement an integrated discharge system to ensure that all clients released from public and private facilities are released with a risk and needs based discharge plan and a place to live. **d)** Seek continuation and expansion of work supports for low-wage workers, including subsidized childcare, family healthcare, and transportation assistance. **Who-a)** James Dickinson of NJ State Parole Board; Camden Safer Cities Initiative; HNPC's Homeless Ex-Prisoner Re-entry ad hoc committee. **b)** HNPC Mental Health ad hoc committee and Camden County Mental Health Board. **c)** Legal Services of Camden, Summit Stakeholders **d)** Workforce Investment Board (WIB), HNPC, Elected officials, HUD, Summit Stakeholders.

I. Strategy 3. Special Workshops for low income tenants and homeowners and the homeless. **Action Steps - a)** Hold workshops for low income tenants detailing their rights and responsibilities. **b)** Develop a strategy to prevent homelessness due to foreclosure and predatory lending. **c)** Involve the Homeless or at risk of homelessness in designing effective and user friendly case management and supportive services. **Who- a)** Legal Services **b)** Community Reinvestment Act of Banks, Summit Stakeholders, State and local homelessness prevention programs. **c)** HNPC's Homeless Representation Ad Hoc Committee, Case Managers and clients.

Category II. SHELTER

II. Strategy 1. Explore the need for more shelter beds for singles/women & men & special needs populations. **Action Steps a)** Gather hard data of trends such as how and why do homeless move out of shelter, e.g. 10pm curfew at shelter. **b)** Research the possibility of creating additional mental health crisis beds at county health facilities **Who- a)** Joann Locke of HMIS, HNPC's 2006 Point in time survey. **b)** HNPC's Mental Health and Substance Abuse ad hoc committee, Camden County Mental Health Board, Summit Stakeholders.

II. Strategy 2. Secure more permanent housing for families. **Action Steps a)** Define permanent housing, **b)** Gather hard data by survey and convene all family shelter providers to explore way to better utilize existing service and space. **Who - a)** HNPC, HUD,

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Summit Stakeholders. **b)** HMIS “open bed” count, HNPC, HNPC’s Housing for Youth and Large Families Ad Hoc committee, Summit Stakeholders

II. Strategy 3. Improve access to emergency housing assistance. Action Steps a)

Work closely with the County Board of Social Services to ensure that persons with limited mental capacity due to mental illness, cognitive limitations and/or substance abuse issues are not denied or terminated due to functional limitations that are caused by their disabilities. **b)** Work closely with the County Board of Social Services to ensure that persons with physical and mental disabilities are provided reasonable accommodations (pursuant to federal and state law) to allow them access to programs and benefits in a more effective manner. (Such accommodations may include assistance with completing applications, obtaining necessary proof of homelessness, requesting fair hearings, presenting their case at a fair hearing, as well as relaxing the “at fault” provision for denials and terminations of benefits.) **Who – a)** Mental Health providers, Homeless Case managers, Legal Services. **b)** Mental Health providers, Homeless case managers, Legal Services.

Category III. AFFORDABLE HOUSING

III. Strategy 1. Consciously plan to develop housing for everyone including special needs population & sources of leverage funding. **Action Steps –a)** Define and set a meeting date for Homeless Summit and hold bi-annually. **b)** Work with public housing authorities and HUD to create a specific eligibility priority for the homeless. **c)** Research the feasibility and desirability of creating “low demand” subsidized housing in the county for persons with chronic substance abuse issues who have been unsuccessful in other types of housing programs. **d)** Create and maintain a centralized location where landlords in the County who have available units that are subsidized can report vacancies. **e)** Create a program through which non-refundable application fees may be paid for by a county or state agency or by a private charity. **f)** Mirror Camden City’s vacant housing inventory throughout the County. **g)** Continue seeking HOPWA funding for tri-county region. **Who – a)** HNPC “Endings Have Beginnings” ten year plan ad hoc committee and HNPC. **b)** Summit Stakeholders **c)** Homeless case managers, HMIS, HNPC’s Homeless Representation, Mental Health and Substance Abuse ad hoc committees. **d)** HNPC’s Multi-Service Center for Homeless Services ad hoc committees. **e)** HNPC’s Outreach to Chronically Homeless ad hoc committee. **f)** Elected Officials, Housing offices throughout the county, Summit stakeholders, HNPC’s Ten Year Plan to End Homelessness Ad Hoc committee, and HUD. **g)** City of Camden.

