

# New Jersey State Policy Academy Team Preliminary Action Plan to End Homelessness in New Jersey

*Vision Statement: New Jersey's vision is that every person has access to safe, decent, and affordable housing with comprehensive services that result in self-sufficiency and well being.*

December 1, 2003

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# New Jersey Homeless Policy Academy – Preliminary Action Plan to End Homelessness

<b>PRIORITY ONE: Develop and implement a systematic approach to collect quantitative and qualitative data to identify needs, gaps in services, and duplication of effort to end homelessness.</b>						
Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<b>1.1 DEVELOP STATEWIDE HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS) PROJECT TO MEET HUD REPORTING REQUIREMENTS AND STATE HOMELSS PLANNING INFORMATION NEEDS</b>	1.1.A. Identify organizations serving homeless populations. (1) Identify HMIS data standards for implementation. (2) Identify NJ & CoC-specific data needs. (3) Implement HMIS Statewide Collaborative <ul style="list-style-type: none"> <li>• Establish HMIS Advisory Committee</li> <li>• Issue RFP and select single vendor for Statewide System</li> <li>• Implementation of Statewide HMIS Collaborative 4/1/04</li> <li>• CoC agency HMIS reporting 10/04</li> </ul>	Pam McCrory	<ul style="list-style-type: none"> <li>▪ HMFA staff</li> <li>▪ Statewide HMIS Collaborative</li> <li>▪ Cathy Boland (Priority Four Workgroup – 4.1.a.)</li> </ul> HMIS RFP Workgroup	<ul style="list-style-type: none"> <li>▪ Phase-in HMIS in participating collaborative CoC organizations</li> <li>▪ Identification of NJ homeless populations and subpopulations and their characteristics</li> <li>▪ Unduplicated count of homeless persons, including chronic homeless, families, and subpopulations</li> <li>▪ Identification of services utilized by homeless at entry and exit</li> </ul>	Baseline data on homeless populations: <ul style="list-style-type: none"> <li>• Number</li> <li>• Characteristics</li> <li>• Service utilization</li> <li>• Profile of housing and mainstream resources</li> </ul>	October 2004  Full compliance – October 2006
	1.1.B. Coordinate HMIS design with other State and local data needs and resources, e.g. DHS, ESG, HOPWA, CDBG, etc. (1) Resolve/close out DHS data collection system through formal notification. (2) Identify State and local databases and data needs that should be coordinated with HMIS implementation.	Pam McCrory	State HMIS Collaborative Advisory Committee CoCs	Termination of DHS shelter reporting system	<ul style="list-style-type: none"> <li>• Hire Consultant to assist with RFP</li> <li>• HMIS Collaborative Implementation Plan in progress</li> </ul>	January 2004 and ongoing activity
	(1) Resolve/close out DHS data collection system through formal notification. (2) Identify State and local databases and data needs that should be coordinated with HMIS implementation.	Larry Hatton/DHS	Larry Hatton	Termination of DHS shelter reporting system	Termination of DHS shelter reporting system	December 2003
	1.1.C. Explore the possibility of expanding the HMIS Collaborative to include homeless service providers not mandated by HUD to report.	State Collaborative HMIS Advisory Comm.	Larry Hatton	HMIS RFP Workgroup	<ul style="list-style-type: none"> <li>• Secure HUD SHP funding for Statewide HMIS</li> <li>• Identification of HMIS vendor</li> <li>• Compliance with HUD HMIS requirements</li> </ul>	October 2004
	Monica Riggins	NJ Statewide HMIS Advisory Committee Priority One Subcommittee CoC	Data on homelessness collected across CoC’s statewide More accurate unduplicated count of homeless	<ul style="list-style-type: none"> <li>• Compliance with HUD HMIS requirements</li> </ul>	September 2007	

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<b>1.2 DEVELOP AND IMPLEMENT STANDARDIZED PROCESS OBJECTIVES FOR QUALITY IMPROVEMENT IN SERVICES DELIVERY TO HOMELESS FAMILIES AND INDIVIDUALS</b>	<p>1.2.A. Establish quality improvement process objectives for homeless services to develop baseline data, e.g. timeliness and numbers of referrals, intake and eligibility assessment, outreach, information sharing, privacy practices, and culturally competent services.</p> <p>(1) Establish a workgroup comprised of providers, consumers, stakeholders and state agencies to develop process objectives.</p> <p>(2) Identify and compile existing system process measures at state and local levels.</p> <p>(3) Research other State and local systems process objectives.</p>	<p>Pam McCrory DeAnna Minus-Vincent</p>	<p>Policy Academy (HPA) Priority One Subcommittee</p> <p>Pam McCrory Larry Hatton Patti Holland Liz McClendon John Kuhn Andrea Krich</p>	<p>Process objectives established to measure quality of activities and efforts to reduce and eliminate homelessness</p> <p>Process objectives established</p> <p>Existing systems measures identified</p> <p>Review conducted of other state and city developed objectives</p>	<ul style="list-style-type: none"> <li>• Workgroup that includes stakeholders and provider agencies established and meeting,</li> <li>• Tasks defined and work plan created</li> <li>• Process measures identified for service activities that reduce homelessness</li> </ul>	<p>Sept. 2004</p> <p>April 2004</p> <p>July 2004</p> <p>April 2004</p>
	<p>1.2.B. Process Outcomes integrated in CoC planning reviews and activities, e.g. ESG, SHP and Shelter Plus McKinney-Vento funding.</p>	<p>Pam McCrory Larry Hatton</p>	<p>HPA Priority One Subcommittee State agencies</p>	<p>CoCs adopt process outcomes for review of funding and program applications</p>	<p>July 2004</p>	
	<p>1.2.C. Assess privacy and confidentiality protocols for data collection in homeless programs, particularly for vulnerable populations such as domestic violence and ex-offenders.</p> <p>(1) Partner with CoCs to survey provider organizations</p> <p>(2) Provide training as needed.</p>	<p>Monica Riggins</p>	<p>HMIS RFP Workgroup HMIS Advisory Committee</p>	<p>Work with CoCs to survey homeless provider organizations</p>	<p>Process outcomes presented and reviewed with CoCs</p> <p>Issues identified Protocols developed</p>	<p>October 2004</p>

