Morris County
Ten-Year Plan to End Homelessness

Developed and Approved for the Morris County Continuum of Care
July 2014

Prepared by Monarch Housing Associates
Introduction to Morris County Homeless Plan
Morris County is known for its affluence, its rolling hills, idyllic roads, and pristine landscapes. Nevertheless, there is a hidden population that is poor and disempowered. In Morris County we have homeless people living on the streets of our two urban centers, Morristown and Dover, as well as people living in shelters, transitional housing, wooded areas, tent cities, abandoned lots, and under bridges. During our annual Point In Time homeless count on January 2014, we identified 389 homeless men, women and children in such circumstances.

One in four households in Morris County is walking a financial tightrope, barely able to afford the area’s high cost of living, and one emergency away from homelessness. This population includes the government-defined poor, as well as those technically above the poverty level, but unable to make ends meet. The prevalence of poverty and homelessness may seem surprising to the untrained eye. People delivering social services here recognize that while Morris County is a good place to live for individuals with well paying jobs, unemployed individuals or individuals making low wages, about 23% of Morris County’s residents, face great systemic barriers. And the growing immigrant population is reluctant to seek services without proper identification and language barriers add to the challenge to assist these individuals. Childcare costs more than most low-wage workers can afford, at an average of $1,319 per month for two children. There are limited affordable rentals; in 2012 the vacancy rate was just 4.2% (statewide vacancy was 6%) and though the “fair market rate” for a one-bedroom apartment was set at $1059 per month, the actual median contract rent in 2012 was much higher at $1,213.

A fragmented transportation system makes life more challenging for many. People without cars are left to walk, or they stay isolated on the streets or in their homes. Similarly, food and other essentials of daily life: rent, gas, water and recreation--are unaffordable for many.

The good news for Morris County residents, however, is that our human service delivery system is sound, healthy, vibrant and functional. Our system is characterized by a cooperative spirit among the leadership, a full integration of services under one open umbrella, grass roots responsiveness to people in crisis, a high morale among direct care workers, evidence-based service programs, and a strategic alignment of resources toward the common good of our constituents.

Morris County nonprofits and county government leaders, as well as private stakeholders in the area, have been working collaboratively for over twenty years “to do whatever it takes to help” our community. We have created a climate of shared responsibility and coordination of care. Morris County has several active community initiatives made up of providers, officials and beneficiaries of services; including the County Freeholder-appointed Human Services Advisory Council, Mental Health Substance Abuse Advisory Board, the community-based Cross Systems Review Committee, and the newest leadership group, the HUD CoC Executive Committee.
Whether it is a person with mental illness on the streets or in the soup kitchen, a female victim of domestic abuse, a person suffering from HIV/AIDS, a single man who is homeless and using substances, or a family who has lost its home due to an economic downturn, the seamless, well crafted tapestry of Morris County human services is there to respond. Whether needs are short-term or long-term, individuals facing homelessness in Morris County receive high quality care and our safety net is cast broadly and strongly enough to support the most vulnerable individuals. We view the availability of this broad range of services as a critical element in our overall strategy to serve homeless individuals. Therefore, we must and can continue to support both current HUD priorities, such as housing first and rapid re-housing programs, as well as our existing well-coordinated range of supportive services in our community.

Though we have many successes, we challenge ourselves to do more. In this plan we identify areas that need improvement. We look forward to further developing and implementing this Homeless Plan with the support and counsel of our vibrant human service community and our government leaders. Most of all, we will continue to allocate community resources to empower our primary constituents: people who experience homelessness and the people who support them.

Sources: 2012 ALICE Report, UWNWJ; US Census Bureau, Decennial Census
Table of Contents

Section 1: Introduction ........................................................................................................................................ 5
    Executive Summary ........................................................................................................................................ 5
    Purpose of the Plan ........................................................................................................................................ 6
    Creating the Plan ........................................................................................................................................ 6

Section 2: Morris County’s Current Homeless System .................................................................................... 8
    Brief Overview of Morris County .................................................................................................................... 8
    Who are the Homeless? .................................................................................................................................. 9
    The Current Homeless Service System in Morris County ........................................................................... 15

Section 3: Areas of Impact and Strategies of the Ten Year Plan ................................................................. 18
    Coordinated Systems .................................................................................................................................... 19
    Prevention .................................................................................................................................................... 25
    Access to Services ...................................................................................................................................... 30
    Discharge Planning ....................................................................................................................................... 38
    Permanent Housing ..................................................................................................................................... 44

Section 4: Implementation of the Ten Year Plan ............................................................................................ 52

References ......................................................................................................................................................... 53

Appendix A: Additional Resources .................................................................................................................. 54

Appendix B: Morris County Continuum of Care Membership ........................................................................ 55
Section 1: Introduction

Executive Summary

Morris County is an ever-growing community in the northern part of the state of New Jersey. Home to a variety of large businesses, universities and a large suburban population, Morris County is a diverse community with continuously varying characteristics and needs. With the shifting dynamics and current economic and social environment, Morris County has become increasingly aware of the changing needs of the homeless population present within their community. To address these changes and concerns, Morris County brought together the efforts of community stakeholders, service agencies and local institutions to develop the Morris County Ten Year Plan to End Homelessness.

Through months of focus groups, data analysis, and ongoing discussions, five areas of impact and associated strategies were created to guide the process of ending homelessness in Morris County. The areas of impact and strategies identified to enable Morris County to prevent and end homelessness include:

Coordinated Systems
1. Develop and adopt a standard and coordinated assessment system
2. Enable the Homeless Management Information System of Morris County to allow increased data sharing among community agencies
3. Implement a SSI/SSDI Outreach, Access and Recovery initiative

Prevention
1. Enhance coordination and utilization of current 2-1-1 system
2. Create a targeted educational series on the issues that are present in the homeless populations being served
3. Expand and strengthen senior intensive supportive services within the community
4. Improve access to affordable childcare for households with children

Access to Services
1. Improve access to and quality of case management services currently provided within Morris County’s Homeless Service System
2. Expand the amount of available comprehensive case management services for the homeless population present in Morris County
3. Optimize and adjust education and employment services to be most appropriate for the homeless and at risk populations
4. Enhance the ability of homeless households to obtain legal assistance needed to move forward with housing options
5. Increase access to adequate transportation for homeless and at risk households
6. Restructure current shelter system to better serve and shelter homeless women and households with children within the County
Discharge Planning
1. Develop an educational curriculum for discharging institutions in Morris County
2. Outline a standard discharge planning system to be utilized throughout the County
3. Convene a coordinated case management taskforce with partnering institutions to assist with successful discharge planning
4. Enhance and design specialized services for persons exiting institutions in Morris County

Permanent Housing
1. Advocate for an increase in financial resources available for the development of affordable housing in Morris County
2. Collaborate with Housing Authorities in Morris County to jointly work towards the goal of ending homelessness
3. Build a network of community landlords willing to participate and work with homeless persons and organizations
4. Implement innovative permanent housing initiatives to increase the housing units available for specialized populations within the County

Implementation of these strategies will provide Morris County with the tools to successfully prevent and end homelessness for all families and individuals in unstable housing situations in Morris County.