III. Strategy 2. Encourage development of mixed-use housing. Action Steps a) Take a pro-active stance in town’s redevelopment plan, **b)** Attend anti-poverty network forums to become more informed, **c)** Strive for affordable housing development to be closer to job locations **d)** Encourage participation of key developers. **e)** Set a goal (after researching the issue) for the minimum number of affordable housing units needed to end homelessness in Camden County. **Who –a)** HNPC and Summit Stakeholders **b)** HNPC and Summit Stakeholders **c)** HNPC and Summit Stakeholders, developers and elected officials **d)** HNPC

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and HNPC Ten Year Plan to End Homelessness Ad Hoc Committee. **e)** HNPC, Planning agencies, Summit Stakeholders.

Category IV. SUPPORTIVE SERVICES

IV. Strategy 1. Work toward better transportation linkages. Action Steps a) Develop a program to distribute bus passes on a task basis or a 2 to 3 hour bus voucher. **Who – a)** County Board of Social Services, VOA Day Reporting Center, HNPC Homeless Service Providers

IV. Strategy 2. Establish a culturally competent center. Action Steps - a) Develop specific subset of information & referral contacts for services. **Who –a)** HNPC's Development/Implement Multi-Service Center for the Homeless and Outreach to the Chronically Homeless Ad Hoc committees, existing programs of Bergen-Lanning Square, AHEC, and OEO.

IV. Strategy 3. Increase opportunities for training in areas of employment (increase skills), independent living skills, parenting with intervention if necessary, increase childcare capacity. **Action Steps - a)** Create Ad Hoc committee to survey existing programs as well as identify gaps & make recommendations. **b)** Explore ways of helping clients save funds. **c) consider using a portion of the 65% of income charged by shelters after 3 months** **Who – a)** Corey Russ of OEO and James Dickinson of the NJ State Parole Board in addition to any interested HNPC member. Some existing programs are OEO H.O.P.E. Training Center in Fairview; Genesis partnership with Casinos, WIC. **b)** - Public/private sectors to make housing truly affordable. Model existing programs like OEO's IDA, 2 for 1 match and private bank's match of 6 to 1. **c) Homeless shelters, Government funders.**

IV. Strategy 4. Access to Adequate Healthcare. Action Steps –a) Convene a meeting and/or conduct a survey of major County health care providers to identify gaps and/or limitations with health care delivery (including case management, mental health treatment, and substance abuse treatment) that may have an impact on the patient's ability to maintain or obtain permanent housing. **Who – a)** HNPC's Mental Health and Substance Abuse and HMIS (Homeless Management Information System) & Case Management ad hoc committees.

Category V. EMPLOYMENT/ INCOME MAINTENANCE

V. Strategy 1. Increase jobs in market & help to establish a livable wage. Action Steps - a) Help current clients improve job skills, soft skills & adult literacy. **b)** Develop a more visible networking of programs and efforts, e.g. One Stop Center. **Who –a) Workforce Investment Board (WIB)**, Summit Stakeholders and HNPC members in that field. **b) Workforce Investment Board (WIC)**, HNPC's Outreach to the Chronically Homeless, HMIS,

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and Multi-Service Center ad hoc committees.

V. Strategy 2. Encourage hiring practices which are non-discriminatory & promote on the job training programs. Action Steps - a) Encourage mentors requiring good training & matching. Once employed, continue on the job training/support provided by referring agency and the prospective employer (wrap around services). **Who - a)** HNPC identify existing programs.