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<b>1.3 DEVELOP AND IMPLEMENT STANDARDIZED OUTCOMES &amp; OBJECTIVES TO ENSURE THAT ALL FUNDED PROGRAMS ARE STRIVING TO REDUCE AND END HOMELESSNESS</b>	<p>1.3.A. Create outcome measures for housing, community supportive services, and mainstream programs serving homeless persons that measure efforts towards reduction and prevention of homelessness.</p> <p>(1) Establish a workgroup comprised of providers, consumers, stakeholders and state agencies to develop outcome objectives                      (2) Assess current data tools and systems and reporting capacity for outcome measures                      (3) Identify and compile existing system outcome measures at state and local levels                      (4) Research other State and local systems outcome objectives</p>	<p>DeAnna Minus-Vincent Pam McCrory</p>	<p>HPA Priority Five Subcommittee</p> <p>Monica Riggins Larry Hatton Pam McCrory John Kuhn Patti Holland Liz McClendon Gina Williams</p>	<ul style="list-style-type: none"> <li>• Increased number of persons employed</li> <li>• Increased number of persons in permanent housing</li> <li>• Increased number of persons with more income</li> <li>• Increased number of persons prevented from becoming homeless.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Outcomes Committees established and meeting</li> <li>▪ Existing outcome measures identified</li> <li>▪ Data collected and reported</li> </ul> <p>Outcome objectives established that indicate reduction and prevention of homelessness for:</p> <ul style="list-style-type: none"> <li>▪ Shelters</li> <li>▪ Transitional housing</li> <li>▪ Permanent housing</li> <li>▪ Community support services</li> <li>▪ Intake, information and referral services</li> </ul>	<p>January 2005</p>
	<p>1.3.B Integrate outcome objectives with CoC planning reviews and activities, e.g. SHP and Shelter Plus McKinney-Vento funding for homeless services at state and local level.</p> <p>(1) Create workgroup comprised of representatives from CoC's and State Agencies to plan integration of objectives with funding streams to design implementation strategies..</p>	<p>Pam McCrory Larry Hatton Deb De Santis</p>	<p>HPA Priority Five Subcommittee</p>	<ul style="list-style-type: none"> <li>• Implementation strategy developed</li> <li>• Standardized outcome objectives adopted at local and state level</li> <li>• Outcome objectives reported for system assessment and analysis</li> </ul>	<p>Outcome measures incorporated in HMIS and related reporting systems on homelessness in NJ</p>	<p>July 2005</p> <p>September 2005</p>

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<b>1.4 IMPLEMENT STANDARDIZED QUALITY IMPROVEMENT AND PERFORMANCE BASED CONTRACTING SYSTEM FOR COCS AND STATE FUNDED PROGRAMS SERVING HOMELESS POPULATIONS</b>	1.4.A. Develop inventory of State resources that provide and compliment homeless services and programs.	Larry Hatton	Jackie Grabine Darlene Stowers Lisa Ashbaugh Joe Maag John Kuhn Monica Riggins	Inventory of State Resources	<ul style="list-style-type: none"> <li>• Inventory completed and distributed</li> <li>• HMIS Implementation to collect service utilization data</li> </ul>	October 2005
	1.4.B. Coordinate reporting on process and outcome objectives with Continua of Care planning and funding efforts at the local level.	Pam McCrory	HMIS Advisory Committee & State HMIS workgroup	Project selection and funding awards based on evidence of reduction and prevention of homelessness	Process and Outcome objectives inserted in CoC planning , project reviews and reporting.	October 2005
	1.4.C. Implement reporting on process and outcome objectives throughout State-funded operations and services programs funding services for homeless individuals and families, e.g. HOPWA, ESG, CDBG and other funding.	DeAnna Minus-Vincent Jackie Grabine Larry Hatton	Jackie Grabine Darlene Stowers Larry Hatton Joe Maag John Kuhn Monica Riggins	Funding awards based on evidence of reduction and prevention of homelessness	Process and Outcome objectives inserted in state program review and reporting requirements	October 2006
<b>Progress to Date</b>		<b>Barriers and/or Situational Changes</b>			<b>Immediate Next Steps (including potential technical assistance needs)</b>	

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<b>PRIORITY Two: Improve system-wide coordination/accountability for housing and support services that are culturally competent at all levels of systems delivery for homeless individuals and families in New Jersey.</b>							
Strategy(-ies)	Action(s)	Manager <sup>1</sup>	Implementer <sup>2</sup>	Expected Outcomes	Benchmarks	Completion Date (Estimated)	
<b>2.1 DEVELOP A STATE ACTION PLAN TO END HOMELESSNESS</b>	2.1.A. Governor’s Office, and Commissioners of DCA and DHS design a process to address coordination of services and funding at the state level. Involve other Department Commissioners as appropriate.	Pam McCrory and Larry Hatton	Lisa Eisenbud	State process for coordination established	Meetings with Commissioners and Governor’s office representatives convened	June 2004	
	(1) Pam McCrory to staff the coordination effort.	Pam McCrory Monica Riggins	State Agencies	<ul style="list-style-type: none"> <li>• Designated staff for coordination of state level effort</li> <li>• Funding prioritized</li> </ul>	Models for coordination assessed from other states and cities. Federal PA TA provided to NJ Team	October 2004	
	(2) Explore opportunities to prioritize funding in applicable State programs to serve/house chronic homeless populations.	Pam McCrory Larry Hatton	State Agencies				
	(a.) Determine the key characteristics of individuals and families experiencing long-term homelessness for whom affordable housing with links to supportive services are needed.			Priority One and Four Subcommittees	Unduplicated number of homeless and subpopulations better identified	HMIS Phase-in  Review existing data sources	February 2005
	(b.) Identify the gaps/capacity in capital, operating, and service funding that affects the ability of organizations to develop supportive housing models (special focus on hard-to-house, youth, and other at risk populations).			Priority Four Subcommittee	<ul style="list-style-type: none"> <li>• Implementation of capacity building TA and support for not-for-profit and faith-based organizations serving homeless populations</li> <li>• Compilation of gap analysis CoC</li> </ul>	Gaps analysis completed	January 2005