Purpose of the Plan
As in any homeless service system, the goal of Morris County's system is to prevent and end homelessness for all households that are in unstable housing, in the most effective and efficient way possible. While Morris County does currently have a system that provides services and assistance to homeless and at risk families, there is an understanding that in this time of increasing need and decreasing funds, there may be more effective ways to service the populations within Morris County. The strategies and action steps in this Ten Year Plan were created to move Morris County forward in the process of ending homelessness by addressing major barriers and gaps found in the current system, while more closely aligning the County with best practices and the goals of the Federal Strategic Plan to End Homelessness. This Plan aims to not only better assist the homeless households that enter the system in more effectively reaching permanent housing, but also improve the experiences of the homeless service providers, institutions, and community partners that are engaged in the process. Through the implementation of this Ten Year Plan, Morris County will be able to prevent and end homelessness for all homeless subpopulations within the County.

Creating the Plan
In early 2005, Morris County released its Ten Year Plan to End Homelessness to begin community wide implementation. During the following years, Morris County, as well as other counties throughout the Country, began to see major changes in the community's environment. The economy began to drop, the need for homeless services increased and in
2010 the United States Interagency Council on Homelessness (USICH) released the “Opening Doors: Federal Strategic Plan to Prevent and End Homelessness” which provided strategies and a timeline for ending homeless for households throughout the Country.

In recognizing the changing atmosphere of the homeless system and the needs of the homeless populations, in the fall of 2011, Morris County recruited members from the Comprehensive Emergency Assistance System/Continuum of Care membership to form a Ten Year Plan committee to reevaluate the effectiveness and relevance of the Ten Year Plan. It was through the discussions of this committee that the decision was made to adjust the current strategies and develop a Ten Year Plan that would reflect the present issues and barriers in Morris County while aligning the new strategies with the Federal Strategic Plan.

To start the Ten Year planning process, committee members reached out for feedback from key providers and hosted focus groups with program participants to identify and discuss the barriers they found most pertinent in Morris County’s system. By evaluating the experiences within the system, exploring best practices found throughout the Country, and discussing the Federal Strategic Plan, the Ten Year Plan committee was able to identify five major areas of impact that needed to be further examined. The areas identified were determined to have positive results on the Homeless Service System of Morris County if improvements were made. The areas of impact included coordinated systems, prevention, access to services, discharge planning, and permanent housing.

Once these areas of impact were identified, Morris County hosted a day long Planning Retreat in May of 2012 to both address issues related to and strategies to improve the areas that had been determined. The Planning Retreat had a large turnout that included service providers, community stakeholders, police officers, educational liaisons, as well as representatives for local institutions such as jails and hospitals. The diversity among participants in this session provided the committee with a wide spectrum of issues and possible strategies for each area that was presented. After the strategies and suggestions were gathered at the retreat, the executive director’s committee, composed of local agencies, was gathered to review and provide suggestions on all areas of the plan.

In the months that followed, five committees (each addressing an area of impact) were created to further refine the strategies and suggestions that were presented in the Planning Retreat and by the executive director’s committee. These committees were responsible for developing the final strategies and action steps found in this Ten Year Plan document. Upon completion of the Ten Year Plan draft, all agencies, community stakeholders, and institutions had the ability to review and provide feedback, suggestions, and edits they felt were necessary. This process enabled community members to have additional input in the planning process and further solidified the Ten Year Plan as a community document. After the community agreement and approval process, the Ten Year Plan was presented to the Morris County Board of Chosen Freeholders for final approval. Following detailed discussion and consideration, this document was released as the official Ten Year Plan to End Homelessness for the Morris County Homeless Service System.
Section 2: Morris County’s Current Homeless System

Brief Overview of Morris County

Morris County, a largely suburban community, is located in the northern part of New Jersey, approximately 30 miles from New York City. It is New Jersey’s seventh largest County, covering about 478 square miles. The County is divided into 39 municipalities, with Morristown as its seat, and is governed by an elected Board of seven County Freeholders. In addition to a large suburban population, Morris County is home to headquarters of name brand firms, major shopping areas, three universities, a two-year County College and a County Vocational Technical School. The array of community agencies, businesses and universities within the area provide the County with a diverse and ever-changing population.

According to 2010 Census data, Morris County has a total population of about 492,276 persons. 36% of these persons were identified as being in households with children, the remaining 64% were identified as single individuals (U.S. Census Bureau, 2010). The median household income in Morris County, based on 2012 estimates, was $95,294, giving Morris County the third highest median household income in New Jersey. The household breakdown showed the median family income at $113,356 and nonfamily households with a median income of approximately $51,364 (U.S. Census Bureau, 2012). In a report released by the United Way of Northern New Jersey (2012), the actual cost of living in Morris County is about $27,272 for singles and $62,290 for a family of four. Both of these numbers are well above the federal poverty guidelines released for 2013, which set the line at $11,490 for singles and $23,550 for a household of four (Department of Health and Human Services, 2013).

Despite the reported median income, the high cost of living combined with the social and economic circumstances, as well as the discrepancy from federal standards leave Morris County with a large number of households without enough income and support to maintain permanent housing. The characteristics of this homeless and at risk population in conjunction with the nature of Morris County, urges the community to diversify the housing options and services available to truly address the needs of the County’s homeless and at-risk populations.
Who are the Homeless?