V. Strategy 3. Establish a close working relationship with public agencies that determine the financial benefits for the homeless. Action Steps - a) Work closely with Social Security Administration to ensure persons with severe mental illness, developmental disabilities and/or substance abuse issues are provided with reasonable accommodations (as mandated by federal and state law) to successfully navigate their system. **b)** Work closely with the Camden County Board of Social Services and municipal welfare offices to ensure that persons with severe mental illness, developmental disabilities, and /or substance abuse issues are provided with reasonable accommodations to better navigate the Work First New Jersey welfare system. **c)** Work closely with the New Jersey Department of Labor to ensure that persons who should be eligible for unemployment benefits or temporary disability benefits receive them as quickly as possible. This would include making sure that persons with disabilities receive reasonable accommodations that allow them to navigate the system more effectively. **Who - a)** Legal Services, Homeless case managers, HNPC's Mental Health and Substance Abuse Ad Hoc Committee, County Mental Health Board. **b)** Legal Services, Homeless case managers, HNPC's Mental Health and Substance Abuse Ad Hoc Committee, County Mental Health Board. **c)** Legal Services, Homeless case managers, HNPC's Mental Health and Substance Abuse Ad Hoc Committee, County Mental Health Board.

Category VI. ADVOCACY

VI. Strategy 1. Raising Public Awareness. Action Steps - a) Put a face on homelessness. **b)** Create and implement a public awareness campaign to convince people that ending homelessness is critical to the economic health of businesses, taxpayers, and the community in general. **c)** Seek endorsements of key elected officials at the local, county, and state levels as well as local and county business associations and CEO's of large area companies. **d)** Have Final plan professionally produced for distribution and hold a press conference to release the plan to the public. **e)** Conduct bi-annual summits for all stakeholders with invitations to every county/city government, homeless providers and other interested county supporters. **Who- a)** HUD HMIS video and Cathedral Kitchen's exhibit at Bi-Annual Homeless Summit. **b)** Homeless Network Planning Committee and Summit Stakeholders. **c)** Homeless Network Planning Committee and Summit Stakeholders. **d)** Homeless Network Planning Committee. **e)** HNPC's Ten Year Plan ad hoc committee and CPAC.

VI. Strategy 2. Advocate for additional vouchers and shorter lead time to obtain. Action Steps - a) Seek housing subsidies for those prisoners released without supervision. **b)** Seek more section 8 funding. **c)** Seek more case management funding. **Who - a, b, & c)** First Annual Homeless Summit participants and all Camden

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County/City stakeholders.

VI. Strategy 3. Encourage support of bills in congress to raise both state and federal minimum wage. Action Steps - a) Camden County/City wide preprinted letter to public officials. **Who** –Homeless Summit participants, HNPC Special committee for Legislative Affairs.

VI. Strategy 4. Seek to amend the rule that currently excludes people convicted of intent to distribute or actual distribution of drugs from receiving services such as cash welfare benefits, emergency housing assistance, temporary rental assistance, and health insurance. Action Steps – a) Identify the source and rationale of the rule. **Who – a)** Legal Services

VI. Strategy 5. Creation of significantly increased capacity in the areas of case management, mental health treatment, and substance abuse treatment. Action Steps –a) Identify the shortfalls in these areas by way of survey or meeting of the minds. **Who – a)** HNPC’s Mental Health and Substance Abuse and Outreach to the Chronically Homeless Ad Hoc committees, Homeless case managers, Camden Co. Board of Mental Health.

F. CONCLUSION

This plan, “*Endings Have Beginnings*”, *A 10-Year Plan to End homelessness in Camden County/Camden City,*” was initially developed in theory in the last quarter of 2005 with subsequent planning meetings which brought this product to life. This plan was forwarded to all Homeless Network Planning Committee (HNPC) members for review and comment in March 2006. It will now be forwarded to the Camden County Human Services Advisory Council (HSAC) for review and comments. Simultaneously, this draft plan will be included in Camden City’s Annual Consolidated Plan and undergo a thirty day public review period.

The development of this plan was highly influenced by information put forth by the National Alliance to End Homelessness and by gathering input data from the HNPC to develop a plan that is user friendly and contains goals with expected outcomes that are realistic.

It is, therefore, the intent of this plan to succeed in the accomplishment of the stated goals with a community partnership and two-way communication procedures to ensure the overall success of the plan. Every effort has been made to link our goals and objectives to those addressed in the State of New Jersey’s overall plan to end homelessness. Some additional revisions to the plan are expected from the Stakeholders attending the planned Summit in September 2006

The core planning sub-committee of the HNPC is to be commended for this beginning document and realizes the plan before us will be constantly changing as we move forward in time. Endings do have beginnings. This plan is our starting point.