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Strategy(-ies)	Action(s)	Manager <sup>1</sup>	Implementer <sup>2</sup>	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<p><b>Continued:</b>  <b>2.1 DEVELOP A STATE ACTION PLAN TO END HOMELESSNESS</b></p> <p><b>Action:</b>                      2.1.A. Governor’s Office, and Commissioners of DCA and DHS design a process to address coordination of services and funding at the state level. Involve other Department Commissioners as appropriate.</p>	(3) Establish a State Office or other appropriate vehicle to coordinate homeless issues and services across state agencies and to address diverse federal and state funding streams. In the interim establish a formal inter-agency decision-making process.	Pam McCrory Larry Hatton Lisa Eisenbud	State agencies	Improved coordination of funding and service delivery at state level	<ul style="list-style-type: none"> <li>• Office or other appropriate vehicle identified and implemented</li> <li>• Inter-agency process convened</li> </ul>	July 2005
	(4) Identify and recommend models to coordinate mainstream resources and services, i.e. those available to the general population, or more specifically, very low-income populations, that can be utilized to assist individuals and families to maintain housing and prevent homelessness. Prioritize: <ul style="list-style-type: none"> <li>• Chronic populations</li> <li>• Families</li> <li>• Homeless children</li> <li>• Ex-offender re-entry</li> <li>• Prevention models</li> <li>• Employment and self-sufficiency programs</li> <li>• Transportation</li> </ul>	Deb De Santis Larry Hatton	Liz McClendon Priority Four Subcommittee	<ul style="list-style-type: none"> <li>• Identification and recommendation of models for replication in NJ</li> <li>• Trainings and dissemination of strategies for implementation</li> </ul> Actions identified to address issues, e.g. <ul style="list-style-type: none"> <li>▪ Discharge planning</li> <li>▪ Consolidated eligibility applications</li> <li>▪ SSI eligibility numbers increase</li> <li>▪ Ex-offender exclusions</li> <li>▪ Current drug users</li> </ul> Aging out Youth and homeless children	<ul style="list-style-type: none"> <li>• Trainings and forums to share information</li> </ul> Federal PA Technical Assistance provided to NJ on mainstream service issues, e.g. wrap around services, re-entry programs for ex-offenders, outreach to street homeless and run-away youth, one stop-information and referral services, transportation.	January 2005
	(5) Identify a variety of housing models, including ‘Low Demand’ and ‘Housing First’ models , that address the needs of families and chronic homeless individuals.	Deb De Santis	P.A. Team Federal P.A. TA Deb De Santis Jorge Cruz Patti Holland	Compilation and dissemination of best practices in NJ and elsewhere	Federal PA TA provided Site Visits to model programs	January 2005 and ongoing activity

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<p><b>Continued:</b>  <b>2.1 DEVELOP A STATE ACTION PLAN TO END HOMELESSNESS</b></p> <p><b>Action:</b>                      2.1.A. Governor’s Office, and Commissioners of DCA and DHS design a process to address coordination of services and funding at the state level. Involve other Department Commissioners as appropriate.</p>	(6) Identify and recommend remediation actions to remove barriers families and individuals experience when seeking access to homeless prevention and mainstream resources and services.	Liz McLendon Kevin McHugh	Priority Five Subcommittee	Increased access to and utilization of federally funded Homeless programs and mainstream services	Identify gaps and barriers Recommendations developed Barriers reduced for selected services. Federal P.A. provides TA to NJ	July 2004 and ongoing activity
	(7) Identify gaps and barriers in federal funding and programs for the homeless that impact access to state and federal resources and mainstream services. (a.) Prepare analysis and forward through State liaison to US Interagency Council on Homelessness (b.) Schedule meetings with federal agencies to discuss issues and recommendations to could reduce gaps and barriers	Larry Hatton	Deb De Santis Jackie Grabine Joe Maag	<ul style="list-style-type: none"> <li>• Maximize Federal match dollars for NJ programs</li> <li>• Minimize fragmentation and conflicting requirements in Federal programs and opportunities for funding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish liaisons from DHS, DCA, HMFA</li> <li>▪ Debriefing for 2003 process</li> <li>▪ Utilize “Windows of Opportunity” worksheet to identify existing homeless resources</li> </ul>	January 2005 and ongoing activity
	(8) Increase participation among State agencies to better coordinate local and state planning efforts and services. (a.) Convene quarterly meetings with DCA/HMFA and DHS regional representatives to improve communication.	Pam McCrory	State Agencies	2003 – NJ increases funding through the HUD SuperNOFA  2004 – Increased HUD SuperNOFA funding for NJ service providers	Coordination Meetings convened Regional staff share information on agency programs Training on CoC process provided to state agency staff	September 2003 and ongoing activity
	(9) Develop a state-wide discharge policy/plan	Kevin McHugh	State Agencies	Reduce number of persons discharged to homelessness from institutions and hospitals	Establish protocols for discharges of homeless persons from institutional settings	September 2004