Data Sources

Knowing how to best serve the homeless, requires a true understanding of the homeless population that is already being seen and served on a daily basis within the community. Morris County utilizes two main sources of data to get an understanding of the homeless population in their system. The first source of data used to assess the homeless population is an Annual Point In Time (PIT) count. Every year, Morris County performs a one night, Point in Time Count in order to get an accurate estimate of the number of homeless households within the County on any given night. The count not only includes homeless households being sheltered through both emergency shelters and transitional housing programs in the County, but street counts are also conducted to get a better grasp on the number of homeless households that are not utilizing sheltering services through the homeless service system in Morris County. Data elements that are collected include household composition, disabling conditions of any household members, as well as some additional information about the household’s homelessness and previous places of residence.

The second source of data is the Morris County Homeless Management Information System (HMIS), which is a web-based database that is used to collect a variety of information on the homeless population being served by individual programs within the County. The information collected includes basic demographic information such as race, ethnicity, age and gender, as well as more detailed information about the household’s homeless situation and the circumstances that surround them including disabling conditions, residence prior to program entry and duration of their homelessness. The system also asks for information related to a household’s discharge when leaving a program, such as destination upon discharge and reason for discharge. The combination of these data elements is used to monitor program performance and provide a gaps analysis for the community. The programs that are entering information into the Morris County HMIS include emergency shelters, transitional housing, outreach, support service only, and permanent housing programs, giving the County data on the full spectrum of services available to the homeless population. Using these two forms of data in collaboration with the anecdotal data from the homeless service providers within the community offers an overall view of the homeless population being served and provides Morris County the information required to plan strategically for the services and housing needs of this population.

It is of note that while the local domestic violence (DV) agency is a key stakeholder in the Continuum of Care, due to confidentiality concerns and federal regulations, DV data in not captured using the HMIS.

Description of the Homeless within Morris County

On January 30, 2013, Morris County set out to count the homeless present in their homeless service system in the Annual Point in Time Count (PIT). During that night’s count, a total of 258 households composed of 346 persons were counted as homeless. This
number consisted of 57 households with children and 201 individual households. 46 (18\%) were unsheltered and 16\% (41) were identified as chronically homeless. Chronic homelessness is defined as an individual or family that has been homeless (living or residing in a place not meant for habitation, safe haven, or emergency shelter) for at least one year or on at least four separate occasions in the last three years and has a head of household that can be diagnosed with a disabling condition, (Department of Housing and Urban Development, 2012).

When comparing the Point in Time Count over the past five years there is a clear increase in the total number of homeless households obtaining shelter from Morris County’s Homeless Service System, but a steady decrease in the amount of unsheltered households found throughout the County. This pattern could be contributed to better outreach to the unsheltered population to engage them in the sheltering services within the community. While the PIT data provides a clear picture of the homeless population on the day of the count, it can be difficult to extrapolate this information to get a true understanding of the homeless population that will be served throughout the year.

Because this is the case, Morris County uses HMIS data to get the most accurate picture of the homeless population being served within the homeless service system. In using the HMIS data, the five-year comparison shows a slightly different picture on the pattern of homelessness within Morris County. While there is a slight increase in the number of households utilizing HMIS participating emergency shelters, the decrease in the number of persons participating in service only programs including prevention services, leads to a dramatic decrease in

Morris County Ten Year Plan to End Homelessness 10
the overall number of homeless households served throughout HMIS participating programs. The discrepancy between HMIS and Point in Time data could be due to the programs included in both counts, for this reason both sets of data provide important aspects to consider when depicting the homeless population of Morris County.

To get a better understanding of the specific characteristics of the homeless population in Morris County, data from the 2012 calendar year has been analyzed and described. During 2012, 1,464 households composed of 1,890 persons were served in HMIS participating support service, emergency shelters, outreach, and transitional housing programs within Morris County. Similar to the Point in Time data, 1,209 (83%) of households served were individuals while the remaining 17% (255) represented families, which included both households with children and adult couples without children. 71% (181) of families were single parent households, 92% of which had a female head of household. The average family household size throughout all program categories was 3 persons.

The majority of households served during this time period (56%) were served by a support service only program, with 74% (609 households) seeking one or a combination of financial assistance related to housing, utilities, moving expenses, or other financial assistance. 57% of the households requesting services through these services only programs were also looking to obtain some form of drug treatment service. This high usage of support service only programs speaks to the importance of prevention and support service programs within the County. A decrease in the availability of these programs would most likely lead to an increased number of homeless households needing and utilizing the housing programs within Morris County.

Basic demographics of the population served by these HMIS participating programs show a homeless population that is 62%
male and 38% female, which differs from the total population in which 51% are female (U.S. Census Bureau, 2010). The age range of the persons served depicts an older population in which 31% of the total population is between the ages of 50 and 65 years old. The average age of children served in these programs was 9 years old. The large majority of this population, 82%, identified their race as white, and 85% identified their ethnicity as Non-Hispanic. Of the population served, 69% identified having at least one disabling condition, with 29% of the total reporting having more than one condition. Of this 69%, the most commonly identified disabling condition was substance abuse with 650 persons (61%) reporting issues related to alcohol or drug abuse. The following is a breakdown of the disabling conditions identified for this population:

<table>
<thead>
<tr>
<th>Disabling Condition</th>
<th>Persons Identified</th>
<th>Percent of Total Disabled</th>
<th>Percentage of Total Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chronic Health Condition</td>
<td>243</td>
<td>23%</td>
<td>13%</td>
</tr>
<tr>
<td>Developmental Disability</td>
<td>50</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>HIV/AIDS</td>
<td>145</td>
<td>14%</td>
<td>8%</td>
</tr>
<tr>
<td>Mental Health</td>
<td>461</td>
<td>43%</td>
<td>24%</td>
</tr>
<tr>
<td>Physical Disability</td>
<td>116</td>
<td>11%</td>
<td>6%</td>
</tr>
<tr>
<td>Substance Abuse</td>
<td>650</td>
<td>61%</td>
<td>34%</td>
</tr>
</tbody>
</table>

The characteristics of an older homeless population in conjunction with the disabling conditions identified show an apparent need for support services and assistance to address the behavioral health as well as medical conditions, likely to be present in the homeless population within Morris County.

With the variety of HMIS data elements that are collected, there is an ability to look more closely at specific characteristics to get a better sense of the type of population these Morris County programs are working with. These additional data elements show that about 76 or 5% of adults served during 2012 identified themselves as a veteran. Another 7% (104) of households reported experiencing some form of domestic violence prior to program entry. These characteristics can lead to specific service requirements expected of the programs the participants are being served at.