Comments to improve this draft plan and/ or expand the possibility for what can and should be done to address homelessness are always welcome.

If you have questions or suggestions, please send them to the Homeless Network Planning Committee (HNPC), 6981 North Park Drive, East Building, 3rd Floor, Pennsauken, New Jersey 08109-4212. Attention Mary Pratt-Farmer

G. TEN YEAR PROPOSED PLAN OF WORK (PPOW) CHART

CATEGORY 1 PREVENTION

STRATEGY	ACTION STEP	WHO	TIMEFRAME	PERFORMANCE MEASURE
<p>Keep People Housed</p> <ul style="list-style-type: none"> • Earlier financial training • Domestic violence education • Identify and increase supplies of funding sources 	<p>a. Identify populations currently housed but “at risk” of homelessness (aging-out youth, overcrowding, day laborers, loss of employment, incarcerated, domestic violence victims, disabilities)</p> <p>b. Collect information on education needs (what is working and what is not working)</p> <p>c. Establish/Improve “targeted” training and mentoring</p>	<p>HNPC and Summit Stakeholders</p> <p>HMIS Data, local/state. Homelessness Prevention programs</p> <p>Organizations providing such services.</p>	<p>To Be Determined at First Annual Summit in 2006</p>	<p>Creation of a consortium of committed Stakeholders in the public and private sector and elected officials in the surrounding regions in 2007.</p> <p><u>Complete outreach assessment for 1440 homeless or at risk for homelessness in 5 years.</u></p>
<p>Better Long Term Planning</p>	<p>a. Establish a relationship with Camden County/City jail diversion program</p> <p>b. Connect to State of New Jersey Mental Health Services and Family Planning options at time of intake</p> <p>c. Develop & implement an integrated discharge system for all clients released from public and private facilities...</p> <p>d. Seek continuation/expansion of work supports for low wage workers...</p>	<p>James Dickinson of New Jersey State Parole Board-Camden Safer Cities Initiative...</p> <p>HNPC Mental Health Ad Hoc Committee & Camden Co. Mental Health Bd.</p> <p>Legal Services, Summit Stakeholders</p> <p>WIB, HNPC, Elected Officials, HUD, Summit Stakeholders</p>	<p><u>Current</u></p>	<p>Identification and coordination of existing and planned services for the Homeless and the at-risk of homelessness by the end of 2007.</p>

Category 1. PREVENTION cont.

STRATEGY	ACTION STEPS	WHO	TIMEFRAME	PERFORMANCE MEASURE
<p>Special Workshops for Low income tenants and homeowners and the homeless.</p>	<p>a. Hold workshops for low income tenants detailing their rights and responsibilities</p> <p>b. Develop a strategy to prevent homelessness due to foreclosure and predatory lending.</p> <p>c. Involve the Homeless or at risk of homelessness in designing effective and user friendly case management and supportive services.</p>	<p>Legal Services</p> <p>Community Reinvestment Act of Banks, Summit Stakeholders, State and Local Homelessness Prevention programs</p> <p>HNPC's Homelessness Representation ad hoc committee, case managers and clients.</p>	<p>To Be Determined at First Bi-Annual Summit</p>	<p>Creation of a "Walk in My Shoes" Committee to develop a workable case management and support service program outline by 2007.</p>
<p>CATEGORY 2. SHELTER</p> <p>Explore the need for more shelter beds ...</p> <ul style="list-style-type: none"> • Singles-male/female • Special needs populations 	<p>a. Gather hard data of trends such as how and why do homeless move out of shelter, e.g. 10 pm curfew at shelter or concerns for safety</p> <p>b. Research possibility of creating mental health crisis beds at county facilities.</p>	<p>Joann Locke of HMIS/CPAC and 2006 Point in Time Survey</p> <p>HNPC's Mental Health ad hoc, Co. Mental Health Board & Summit Stakeholders.</p>	<p>September 2007</p>	<p>100% participation in HMIS by all Homeless service providers by 2007.</p> <p><u>Develop and/or maintain 496 units of transitional housing.</u></p>
<p>Secure more permanent housing for families</p>	<p>a. Define permanent housing</p> <p>Gather hard data by survey and convene all family shelter providers to explore ways/means to better utilize existing services and space</p>	<p>HNPC, HUD, Summit Stakeholders.</p> <p>HMIS, HNPC, HNPC's Housing for Youth and Large Families ad hoc, and Summit Stakeholders.</p>	<p>2006 Summit</p> <p>2007 Summit</p>	<p><u>Move HUD-mandated % of homeless from transitional to permanent housing annually.</u></p> <p><u>Move HUD-mandated % of homeless into permanent housing for 6 months or more annually.</u></p> <p><u>Develop and/or maintain 183 units of permanent supportive housing in 5 years.</u></p>