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Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion n Date (Estimated)
<p><i>Continued::</i>  <b>2.1 DEVELOP A STATE ACTION PLAN TO END HOMELESSNESS</b></p>	<p>2.1.B. Increase awareness of homeless issues through education and strategic planning efforts.</p> <p>(1) Include homelessness issues in session and presentations at statewide housing conferences.</p>	Policy Academy	PA Team Continua of Care Christine Sexton Pam McCrory Liza Nolan	<p>Homeless Sessions and issues addressed at statewide conferences</p> <ul style="list-style-type: none"> <li>• Subcommittees convened</li> <li>• Submit to Commissioners and Governor’s Office for Review.</li> </ul>	<ul style="list-style-type: none"> <li>• Sessions/panels scheduled</li> <li>• Workgroup convened and tasks identified</li> </ul>	<p>March, - June 2003</p> <p>August 2003 – January 2004</p>
	<p>(2) Create a process to present Preliminary Action Plan and invite participation from stakeholders in the development and implementation of the “Action Plan for New Jersey to End Homelessness”.</p>	Policy Academy	Pam McCrory Deb De Santis	<ul style="list-style-type: none"> <li>• Preliminary Plan submitted to HHS Washington DC for review.</li> <li>• Final Action Plan completed</li> </ul>	<p>Key constituency groups identified and invited to meet Working group review Preliminary Plan</p>	
	<p>(3) Develop public/private partnerships to create a public relations/marketing strategy to educate the public about affordable housing and homeless initiatives to increase support for homeless initiatives in New Jersey</p> <p>(a) Research effective programs from other communities.                      (b) Public information campaigns                      (c) Public Service announcements                      (d) Posters and other media</p>	Deb De Santis	Priority Two Subcommittee	<ul style="list-style-type: none"> <li>• PR Strategy initiated</li> <li>• Policies created to support funding for housing and services</li> </ul>	<ul style="list-style-type: none"> <li>• Identify PR strategy &amp; develop PR plan</li> <li>• Identify key participants to implement PR strategy</li> <li>• Establish public/private partnerships</li> <li>• Secure funding</li> </ul>	<p>September 2004 – ongoing activity</p>

# **New Jersey Homeless Policy Academy – Preliminary Action Plan to End Homelessness**

**Progress to Date**

**Barriers and/or Situational Changes**

**Immediate Next Steps**

**(including potential technical assistance needs)**

## New Jersey Homeless Policy Academy – Preliminary Action Plan to End Homelessness

<b>PRIORITY Three: Increase opportunities that lead to permanent housing for homeless populations.</b>						
Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<b>3.1 DEVELOP STRATEGY TO CREATE NEW HOUSING PRODUCTION AND OPTIONS FOR HOMELESS INDIVIDUALS AND FAMILIES</b>	<p>3.1.A. Conduct assessment of low-income housing needs and resources available for the homeless.</p> <p>(1) Compile inventory of existing housing programs, including shelters, transitional and permanent housing.</p> <p>(2) Integrate assessment process with real estate market analysis, and current and projected market forces that affect production of low-income housing opportunities for homeless individuals and families.</p>	<p>Deb DeSantis Jorge Cruz</p>	<p>Priority Three Subcommittee Rebecca Rhoads HMFA Staff Joe Maag Dennis Micai</p>	<p>Compilation of bed inventory and gaps analysis from 2003 CoC applications</p>	<p>Bed inventory data from CoC’s Exhibit 1.</p> <p>Data on affordable housing for very-low income persons</p>	<p>September 2004</p>
	<p>3.1.B. Identify models and strategies to implement diverse housing development approaches tailored to specific homeless and special needs populations to create new housing.</p> <p>(1) Promote “Housing First” models to move individuals and families to permanent housing with services.</p> <p>(2) Promote supportive housing models as an alternative to costly emergency public services, i.e. hospitals, jails, shelters, motels.</p> <p>(3) Develop partnerships between State, VA, community businesses, philanthropy, and public housing authorities to feed new supportive housing development.</p> <p>(4) Develop re-entry housing programs for ex-offenders.</p>	<p>Deb DeSantis</p>	<p>Priority Three Subcommittee Jorge Cruz Lucy Voorhoeve Michelle Richardson Pam McCrory</p>	<ul style="list-style-type: none"> <li>• Determine funding needed and opportunities to use existing funding sources to develop target number units.</li> <li>• Creative and integrated public/private financing programs</li> </ul>	<ul style="list-style-type: none"> <li>• Establish target number of supportive housing units to be developed over next five/ten years</li> <li>• MOU between DCA, HMFA, DHS and CSH</li> <li>• Funding partnerships with philanthropy</li> </ul>	<p>June 2004</p> <p>January 2005</p>
		<p>Pam McCrory John Kuhn</p>	<p>Priority Three subcommittee</p>	<p>Increased production of supportive housing units and rental subsidy vouchers for homeless families and individuals</p>	<p>Implementation of wrap-around services for identified ex-offenders in Camden and Essex County – State Parole Board.</p>	<p>July 2004</p>
		<p>Kevin McHugh</p>	<p>John Kuhn Ibrahim Sharif Carrie Johnson State Parole Board</p>			