When looking at the education level of the adults served in the HMIS participating programs, 51% had obtained their high school diploma or G.E.D., with an additional 20% having obtained some form of post-secondary education. This number is higher than the state
average of only 9% of adults having some form of post-secondary education. When missing data is removed, there is approximately 21% of the population in Morris County that has less than a high school diploma or equivalent, which is lower than the states average at 25%.

Although the education of this population may be higher than in other areas of New Jersey, 51% (744) of households had no form of income, and only 13% had some form of earned income. The most common form of income was either SSI or SSDI payments with 15% of households receiving these forms of income. In addition, 55% of households had no connection to non-cash benefits that may be available to them. The most received non-cash benefit was Food Stamps with 37% of households receiving Food Stamps. The lack of income, non-cash benefits, or both within this population can have implications for the type of services they require when working to obtain housing, such as employment training or connection to the income or non-cash benefits they are currently not receiving but may be eligible for.

While demographic information provides the basic picture, to fully understand the homeless population being served within Morris County it is essential to examine the characteristics of not only the household but also that household’s homelessness as well. Of the 1,225 households that were identified as homeless, 57% identified experiencing 0 or 1 episodes of homelessness. For 43% of these households, the duration of their homelessness lasted between 0 and 30 days, which was the most common experience among the homeless households. Only 8% or 103 households were identified as being chronically homeless in these programs during 2012, which is slightly lower than the number of chronic households found in the most recent Point in Time Count.
When considering the cause of homelessness of the individuals and families served in the Morris County Homeless Service System, 19% of the population identified drug or alcohol abuse as the main contributing factor to their homelessness. The second most common reason was being asked to leave their shared residence which was reported by 17% of the households. This response is further supported with 30% of households identifying staying or living with family members or friends as their residence prior to program entry. Examining the characteristics and situational factors surrounding the homeless population within the County, allows the Morris County Homeless Service System to better shape its programs around the needs and attributes found throughout the population, ensuring them to be most appropriately served.
The Current Homeless Service System in Morris County

The Homeless Service System currently in Morris County provides a wide spectrum of programs designed to assist the homeless populations they are serving in obtaining permanent housing. These programs include emergency shelters, transitional housing, and permanent housing programs as well as a Safe Haven, and a variety of support service only programs throughout the County.

Based on the 2013 Housing Inventory Chart (HIC) that was reported to the Department of Housing and Urban Development, Morris County has approximately 132 beds of emergency shelter in the community. This bed count does not include the voucher beds administered by the Office of Temporary Assistance, which provide emergency shelter through hotel/motel placements within the community. At the time of the HIC there were 60 voucher beds in use. In addition to emergency shelter there are 142 transitional housing beds, 20 beds from the local Safe Haven, and approximately 154 beds of permanent supportive housing. Of the beds available the following breakdown details the bed available for families and individuals in the community:

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Beds Available for Individuals</th>
<th>Beds Available for Households with Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter</td>
<td>59</td>
<td>73 (24 units)</td>
</tr>
<tr>
<td>Transitional Housing</td>
<td>76</td>
<td>66 (26 units)</td>
</tr>
<tr>
<td>Safe Haven</td>
<td>20</td>
<td>0</td>
</tr>
<tr>
<td>Permanent Supportive Housing</td>
<td>98</td>
<td>56 (23 units)</td>
</tr>
</tbody>
</table>

The breakdown above clearly shows a higher number of housing program beds available for individual households over units available for homeless families. Households enter these housing programs based on the bed availability and ability of the household to meet the eligibility requirements of the individual programs, which include household composition, resources, and the circumstances surrounding their homelessness. Some programs may have more strict eligibility requirements than others based on the populations they serve or funding they receive.

With the goal of ending homelessness, the Morris County Homeless Service System would ideally be functioning in a way that enabled households to move quickly from emergency shelter and transitional housing into stable permanent housing, either in the community or through a permanent supportive housing program. When analyzing the data for these housing programs in HMIS and through anecdotal data, it is found that this may not be the case in many instances. Both individual factors as well as programmatic restrictions can and do prevent households from utilizing the system and obtaining permanent housing.
During the 2012 calendar year, 476 households were served in the 70 units available in the HMIS participating emergency shelter programs. 63% of these households were individual males served through the nightly emergency shelter within the community. An additional 149 households were provided hotel/motel vouchers through the Office of Temporary Assistance for the same time frame. In looking at the 625 total households served, the average length of stay in the emergency shelter was 61 days. Of the 608 households that were discharged during this same time frame, 32% were discharge to permanent housing destinations. Although this is the case 52% went to unknown destinations, 12% moved on to other temporary destinations such as other emergency shelters or temporarily living with family and friends, and only 1% were discharged to a transitional housing program in the community. 49% of these households had unknown or undetermined reasons for exiting upon discharge from the program.

During the same 2012 calendar year, 148 households were served in 102 units of transitional housing, which includes the 20 units from the Safe Haven in the County. The average length of stay in these transitional housing programs was 302 days or approximately 10 months. Out of the 127 households that were discharged from these transitional housing units, for this time frame, 46% moved on to permanent housing. 31% found themselves in temporary destinations such as emergency shelter or living with family and friends temporarily, and an additional 12% of the households were discharged to a different transitional housing program within the community. The most common reason for discharge from transitional housing programs was completion of program with 61%.

This data demonstrates the fact that while Morris County does have a variety of programs working to house and assist the homeless population in finding permanent housing, there are areas in which an improvement in the overall system is necessary and would greatly improve the outcomes for both the programs, as well as the homeless households they are
serving. In order to have a well functioning homeless service system, the system must include formalized and comprehensive options for each system component described below that work in coordination to create the overall system.