<p>Category 2. SHELTER cont. Improve access to emergency housing assistance.</p>	<p>Work closely with County Board of Social Services and persons with limited mental and physical capacity...</p>	<p>Mental Health providers, Homeless Case Managers, Legal Services.</p>	<p>To be determined at 2006 Summit</p>	<p>Move 24 unsheltered homeless to sheltered status by January 2007.</p>
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Category 3. AFFORDABLE HOUSING

STRATEGY	ACTION STEPS	WHO	TIMEFRAME	PERFORMANCE MEASURE
<p>Consciously plan to develop housing FOR EVERY ONE</p> <ul style="list-style-type: none"> • Include "Special Needs" populations • Develop sources of funding 	<p>a. Define and set a date for Homeless Summit Meeting and hold bi-annually</p> <p>b. Work with public housing authorities and HUD to create a specific eligibility priority for the homeless.</p> <p>c. Research feasibility & desirability of creating "low demand" subsidized housing in the county for persons with chronic substance abuse issues...</p> <p>d. Create & maintain a centralized location for locating available rental units...</p> <p>e. Create a program to pay for non-refundable application fees...</p> <p>f. Mirror Camden City's vacant housing inventory throughout the County.</p> <p><u>g. Continue seeking HOPWA funding for the tri-county area (Burlington, Gloucester, Camden)</u></p>	<p>a. HNPC Members and New Ad-Hoc Committee</p> <p>b. Summit Stakeholders</p> <p>c. Case Managers, HMIS, HNPC's Homeless Rep., Mental Health..., Sub. Abuse ad hoc.</p> <p>d. HNPC's Multi-Service Center ad hoc</p> <p>e. HNPC's Outreach... ad hoc</p> <p>f. Elected officials, Housing Depts., and HUD.</p> <p><u>City of Camden</u></p>	<p>To Be Determined At First Summit of 2006</p> <p>To be determined at First Summit of 2006</p> <p>To be determined at First Summit of 2006</p> <p>Completion of multi-center building</p> <p>To be determined at First Summit of 2006</p> <p><u>Current</u></p>	<p>Creation of a consortium of committed regional stakeholders and elected officials by 2007.</p>
<p>Encourage development of mixed-use housing</p>	<p>a. Take a pro-active stance in town's redevelopment plans</p> <p>b. Attend anti-poverty network forums to become more informed</p> <p>c. Strive for affordable housing development to be closer to</p>	<p>HNPC & Summit Stakeholders</p> <p>HNPC & Summit Stakeholders</p> <p>HNPC, Summit Stakeholders, developers &</p>	<p>To Be Determined at First Summit of 2006</p> <p>Current</p> <p>To be determined at First Summit of 2006</p>	<p>Creation of consortium of committed regional stakeholders and elected officials by 2007.</p>

<p>Category 3. AFFORDABLE HOUSING Cont.</p>	<p>employment locations.</p> <p>d. Encourage participation of “Key” developers.</p> <p>e. Set a goal for minimum number of affordable housing units needed to end homelessness in Camden County.</p>	<p>elected officials</p> <p>HNPC & HNPC’s 10 Yr. Plan ad hoc</p> <p>HNPC, Planning agencies, Summit stake holders.</p>	<p>Current HNPC & Father Mannion’s proposed Homeless summit</p> <p>To be determined at First Summit of 2006</p>	
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Category 4. SUPPORTIVE SERVICES