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Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<p><i>Continued:</i></p> <p><b>3.1 DEVELOP STRATEGY TO CREATE NEW HOUSING PRODUCTION AND OPTIONS FOR HOMELESS INDIVIDUALS AND FAMILIES</b></p>	<p>(5) Conduct analysis of the economic impact of homelessness on various systems funding (i.e. Correctional facilities, institutional settings, hospitals, etc.) vs. housing initiatives for offenders reentering the community and cost savings with decreasing recidivism.</p>	<p>Jorge Cruz</p>	<p>Carrie Johnson Ibrahim Sharif</p>	<p>Impact Assessment completed with quantitative data</p>	<p>Collect data on selected populations and issues</p>	<p>October 2005</p>
	<p>3.1.C . Increase the capacity of not-for-profit and faith-based organizations that are developing and operating housing for homeless populations to increase production of housing units.</p> <p>(1) Develop partnerships with philanthropic organizations and the business community to increase capacity and resources.</p> <p>(2) Identify existing resources, and needs of community-based organizations.</p> <p>(3) Provide TA and training to organizations</p> <p>(4) Increase number of applications from NJ organizations for Federal funding and other homeless program funding sources.</p>	<p>Jorge Cruz Deb De Santis Policy Academy Team</p>	<p>Priority Four Subcommittee Liza Nolan</p>	<p>Increased number of housing units produced by organizations receiving TA</p>	<ul style="list-style-type: none"> <li>• Target organizations identified</li> <li>• TA need identified</li> <li>• TA provided</li> </ul>	<p>January 2004 and ongoing activity</p>
	<p>3.1.D. Explore feasibility of pilot demonstration program for supportive housing project that would take supportive housing “to scale”, including mixed use (business &amp; residential) and mixed income housing units with set-asides for homeless persons.</p>	<p>Deb De Santis</p>	<p>Pam McCrory Michelle Richardson Larry Hatton Lucy Voorhoeve</p>	<p>Large scale housing project developed with unit set-asides for homeless individuals and families</p>	<ul style="list-style-type: none"> <li>• Concept Developed</li> <li>• Project Proposal completed</li> <li>• Project funding secured</li> <li>• Project Design and implementation approved.</li> </ul>	<p>January 2008</p>

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<b>3.2 EXPAND RESIDENTIAL OPTIONS AND RENTAL ASSISTANCE IN NEW &amp; EXISTING HOUSNG FOR HOMELESS INDIVIDUALS AND FAMILIES</b>	3.2.A. Support local Continuum of Care process, partnerships with Policy Academy, and local and county homeless planning efforts. (1) Secure funding to create planning grants to award CoC jurisdictions to strengthen local planning and implementation of local Partnerships and collaborations (2) Develop strategy to create Balance of State CoC and Statewide Continuum of Care System description and Gaps Analysis (3) Coordinate local CoC process with other local homeless planning.	Deb DeSantis	Larry Hatton Pam McCrory Jackie Grabine Alison Recca-Ryan Rebecca Rhoads Sandy Accomando	Increased NJ Pro Rata McKinney-Vento funding awards for NJ  Statewide description of Gaps analysis and Goals and Objects consistent with the Action Plan to End Homelessness  Balance of State CoC funded	New and existing local, State and Federal resources directed and awarded through the CoC process to create housing for homeless  Balance of State planning process developed and participants identified.	September 2003 and ongoing yearly activity   November 2004
	3.2.B. Develop housing services & service programs to help homeless families & individuals to exit the shelter system and acquire permanent housing. (1) Create shelter and service outreach models, such as the City of Columbus Family Housing Collaborative, that provides housing counseling, housing search, and an affordable housing vacancy database.	Jorge Cruz Liz McClendon	Priority Four Subcommittee	<ul style="list-style-type: none"> <li>• Housing search and counseling programs established</li> <li>• Increased numbers of persons leaving shelters linked to permanent housing</li> <li>• Increased numbers of persons retaining permanent housing</li> <li>• Model housing service programs replicated</li> </ul>	Model housing service programs identified  Washington P.A. technical assistance provided to NJ	June 2004
	3.2. C. Prioritize serving homeless with existing housing funding programs, e.g. targeting & set aside units with mainstream resources.	Larry Hatton Michelle Richardson	Priority Three Subcommittee	Increased number of homeless linked to and retaining housing	Services and potential housing resources, e.g. PHAs and state subsidy programs, identified to target for prioritization.	January 2005

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<p><i>Continued:</i>  <b>3.2 EXPAND RESIDENTIAL OPTIONS AND RENTAL ASSISTANCE IN NEW &amp; EXISTING HOUSING FOR HOMELESS INDIVIDUALS AND FAMILIES</b></p>	<p>3.2.D. Participate and support New Jersey participation in National Governor’s Association (NJA) prisoner re-entry efforts.</p> <p>(1) Coordinate Homeless Policy Academy and National Governor’s Association Prisoner Re-entry Policy Academy.                      (2) Evaluate best practice models for housing and services for ex-offenders, in-mate release, and juvenile youth.</p>	Kevin McHugh	<p>Ibrahim Sharif                      Carrie Johnson                      Lisa Eisenbud                      Bruce Blumenthal                      Alison Recca-Ryan                      Monica Riggins</p>	<p>Ex-offenders connected to housing and services upon discharge from a correctional facility</p>	<p>Policy Academies integrating policy and planning activities with regard to homeless and at risk populations</p>	<p>June 2004 and ongoing activity</p>
	<p><b>3.3 DEVELOP AND FORMALIZE SUBSTANTIVE PRIVATE/PUBLIC PARTNERSHIPS TO PROMOTE HOUSING FOR THE HOMELESS</b></p>	<p>3.4. A. Cultivate and build partnerships with local government to promote and foster production of housing for the homeless.</p> <p>(1) Explore strategies to expand and create development, e.g. land use and related incentives for municipalities and developers to produce housing for the homeless.                      (2) Examine strategies to improve land and building acquisition, including vacant &amp; building/site inventories.                      (3) Encourage integration of housing development for the homeless in redevelopment and land use plans.</p>	<p>Deb De Santis                      Jorge Cruz</p>	<p>Policy Academy                      Priority Four                      Subcommittees</p>	<p>Partnership established with at least 1 municipality/local government to demonstrate benefits for housing and service model programs for the homeless</p>	<p>Explore model efforts from communities in other states comparable to New Jersey</p> <p>Identify receptive municipalities and/or areas of need.</p> <p>Identify benefits to local government and communities</p>