**Components of a Homeless Service System:**

- **Coordinated Assessment** – A formalized process designed to coordinate program participant intake, assessment, and provision of referrals
- **Prevention** – Short-term financial assistance or services to preserve households ability to maintain their current permanent housing
- **Diversion** – Services provided to households seeking shelter to help them either remain in current permanent housing or identify other stable housing options to avoid entering the emergency shelter system
- **Rapid Re-Housing** – Short-term rental assistance and support services provided to households in housing units within the community to enable stabilization and self-sufficiency
- **Emergency Shelter** – Temporary shelter provided to households with no other housing options
- **Transitional Housing** – Temporary housing and intensive support services provided to specialized populations for a time frame of 18 – 24 months
- **Permanent Supportive Housing** – Permanent housing with long-term rental assistance and support services provided
- **Permanent Housing** – Leasing based housing in the community
- **Support Services** – Services tailored to the household to promote self-sufficiency and overall well being that are provided throughout the homeless service system

Although Morris County does have elements of the homeless service system components, the HMIS data as well as anecdotal data demonstrate the need for system wide improvements and adjustments. The strategies outlined in this Ten Year Plan to End Homelessness were created to address the major areas of impact with the goal of enhancing and advancing the overall Homeless Service System of Morris County.
Section 3: Areas of Impact and Strategies of the Ten Year Plan

During the Ten Year planning process in Morris County, there were many considerations around the areas that would have the most impact on the current homeless system. From these discussions, there were five main areas of impact that groups felt should be the focus of the Ten Year Plan. These areas of impact include the following:

- Coordinated Systems
- Prevention
- Access to Services
- Discharge Planning
- Permanent Housing

These areas of impact were seen as the main areas that if improved upon would greatly improve the efficiency and effectiveness of the homeless system within Morris County. Through the use of subcommittees and focus groups, strategies on how to best improve each area of impact were developed. In addition to the strategies, the planning groups also established action steps for each strategy they identified. These action steps were created as a guide for the implementation process of the Ten Year Plan. The following pages in this section detail both the areas of impact and the strategies identified as most important to the Morris County Homeless System.
Section 3 – Areas of Impact and Strategies of the Ten Year Plan

Coordinated Systems

Description:

Homeless individuals and families enter a homeless system due to a variety and usually a combination of social, economic, emotional and medical circumstances. With this being the case, no one program, agency or government entity has the financial ability or expertise to provide all services required by the homeless populations they serve. An essential piece of an effective homeless system is the coordination of the service providers and agencies that make up the system.

For this reason, Morris County has identified the need to improve the coordination between all facets of their homeless service system as a high priority of their Ten Year Plan to End Homelessness. This coordination of services needs to include all agencies and providers of the different types of services within the system, such as prevention, diversion, support services, emergency shelter, transitional housing, permanent housing, and include agencies that do not identify as homeless only, but do serve and come in contact with homeless persons. It is only through this coordination that programs will be able to best serve the clients that are coming to their door for help. Without having a coordinated homeless system that has the ability to address all areas of concern for the client it will be much more difficult for the homeless population entering the system to obtain and maintain permanent housing and may lead to households cycling in and out of the system and between programs. True coordination allows programs to provide appropriate referrals based on clients needs and truly comprehensive service provisions to respond to the client’s housing barriers.

Strategies Identified:

1. Develop and adopt a standard and coordinated assessment system

2. Enable the Homeless Management Information System of Morris County to allow increased data sharing among community agencies

3. Implement a SSI/SSDI Outreach, Access and Recovery initiative
Coordinated Systems Strategy #1:
Develop and adopt a standard and coordinated assessment system

Purpose:

As the system currently stands, a homeless household can enter the Morris County Homeless Service System through any agency in the system. The agency will perform an intake and assessment based on the areas they find most appropriate for the programs they provide. If the household meets the eligibility criteria of that agency’s program, and a bed is available, the household will be accepted into the program. If the household is not eligible for the program, or a bed is not available, the agency will refer the household to other agencies in the community that may have appropriate programs or services available. This intake process in Morris County is program centered and relies on the assessment and determinations of the individual programs. While this process may work for many households, there are many that fall through the cracks due to strict program requirements, or move from program to program seeking appropriate housing services.

In creating a coordinated assessment system, a community is establishing and standardizing the way a homeless family or individual enters their homeless service system. There are many ways a community can choose to set up their assessment system, whether it be a single point of entry, multiple agency access, or a virtual system. Regardless of the type of system the community establishes, it is through this system that all homeless persons would be assessed using a single, standard assessment tool. This tool would assess the client based on their service and housing barriers and needs. Based on the results of this client-based assessment, the agency performing the assessment would be able to determine the most appropriate type of homeless service or program for that specific client.

By developing a coordinated assessment system, Morris County will be able to have a more streamlined process to refer and serve the homeless while also ensuring the process stays truly client centered. A coordinated assessment system will not only allow Morris County providers to determine client programs needs more efficiently, but will also assist the County in identifying the gaps in their homeless service system. Ultimately, a coordinated assessment gives the clients a better chance of obtaining permanent housing by basing the services they receive on their actual needs, while allowing the community to utilize their resources for the more appropriate and needy populations.

Because of the ability of a coordinated assessment system to greatly improve a homeless service system, the U.S. Department of Housing and Urban Development has made the use of a coordinated assessment a requirement under their recently released Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act regulations. With both the new requirement and the demonstrated success of established coordinated assessment systems, many agencies and organizations have released guidance and success stories for designing and implementation of a coordinated assessment system.
Action Steps:

1. Determine what agencies and programs will be involved in and utilizing the coordinated assessment system

   a. Establish and update, if necessary the eligibility requirements of all programs involved in the system

      i. Eligibility requirements should be as open as possible to allow as much of the homeless population in Morris County to be served

   b. Have Memorandums of Understanding signed with all agencies in the community agreeing to adopt and utilize coordinated assessment tool and system

2. Formalize diversion tactics that are currently being used and should be utilized within the community and within the coordinated assessment process

3. Create an assessment tool that meets the needs of the community programs

   a. Evaluate assessment tools currently being implemented in coordinated assessment systems throughout the Country

   b. Develop a tool combining assessment tools currently being used in Morris County with the successful tools found, ensuring the tool addresses all housing and service barriers present in Morris County

4. Develop a phase in plan for implementing the assessment tool within the community

   a. This plan will describe the structure of the assessment system including what agencies will be responsible for completing the assessment and how the referral system should be conducted

   b. During this process, a plan should be created regarding how to encourage additional agencies and system components to agree to utilize and participate in the coordinated assessment system

5. Incorporate the assessment tool into Morris County’s Homeless Management Information System for all participating agencies to enable more efficient client and service tracking and a quicker referral process

Implementation Timeframe:

1 – 3 years into implementation of Ten Year Plan
Coordinated Systems Strategy #2:  
Enable the Homeless Management Information System of Morris County to allow increased data sharing among community agencies

Purpose:

As discussed in previous sections of this plan, the Homeless Management Information System (HMIS) of Morris County is a web-based database in which homeless service providers enter information about the clients they are serving in their programs. This data ranges from demographic characteristics to what specific services a client received from the agency. The current HMIS for Morris County does not allow agencies to share anything other than a few basic pieces of demographic information among other community agencies. The inability of community agencies to share additional elements of data can inhibit them from getting the full picture of the client’s needs and in many cases can lead to the duplication of services by multiple agencies for the same client.