STRATEGY	ACTION STEPS	WHO	TIMEFRAME	PERFORMANCE MEASURE
<p>Work toward better transportation linkages</p>	<p>a. Develop a program to distribute bus passes on a task basis or a “2 to 3” hour bus voucher/ticket</p>	<p>HNPC Service Providers/VOA Day Reporting Center/Camden County Board of Social Services</p>	<p>To Be Determined at First Summit of 2006</p>	
<p>Establish a culturally competent center</p>	<p>a. Develop specific subset of information and referral contacts for homeless services</p>	<p>HNPC’s Multi-Service center ad hoc committee and existing programs such as Bergen-Lanning Sq. AHEC and OEO</p>	<p>Current</p>	<p>Completion of Cathedral Kitchen’s new multi-services center on Federal Street in Camden</p> <p>75 Homeless receive entitlement benefits by June 2007</p>
<p>Increase opportunities for training in areas of</p> <ul style="list-style-type: none"> • Employment (increase skills) • Independent living skills • Parenting with intervention as necessary • Increase childcare capacity for working parents 	<p>a. Create HNPC Ad-Hoc committee to survey existing programs, identify gaps and make recommendations.</p> <p>b. Explore ways/means of helping clients save funds.</p> <p>c. Consider using a portion of the 65% of income charged by shelters after 3 months of stay</p>	<p>Corey Russ of OEO & James Dickinson of NJ Parole Board & HNPC. Current successful programs such as OEO H.O.P.E. Training Center in Fairview and Genesis Partnership with Casinos.</p> <p>Public and private sector partnerships, model existing programs, e.g. OEO’s IDA (2for 1 match and Private Bank’s match of 6 to 1,</p> <p><u>Homeless Providers. Government Funders.</u></p>	<p>Current</p> <p>Current</p> <p>To be determined at First Summit in 2006</p>	<p>Document completed and submitted for review by 2007 Summit.</p> <p>75 Homeless provided social and soft skills training by June 2007.</p> <p>76 Homeless open savings accounts by June 2007.</p> <p><u>All identified homeless clients in emergency and transitional housing gain increased access to mainstream resources.</u></p>

<p>Category 4. SUPPORTIVE SERVICES Cont.</p> <p>Access to Adequate Healthcare</p>	<p>Convene a meeting and/or conduct a survey ...to identify gaps and/or limitations with health care delivery that may impact ability to maintain/obtain housing</p>	<p>HNPC's Mental Health & Substance Abuse & HMIS ad hoc committees. VOA's planned inpatient drug rehabilitation center.</p>	<p>Current</p>	<p>-VOA's planned in-patient drug rehab center for 60 at 502 Liberty Street in Camden completed.</p> <p>-80 receive sub. abuse counseling to sobriety & 24 mental health counseling</p>
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Category 5. EMPLOYMENT/ INCOME MAINTAINENCE

STRATEGY	ACTION STEPS	WHO	TIMEFRAME	PERFORMANCE MEASURE
<p>Increase jobs in market and help to establish a livable wage</p>	<p>a. Help current clients of all services improve job skills, soft skills and adult literacy</p> <p>b. Develop a more visible networking of programs and efforts.</p>	<p>WIB, HNPC Members & Summit Stake holders</p> <p>WIB, Current "One Stop Center" as model. HNPC's Outreach to Chronically Homeless, HMIS, & Multi-Service Center ad hoc committees.</p>	<p>Current</p> <p>Current</p>	<p>25 homeless obtain stable jobs by June 2007.</p> <p><u>Obtain permanent employment for 11% of the Homeless annually.</u></p>
<p>Encourage hiring practices which are non-discriminatory and Promote "On-The-Job" training programs</p>	<p>a. Encourage mentors requiring good training and matching Once employed, continue On-The-Job training/support provided by any referring agency and prospective employer (Wrap Around Services)</p>	<p>HNPC Service Providers to identify existing programs that are successful and implement County/City wide</p>	<p>To Be Determined at First Annual Summit of 2006</p>	
<p>Establish a close working relationship with public agencies that determine the financial benefits for the homeless.</p>	<p>a. Work closely with Social Security Admin. To ensure persons with severe mental illness, developmental disabilities, &/or substance abuse issues.....successfully the system.</p> <p>b. Work closely with County Bd. Of Social</p>	<p>Legal Services, Homeless case managers, HNPC's Mental Health and Substance Abuse ad hoc, and County Mental Health Board.</p> <p>Same as above.</p>	<p>To be determined at First Annual Summit of 2006</p> <p>To be determined at First Annual</p>	<p>12 homeless increase income and 24 receive mental health counseling by January 2007.</p>