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Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<b>3.4 SUPPORT AND PROMOTE POLICIES THAT FOSTER INCREASED PRODUCTION OF PERMANENT HOUSING OPTIONS FOR THE HOMELESS</b>	3.3. B. Form Resource Advisory Group consisting of key corporate, governmental, and institutional leaders who will provide and have access to an array of financial and technical resources to address homelessness	Deb De Santis	Priority Three subcommittee Pam McCrory Lopa Kolluri Ibrahim Sharif Lucy Voorhoeve Liza Nolan	New and expanded resources committed to support housing and services for the homeless.	<ul style="list-style-type: none"> <li>• Potential partners identified</li> <li>• Advisory Group convened and meeting</li> </ul>	January 2005
	3.4.A. Coordinate research and education efforts with stakeholders. (1) Develop inventory of key homeless research and educational resources. (2) Research public policies (e.g. other states) that have been effective in increasing housing for the homeless. (3) Provide input on public policies at Federal levels.	Policy Academy Team	Policy Academy Priority Two and Three Subcommittees See 2.1.B. (3)	Increased number of homeless linked to and retaining permanent housing	Services and potential housing resources identified to target for prioritization	September 2005
	3.3.B. Research, identify and disseminate cost benefit analysis documenting effectiveness of selected programs.					
<b>Progress to Date</b>	<b>Barriers and/or Situational Changes</b>			<b>Immediate Next Steps (Including potential technical assistance needs)</b>		

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PRIORITY FOUR: Increase knowledge, linkage and utilization of mainstream services to reduce and end homelessness						
Strategy (-ies)	Action(s)	Manager <sup>1</sup>	Implementer <sup>2</sup>	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<b>4.1. IDENTIFYING THE TARGET POPULATIONS, MAINSTREAM SERVICES &amp; NEEDED COMMUNITY SUPPORTS.</b>	4.1.A. Identify the “chronic homeless” population in New Jersey and the unique characteristics of sub-populations at risk, e.g. chronically homeless, mental health, substance abuse, MICA, DDD, ADIS/HIV, Ex-prisoners, victims of domestic violence, veterans, youth aging out of Foster Care and run away youth, families with children, and elderly homeless persons.	Monica Riggins	Joe Maag, Deb DeSantis, Larry Hatton, Dennis Micai, Bill Southrey, Gina Williams (re-entry project), DOH rep., Carrie Johnson, Kevin McHugh, Steven Johnson, Andrea Krich	Establish baseline data to define and identify the characteristics of homeless persons and families, including subpopulations.  Establish baseline data regarding most needed and underutilized mainstream resources.	Data sources identified Data collected	October 1, 2004
	4.1.B. Identify/inventory and define needed mainstream resources e.g. Medicaid, TANF, Social Services Block Grant, Community Services Block Grant, Community Health Centers, Ryan White Programs, Substance Abuse and Treatment Block Grant, Community Mental Health Services Block Grant, PATH Program, SSI, GA, DVR and job training programs, transportation and VA services.	Larry Hatton	Joe Maag, Dennis Micai, Cathy Boland, Deb DeSantis, Steven Johnson, DOH Rep.	Summarize gaps analysis based on information in Continuum of Care Plans	Data sources identified Data collected  CoC Exhibit Ones complied and reviewed	October 1, 2004
	4.1. C. Convene at least three one day forums to conduct an in depth analysis of systems issues and possible solutions with state agencies and stakeholders.	Larry Hatton	Priority Four subcommittee	Forum convened, recommendations and strategies identified and adopted in Action Plan document.	Identify and select key issues to be addressed, e.g. mental health, substance abuse, Corrections, homeless youth, employment, etc.	January 2005 and annually thereafter
	4.1.D. Conduct a gaps analysis of the State-wide Continuum of Care Plans for common issues.	Deb DeSantis	Rebecca Rhoads	Gaps incorporated in CoC homeless planning documents	<ul style="list-style-type: none"> <li>• Gaps Identified</li> </ul>	January 2005

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Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<b>4.2 IDENTIFY BEST PRACTICES/MODELS IN USE OF MAINTREAM RESOURCES</b>	4.2.A. Committee research and review effective models for outreach and linkage to mainstream resources in NJ and nationally, e.g. the Homeless Assistance Resource Team in Atlantic City and the Mental Health Association of Morris County.	Larry Hatton	Cathy Boland Priority Four Subcommittee	Review practices to determine how these groups overcome the barriers discovered in 3.2.A and 2.1. (6)	Policy Academy TA Best practices identified and recommendations made for replication in NJ	October 2005
	4.2.B. Develop a statewide training model based on findings of best practices throughout the state.	Cathy Boland	Bill Southrey Liza Nolan	Training programs implemented to increase linkage and utilization of mainstream resources	<ul style="list-style-type: none"> <li>• Training manuals and modules developed</li> <li>• Train the trainer programs</li> </ul>	January 2005
<b>4.3 STRENGTHEN LOCAL AND STATE RESPONSE TO NEEDS FOR MAINTREAM RESOURCES THROUGH TRAINING, INFORMATION SHARING, OUTREACH AND LINKAGE TO SERVICES</b>	4.3.A. Coordinate access to mainstream resources through training on mainstream program service components and eligibility for outreach workers with shelters, PATH programs, the VA and other programs for the homeless.	Larry Hatton Liza Nolan	Cathy Boland John Kuhn Liz McClendon Gina Williams Carmine Grasso Steven Johnson	<p>Increased number of homeless persons linked to mainstream services</p> <p>Increased numbers of persons utilizing and receiving mainstream services</p> <p>Increased numbers of persons accessing and retaining permanent housing</p>	<p>Compare volume of these linkages through the Annual PATH and other program annual reports.</p> <ul style="list-style-type: none"> <li>• Training resources identified</li> <li>• Training modules developed</li> <li>• Agency staff trained</li> </ul>	Start January 2004 and ongoing activity
	<p>(1) Develop plan to identify training needs and information sharing for State DHS, DOHSS, Division on AIDS, Dept. of Corrections, State Parole Board, DOL, DOE on mainstream Programs.</p> <p>(2) Develop plan to identify training needs and mechanisms for information sharing for Federally funded mainstream services.</p> <p>(3) Conduct quarterly training session for regional representatives from state agencies working with committees and planning bodies, e.g. DHS, DCA, HMFA and others as appropriate.</p>					