In order to move forward and improve the coordination of their homeless service system, Morris County has decided to establish data sharing in their Homeless Management Information System, for agencies willing to participate. This data-sharing network would provide agencies with the ability to decide what information they would like to share with other agencies. The data shared would be done so with the intention of providing more comprehensive and less duplicated services to clients. Enabling data sharing would also improve the ability of agencies to refer clients to appropriate providers by seeing what programs they have been in the past, and their success in these programs.

A Homeless Management Information System that allows for data sharing is also an integral piece of a coordinated assessment that is being implemented through HMIS. Sharing certain data elements would allow for a more proficient assessment and referral system. Having a coordinated assessment system in a HMIS system that has the data sharing capability also assists Morris County in better tracking the homeless population they are serving. Through this tracking, the County will be able to demonstrate the client’s progress toward their individual and the community wide goal of permanent housing.

Action Steps:

1. Increase agency participation in Morris County Homeless Management Information System
   a. Identify agencies and programs that should be, but are not currently involved in HMIS
   b. Work with identified agencies to overcome barriers to utilizing HMIS to increase participation of homeless service providers within the community
   c. Establish a system for including aggregate data provided by domestic violence agencies to ensure comprehensive data collection
2. Develop and utilize a Universal Release Form to be signed by all persons entering the Morris County Coordinated Homeless System to allow for data sharing among agencies whether in the HMIS or outside of it.

3. Define the purpose of data sharing within the HMIS
   a. Establish guidelines for sharing data within the HMIS for participating agencies. Guidelines should include:
      i. What data is to be shared
      ii. Who will have access to the shared data within the HMIS
   b. Obtain Memorandums of Understanding from all agencies participating in the data sharing within the HMIS
   c. Define the role of data sharing in the coordinated assessment system

**Implementation Timeframe:**

1 – 3 years into implementation of Ten Year Plan
Coordinated Systems Strategy #3:  
Implement a SSI/SSDI Outreach, Access and Recovery initiative

Purpose:

The SSI/SSDI Outreach, Access, and Recovery (SOAR) initiative began in 2005 and was developed to better assist individuals who were homeless to obtain SSI/SSDI benefits by improving their ability to navigate the application process. SOAR works to create a smoother application process by bringing together the necessary social service providers, state and local agencies to both open the communication as well as develop a comprehensive and coordinated process to help homeless persons obtain the benefits necessary for their survival. SOAR also provides trainings to caseworkers that are assisting the homeless persons to improve their abilities and provide them the information needed to assist these individuals through the application process. States who have successfully implemented SOAR programs within their communities have experienced improvements not only in the number of SSI/SSDI applications being approved for benefits but have also seen improvements in the time it takes for application decisions to take place because of the more open and established communication and process (Kauff, Brown, Altshuler, Denny-Brown, & Martin, 2009).

With only 15% of the homeless population in 2012 receiving SSI/SSDI benefits, Morris County feels that implementing a SOAR initiative could greatly improve the ability of the homeless households served within the community to obtain these essential benefits. Select agencies within the County have attended initial training sessions and believe continued implementation could greatly impact the homeless and would also be a more effective use of caseworkers time than the current process being used. It is through the coordination required to fully implement a SOAR initiative that the process in Morris County could become expedited and truly improve the ability of homeless persons to navigate the system.

Action Steps:

1. Identify agencies that should have SOAR liaisons and host two trainings on the SOAR initiative with identified agencies

2. Cultivate relationships to identify the appropriate person with both Social Security and Adjudicator’s Office to be designated as SOAR liaisons to fast track certain cases

3. Research funding sources for a SOAR designated caseworker for the County

4. Secure funding to allow Legal Services to work with cases in which their services are necessary to move forward

Implementation Timeframe:

1 – 3 years into implementation of Ten Year Plan
Section 3 – Areas of Impact and Strategies of the Ten Year Plan

Prevention

Description:

One of the most effective ways to end homelessness in any County is by preventing a household from entering the homeless system in the first place. As its first line of action, Morris County has identified prevention efforts as one of the areas of impact for their Ten Year Plan to End Homelessness. Although Morris County does currently have homeless prevention programs that work to assist families and individuals at risk of becoming homeless, there are a rising number of households that are fluctuating on the borderline of homelessness. In a report released by the United Way of Northern New Jersey (2012) detailing the characteristics of the ALICE (Asset Limited, Income Constrained, Employed) population, 23% of households in Morris County during 2010 were struggling to afford the basic needs of their households. This 23% represented 5% who fell below the U.S. poverty level and 18% who were classified as this ALICE population. ALICE describes households in which they have income above the poverty line but not enough to adequately meet the financial needs of their household based on the Household Survival Budget. This 23%, which was a 10% increase from the previous report released in 2007, accounted for approximately 40,753 households in Morris County that may have been on the brink of homelessness and could have required assistance had an emergency or other conflict occurred in the household (United Way of Northern New Jersey, 2012).

With the increasing need for prevention services, Morris County recognizes the need to enhance the current prevention system within the community. The strategies identified below were developed to both better the overall access to the prevention service system as well as reform specific services that are currently being provided. It is through these strategies that Morris County will work to increase the number of households who are able to maintain their permanent housing and avoid entering the homeless service system.

Strategies Identified:

1. Enhance coordination and utilization of current 2-1-1 system

2. Create a targeted educational series on the issues that are present in the homeless populations being served

3. Expand and strengthen senior intensive supportive services with the community

4. Improve access to affordable childcare for households with children
Prevention Strategy #1:  
Enhance coordination and utilization of current 2-1-1 system

Purpose:

NJ 2-1-1 is a statewide phone in and internet based information resource center. The goal of 2-1-1 is to assist persons in need to locate and access the services that are most appropriate for their situation (NJ 2-1-1 Partnership, 2012). Services could include shelter, senior services, social services, day care facilities, and affordable housing units to name a few. 2-1-1 collects eligibility and service information from local service agencies and provides callers with the most appropriate resources based on this information.