<p>Category 5. EMPLOYMENT/ INCOME MAINTAINENCE Cont.</p>	<p>Services & municipal welfare offices to ensure that noted persons better navigate the Work First New Jersey system.</p> <p>c. Work closely with N.J. Dept of Labor to ensure that persons with disabilities ...navigate the system more effectively.</p>	<p>Legal Services, Homeless case managers, HNPC's Mental Health and Substance Abuse ad hoc committees</p>	<p>Summit of 2006</p> <p>To be determined at First Annual Summit of 2006</p>	
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Category 6. ADVOCACY

STRATEGY	ACTION STEPS	WHO	TIMEFRAME	PERFORMANCE MEASURE
<p>Raising Public Awareness</p>	<p>a. Conduct Bi-Annual summits for all stakeholders with invitations to every County/City municipal government, homeless service provider and other interested county supporters</p> <p>b. "Put a Face on Homelessness"</p> <p>c. Create & implement a public awareness campaign....</p> <p>d. Seek endorsements of key elected officials at local, county, and state level as well as business associations and CEO's of large area companies.</p> <p>e. Have Final Plan professionally produced for distribution and hold a press conference to release to the public.</p>	<p>HNPC's Ten Year Plan ad hoc committee and CPAC</p> <p>HUD HMIS video and Cathedral Kitchen's exhibit at Summit</p> <p>HNPC and Summit Stakeholders</p> <p>HNPC and Summit Stakeholders</p> <p>HNPC</p>	<p>September 2006</p> <p>To Be Presented at First Annual Summit in 2006</p> <p>Current and future summits</p> <p>Current and future summits</p> <p>To be determined at First Summit of 2006</p>	<p>Creation of a consortium of committed regional stakeholders and elected officials.</p>
<p>Advocate for additional vouchers and shorter lead</p>	<p>a. Seek housing subsidies for prisoners released w/out supervision</p>	<p>First Annual Summit participants</p>	<p>To Be Determined at First Annual Summit of 2006</p>	

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<p>VI. ADVOCACY cont.</p> <p>time to obtain for clients</p>	<p>b. Seek additional HUD Section 8 Funding</p> <p>c. Seek additional case management funding</p>	<p>and all Camden County/City "10-Year Plan" stakeholders</p>		
<p>Encourage support of "Bills" in congress that raise both state and federal minimum wage.</p>	<p>a. Camden County/City wide dissemination of pre-printed letters to US Congress representatives, US Senators and State of New Jersey Senate and Assembly representatives</p>	<p>HNPC Special Committee (Legislative Affairs) and Summit Stakeholders</p>	<p>To Be Determined at First Annual Summit of 2006</p>	
<p>Seek to amend the rule that... excludes people convicted of intent to distribute... drugs from receiving services...</p>	<p>Identify the source and rationale of the rule</p>	<p>Legal Services</p>	<p>To be determined at First Annual Summit of 2006</p>	
<p>Creation of significantly increased capacity in the areas of case management, mental health treatment, and substance abuse treatment.</p>	<p>Identify shortfalls in these areas by way of survey and/or meeting of the minds.</p>	<p>HNPC's Mental Health and Substance Abuse and Outreach to Chronically Homeless ad hoc committees, Homeless Case Managers, Camden County Board of Mental Health and Volunteers of America (VOA)</p>	<p>Current</p>	<p>Beginning of a serious dialogue to assure that housing subsidies provided for the homeless are reasonable for the physical accommodations and supportive services provided.</p>

G. APPENDICES

**2005 Continuum of Care Exhibit I and 2005 awarded grants
Point-In-Time Survey Results (January 27, 2005) and April 27, 2006 Survey Tool
Definition of Terms**