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Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<p><i>Continued:</i>  <b>4.3 STRENGTHEN LOCAL AND STATE RESPONSE TO NEEDS FOR MAINTREAM RESOURCES THROUGH TRAINING, INFORMATION SHARING, OUTREACH AND LINKAGE TO SERVICES</b></p>	<p>4.3.B. Expand the knowledge of homeless shelter and outreach workers, including PATH programs, in the area of legal services and rights.</p> <p>(1) Provide training to expand the knowledge of homeless service provider outreach workers in the area of legal services.</p>	Cathy Boland	Liza Nolan	Increased understanding of legal rights of homeless persons and eligibility for services resulting in linkages to needed services.	<ul style="list-style-type: none"> <li>• Federal PA TA provided as appropriate</li> <li>• Training needs identified</li> <li>• Training resources identified</li> <li>• Training planned and conducted</li> </ul>	January 2005
	<p>4.3.C. Review findings of Gaps Analysis (CoC Exhibit 1 – 3.1.A.) and mainstream resource need assessment to develop selected study projects (see below).</p> <p>(1) Identify and prioritize mainstream services that are not being accessed and/or utilized to prevent homelessness.</p>	Liz McClendon	Deb De Santis Pam McCrory	Study conducted, services prioritized for review.	<ul style="list-style-type: none"> <li>• Needs Assessment completed</li> <li>• Selected services identified for study projects</li> <li>• Federal PA TA provided as needed</li> </ul>	November 2004 and ongoing thereafter
	<p>4.3.D. Form study teams with consumers, public and private providers, to review and assess 3 – 5 mainstream programs:</p> <ul style="list-style-type: none"> <li>• Review what is working and what is not</li> <li>• Review eligibility criteria</li> <li>• Review barriers to services</li> <li>• Make recommendations to strengthen mainstream programs to better address needs of homeless families and individuals.</li> </ul>	Larry Hatton	Priority Four subcommittees Coordinate with effort in 4.1.C Possible examples: 1. SSI Study Project (Larry Hatton) 2. GA/EA/TRA ( Joe Maag & Janine Kressler) 3. Mental Health (Cathy Boland) 4. Substance Abuse (Steven Johnson)	Recommendation formulated, incorporated in Action Plan, and implemented to improve access and utilization of targeted mainstream programs.	<p>Target mainstream programs identified</p> <p>Study Teams convened</p> <p>Work Plans Developed</p>	November 2005 and annually thereafter

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Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<p><i>Continued:</i>  <b>4.3 STRENGTHEN LOCAL AND STATE RESPONSE TO NEEDS FOR MAINTREAM RESOURCES THROUGH TRAINING, INFORMATION SHARING, OUTREACH AND LINKAGE TO SERVICES</b></p>	<p>4.3.E. Monitor barriers and needed improvement to strengthen access to needed mainstream services.</p>	Larry Hatton	Priority Four Subcommittee	Maintain elimination and reduction of barriers to mainstream services	Barriers identified and procedures and protocols identified to reduce them	September 2004
	<p>4.3.F. Increase access to employment and job training programs to promote financial independence.</p> <p>(1) Identify and implement strategies to link homeless youth and adults to job training and education programs.                      (2) Identify and implement strategies for labor force development and job creation..                      (3) Identify and implement strategies to link to financial education and asset building programs, e.g. IDAs and Section 8 Family Self-Sufficiency programs.</p>	John Kuhn Pam McCrory	Priority Four Subcommittee And DOL representative	<p>Increased number of homeless persons securing education and job training</p> <ul style="list-style-type: none"> <li>• Increased number of persons securing employment</li> <li>• Increased number of persons with increased income</li> </ul>	Work groups with tasks and work plans established	June 2004 and ongoing
	<p>4.3.G. Strengthen and increase opportunities for homeless children, youth and adults to attend and participate in education programs</p> <p>(1) Identify strategies and best practice models to provide educational opportunities for youth in DYFS out-of-home placement, on the streets or in homeless youth programs.                      (2) Monitor compliance with McKinney Homeless Education Act</p>	Danielle Anderson-Thomas	State Agencies DOE and DYFS staff	<p>Increased level of enrollment, attendance and academic achievement of homeless children in school</p> <p>Increased stability and educational opportunities for homeless children and youth</p>	<p>Survey of local education agencies and social service agencies</p> <p>Partnerships established Better linkage to services</p>	September 2004 and each school year thereafter  October 2004 and ongoing