Although Morris County does have their 2-1-1 system actively in use, due to their ability to store a wide variety of information, the system has the potential to greatly improve their impact on the community as a referral center. In order for this to be the case, it is essential that all agencies and service providers within the community keep their information updated within the 2-1-1 system and actively encourage or work with clients to increase its utilization. Morris County recognizes that the 2-1-1 system could be an invaluable resource as the referral center for the homeless community if used properly.

Action Steps:

1. Require annual agency information updates to be provided to 2-1-1
   a. If a major change occurs within the agency throughout the year, the agency must send this updated information to the 2-1-1 system before the required annual update

2. Expand the volunteer network to assist in the maintenance of the 2-1-1 system by:
   a. Educating the community and agencies on the accessibility and usefulness of the 2-1-1 system
      i. These efforts should be targeted to specific populations that are known to not use 2-1-1, such as schools and other areas where prevention could be beneficial
   b. Helping 2-1-1 with updating and maintaining accurate agency and prevention service information

3. Ensure community agencies are promoting the use of 2-1-1 both in their agency setting as well as by their clients

Implementation Timeframe:

1 – 3 years into implementation of the Ten Year Plan
**Prevention Strategy #2:**
Create a targeted educational series on the issues that are present in the homeless populations being served

**Purpose:**

When working with the homeless population in Morris County, as in many other communities, there is one issue that arises fairly often that works to prevent continued progress within the homeless community. This barrier is the stigma that surrounds the homeless population and the lack of knowledge and understanding of the homeless community and service providers. This stigma and lack of knowledge can lead to difficulties for the homeless population. Some agencies, landlords or community providers may be reluctant to serve these households due to the stigma they carry with them. Homeless individuals or families may also be averse to reach out for services because of the negative feelings or beliefs of the homeless service system.

Morris County recognizes this issue within their community and is determined to raise awareness of the true issues that are present and services that are available for the homeless and at risk populations. Improving the perception of the homeless population and service system within Morris County among not only the general public, but also housing authorities, landlords and other community providers that may encounter homeless persons may help make these persons more willing with work with the homeless service providers and households they are working with. Morris County would like to tackle this barrier by providing educational series and incorporating homeless issues into workshops that are already taking place to continue to raise awareness and also work to decrease the stigma associated with the homeless population in Morris County.

**Action Steps:**

1. Assemble a subcommittee to host a series of educational workshops that will be held throughout the year targeting and addressing different areas that affect the homeless and at risk populations (i.e. mental health, youth and families on housing that is affordable, etc.)
   
   a. Reach out to community groups currently providing education workshops to partner with them moving forward to incorporate homeless issues in current workshops being provided

   b. Provide additional workshops based on areas not currently being covered

2. Update and strengthen the Cross Systems Review Committee’s “agency to agency training project” for case managers

**Implementation Timeframe:**

4 – 6 years into implementation of the Ten Year Plan
Prevention Strategy #3:
Expand and strengthen senior intensive supportive services within the community

Purpose:

In order to have a truly comprehensive prevention system, Morris County has worked to ensure its prevention services are available and serving the needs of the variety of subpopulations present in the community. One population that has been identified as having an increasing need is the senior homeless population. During 2012, 9% of the households obtaining services through a HMIS participating service providers within Morris County were age 60 or above. It has been found that older homeless adults are more likely to have functional impairments, depression, and chronic medical conditions when compared to non-homeless adults of the same age range (Brown, Kiely, Bharel & Mitchell, 2012). Morris County currently has senior intensive support service programs that target older adults with mental health and substance abuse issues who may be at risk of losing their housing in attempt to prevent their homelessness.

Because Morris County recognizes the senior population as an ever increasing population, with 10% of the 2012 HMIS population served reaching 60 within a few years, an expansion of their current senior intensive programs are necessary. Working to keep these households in their permanent housing while continuing to connect them to services within the community that are deemed appropriate for them will better serve this subpopulation and will improve their chances of remaining in permanent housing and maintaining their self-sufficiency.

Action Steps:

1. Make connections with community partners currently providing services to the senior population

2. Identify the most prominent needs of the senior population within Morris County

3. Establish funding to expand services being provided to this population
   a. If there are gaps in the services needed, additional funding should be used to create a new area outside of the current services to address this established need

Implementation Timeframe:

4 – 6 years into implementation of the Ten Year Plan
Prevention Strategy #4: Improve access to affordable childcare for households with children

Purpose:

Although there are many reasons why families end up in or at risk of homelessness, Morris County has identified access to affordable childcare as a major area of concern for their homeless and at risk families. The average annual cost for childcare in Morris County is $12,475 per child, with higher costs associated with younger children (New Jersey Association of Child Care Resource and Referral Agencies, 2012). For 2012, the U.S. Census Bureau estimated that 15.3% of the population within Morris County has a total income of $34,999 or less (U.S. Census Bureau, 2012). This number results in childcare expenses accounting for approximately 35% of the household’s overall income and in most cases more. With childcare prices so high, it is extremely hard for families, especially single parent families to avoid or move out of homelessness. Improving access to childcare for both families experiencing homelessness and at risk of becoming homeless would further allow adults in the household to obtain or maintain employment instead of staying home with the children. Through this employment and decreased cost for childcare more families will be able to provide the resources necessary to keep their families out of homelessness.

Action Steps:

1. Further engage Child & Family Resources in the homeless system and homeless planning processes within Morris County

2. Spread knowledge of childcare programs currently available to families in need that are obtaining services through community agencies

3. Create additional childcare programs to address the current gaps in services available to the homeless and at risk populations

   a. Review current funding sources and programs for childcare services, including before and after care programs

   b. Evaluate the child care needs of the homeless and at risk population within Morris County

   c. Identify available funding sources for additional childcare programs to address the needs identified

Implementation Timeframe:

7 – 10 years into implementation of Ten Year Plan
Access to Services

Description:

A key component in any homeless household’s ability to both obtain and maintain permanent housing is the supportive services they have access to. Through the participation in supportive services households are able to work towards and learn the skills required to obtain self-sufficiency within their permanent housing. Morris County currently has a wide variety of services available to the households that are in the homeless service system, including case management, substance abuse services, mental health services, employment services and many more. A total of 820 persons or 609 households received services from a HMIS participating support service only program. This program category was the most utilized in the Morris County Homeless Service System in 2012. While this is true, the needs of the homeless population within the County continue to change and become more complex. For this reason, Morris County identified areas within their service system that could be improved. These improvements would assist the homeless population to not only increase access to certain services but would improve the quality of the services being provided to identified populations within the County.