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<b>PRIORITY FIVE: Reduce reliance on hotel/motels as long term housing for homeless persons.</b>						
Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<b>5.1. POLICY ACADEMY TEAM TO STUDY ISSUE AND MAKE RECOMMENDATIONS FOR DCA, DHS COMMISSIONERS AND GOVERNOR'S OFFICE</b>	5.1.A. Establish a subcommittee to address issues, research regulatory requirements, collect data on utilization and costs, and draft recommendations for the Policy Academy to submit to DCA, DHS and the Governor's Office.	Larry Hatton Pam McCrory Michelle Richardson	Liza Nolan Priority Five subcommittee	<ul style="list-style-type: none"> <li>▪ Submit recommendations to Policy Academy Team regarding regulatory issues to reduce reliance on hotel/motels as housing for the homeless</li> </ul>	<ul style="list-style-type: none"> <li>• Subcommittee to study motel/hotels issues established</li> </ul>	December 2003
	5.1.B. Assign dedicated staff (intern) from HMFA to research this issue effective June 9 <sup>th</sup> through Sept. 2003	Pam McCrory	April Clisura	Intern assists Subcommittee during the summer	Intern assigned to assist group	July 2003
	5.1.C. Convene initial meeting within two weeks and hold regular meetings during next 4+ months.	Liza Nolan	Liza Nolan	<ul style="list-style-type: none"> <li>• Meetings scheduled and held</li> <li>• Members actively participate</li> <li>• Information shared</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing meetings held</li> <li>• Utilization and cost data collected</li> </ul>	June 9, 2003 & Ongoing
	5.1.D. Make recommendations to Commissioners and Governor's Office	PA Team	Liza Nolan Larry Hatton Joe Maag Denis Micai Michelle Richardson Pam McCrory	<ul style="list-style-type: none"> <li>Recommendations submitted</li> <li>Presentations made to DCA, DHS and Governor's Office</li> </ul>	<ul style="list-style-type: none"> <li>Report/recommendations submitted</li> <li>PA Team review and finalize recommendations</li> <li>Next steps identified</li> </ul>	December 2003

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Strategy(-ies)	Action(s)	Manager	Implementer	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<b>5.2 DEFINE PROBLEM. IDENTIFY POPULATION IN MOTELS/HOTELS FOR RECOMMENDATIONS TO THE DCA AND DHA COMMISSIONERS AND THE GOVERNOR'S OFFICE</b>	5.2.A. Study program and regulatory issues at the state and local levels that impact the utilization of motels/hotels for housing. Gather information, review, analyze, and summarize. Explore alternative options and potential resources. <ul style="list-style-type: none"> <li>▪ EA (Emergency Assistance) for GA/TANF/SSI populations</li> <li>▪ Rooming/Boarding House regulations &amp; impact on motels/hotels</li> <li>▪ SSH (Social Services for the Homeless) Program</li> <li>▪ HPP (Homeless Prevention Program) &amp; any other DCA homeless programs</li> <li>▪ Department. Of Education</li> <li>▪ Other related programs (i.e. Section 8, McKinney-Vento Continuum of Care, etc.)</li> </ul>	Liza Nolan Larry Hatton Joe Maag Michelle Richardson Pam McCrory	Dennis Micai Janine Kressler Jackie Grabine Danielle Anderson-Thomas Monica Riggins	<ul style="list-style-type: none"> <li>▪ Become educated on issues and programs</li> <li>▪ Research &amp; suggest alternative options for programs, funding regulations, etc.</li> <li>▪ Inform decision makers of issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Garner sufficient knowledge to achieve outcomes</li> </ul>	September 2003
	5.2.B. Identify players and jurisdictional responsibilities	Larry Hatton Michelle Richardson	State Agencies	<ul style="list-style-type: none"> <li>▪ Players identified</li> <li>▪ Increased understanding of jurisdictional roles &amp; responsibilities</li> </ul>		January 2003
	5.2.C. Collect and review data on the homeless population (#s, characteristics, demographics, trends, "profiles", funds spent, etc.)	Liza Nolan April Clisura	Joe Maag Dennis Micai	<ul style="list-style-type: none"> <li>▪ Sufficient data is collected to provide baseline information</li> <li>▪ Population in motels/hotels is identified ( and characteristics)</li> </ul>	Data available	January 2003
	5.2.D. Conduct focus groups for input on issue.	Liza Nolan	Priority Two Subcommittee	<ul style="list-style-type: none"> <li>▪ Meetings/focus groups held</li> </ul> Increased input on range of issues	3-4 meetings/focus groups held	January 2004

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<b>5.3 CREATE FRAMEWORK TO SOLVE THE ISSUE</b>	5.2.E. Develop ongoing plan to collect data and monitor and assess improvements and changes to the Plan.	Referred to Priority One	Priority One Subcommittee	<ul style="list-style-type: none"> <li>▪ Improved and accessible data is available and can be analyzed</li> </ul>	<ul style="list-style-type: none"> <li>▪ This action is incorporated into Priority Two</li> </ul>	June 2004
	5.3.A. Establish initial action plan and timeline for Priority Five in the Draft Action Plan and update/amend as needed.	Liza Nolan Larry Hatton Pam McCrory	Priority Five Subcommittee	<ul style="list-style-type: none"> <li>• Action plan and timeline prepared</li> <li>• Update as needed</li> <li>• Implementation of recommendations</li> </ul>	Action plan reviewed & approved by Governor's office & Dept. Commissioners	March 2004
	5.3.B. Build consensus for recommendations	PA Team	Referred to Priority Two – 2.1.B (2)		Support received for recommendations from stakeholders	September 2004
	5.3.C. Implement recommendations	TBD after recommendations are made	TBD after recommendations are made	<ul style="list-style-type: none"> <li>▪ Recommendations are implemented and improvements are underway</li> <li>▪ More permanent housing available</li> </ul>	Decreased use and duration of stay in motels/hotels for emergency housing for homeless families and individuals	January 2005 and ongoing
<b>Progress to Date</b>		<b>Barriers and/or Situational Changes</b>			<b>Immediate Next Steps (including potential technical assistance needs)</b>	

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