Strategies Identified:

1. Improve access to and quality of case management services currently provided within Morris County’s Homeless Service System

2. Expand the amount of available comprehensive case management services for the homeless population present in Morris County

3. Optimize and adjust education and employment services to be most appropriate for the homeless and at risk populations

4. Enhance the ability of homeless households to obtain legal assistance needed to move forward with housing options

5. Increase access to adequate transportation for homeless and at risk households

6. Restructure current shelter system to better serve and shelter homeless women and households with children within the County
Access to Services Strategy #1:
Improve access to and quality of case management services currently provided within Morris County’s Homeless Service System

Purpose:

While there are many services that could assist a homeless person in their time of need, case management is one of the most basic and essential services to a homeless person’s ability to move on to and maintain permanent housing. Case managers in Morris County are involved in all areas of the homeless service system and can play an instrumental role in a homeless household’s ability to move forward to permanent housing. Most times, case managers take on the responsibility for keeping up with the needs and daily responsibilities of the household while they manage their way through the system. Case managers can be the connection between the household and homeless service system by linking them to needed service providers, mainstream benefits, and even employment.

Due to staff turn over in agencies or changes in the services available within Morris County, case managers may sometimes have a difficult time staying up to date on the availability of services in the community and best options for their clients. With case managers playing such an important role within the homeless system, Morris County is dedicated to ensure that all case managers are aware of all services within the community and the best way to work with the homeless populations they are serving. The County feels that increasing trainings and resources available for case managers will further improve the work they do with their clients and their clients’ ability to navigate the system to eventual permanent housing.

Action Steps:

1. Provide trainings geared specifically to case management staff to assist them in their ability to provide quality case management (i.e. empathy training)

2. Implement an annual resource meeting for all case managers to improve knowledge of resources available throughout the community

3. Update and redistribute the “First Call for Help” Resource Book to be used by case managers working with homeless households in the community

Implementation Timeframe:

1 – 3 years into implementation of Ten Year Plan
Access to Services Strategy #2:
Expand the amount of available comprehensive case management services for the homeless population present in Morris County

Purpose:

As detailed in the previous strategy’s description, case management is a key element in the homeless service system within Morris County. Although there are many agencies that provide case management to designated programs and subpopulations within the homeless system, due to a lack of resources, this case management is not always available to all populations and can be time limited depending on the program the household is being served in. Based on 2012 HMIS reported data approximately only 35% of the population served in Morris County HMIS participating shelters, transitional housing and service only programs received some form of case management.

In order to improve the services of their homeless system, Morris County has chosen to focus their efforts on increasing the amount of case management they have available throughout all program categories. Case management services would be beneficial to populations in all types of programs including permanent housing. Because case management in the permanent housing environment requires a long-term commitment and households that continue to enter the homeless service system will also require these services, there is an undeniable need to increase the overall amount of case management within Morris County.

Actions Steps:

1. Identify what community agencies have the capacity to increase their case management services

2. Evaluate what populations are most at need for additional case management services

3. Determine funding sources to increase the case management available to the most in need populations

4. Amplify the number of culturally diverse case managers in the community to accommodate a larger amount of the homeless population

Implementation Timeframe:

4 – 6 years into implementation of Ten Year Plan
Access to Services Strategy #3: Optimize and adjust education and employment services to be most appropriate for the homeless and at risk populations

Purpose:

With the decreasing status of the economy, more and more households are becoming homeless due to a loss or decrease in employment or benefits. For the 2012 year, approximately 14% of the homeless population served in HMIS participating agencies identified loss of job/benefits as their cause of homelessness. The only way a household is able to maintain permanent housing is to secure enough consistent income required to maintain that permanent housing. In most instances, the key to sustainable employment is quality of education. For 2012, 72% of households served in Morris County had a high school diploma, G.E.D. or higher education yet only 13% had some form of earned income.

With the major discrepancy in these numbers, it is critical for Morris County to focus their attention on the education and employment options for the homeless populations they are working with. In order to do this, Morris County has identified strategies that will enhance the ability of homeless households to both improve their job readiness, as well as, obtain long term and stable employment. Focusing on these two areas within the homeless community will not only assist in the maintenance of permanent housing among these households but will also lead to overall improvements in their quality of life.

Action Steps:

1. Calculate outcomes of current employment programs to determine if they should be refocused to better serve the homeless

2. Develop education plans for clients in which further education is necessary
   a. Assess clients educational needs to obtain an employment level required to maintain permanent housing
   b. Distinguish costs associated with identified educational needs to determine if needs are realistic and appropriate for client, making adjustments if necessary

Income of Total Households

- Earned income: $n = 186 (13%)
- Other forms of income: $n = 534 (36%)
- No income: $n = 744 (51%)

Morris County Ten Year Plan to End Homelessness
Section 3 – Areas of Impact and Strategies of the Ten Year Plan

3. Improve access to job training and workshops for the hard to hire populations within the County

4. Foster connections with agencies and businesses open to working with and hiring the more difficult populations to provide more employment options for the homeless community

Implementation Timeframe:

4 – 6 years into implementation of Ten Year Plan
Access to Services Strategy #4:
Enhance the ability of homeless households to obtain legal assistance needed to move forward with housing options

Purpose:

In working towards their goal of permanent housing, many homeless households experience instances in which they need legal guidance. Most homeless individuals and families are not aware of their legal rights, which can lead to conflicts with landlords or agencies going unresolved. Some of these conflicts can, in the end, induce homelessness or complicate the homeless situations they find themselves in. With legal services having the ability to positively impact the homeless community, Morris County has identified legal services for the homeless population within the County as an area for improvement during the implementation of the Ten Year Plan. Within Morris County’s existing homeless service system there are legal services offered for certain cases. The action steps created around legal services work to increase both the affordability and appropriateness of the services available to the homeless of Morris County. Expanding and enhancing the ability of homeless households to obtain affordable legal services may allow more households to address the legal barriers that may be preventing them from obtaining or maintaining their permanent housing.

Action Steps:

1. Facilitate relationships with local law firms and Legal Services of Northwest Jersey to provide pro bono services for homeless households within the County

2. Transform current legal services available to more accurately meet the needs of the population they are serving

   a. Services need to include financial literacy, credit checks, etc.

Implementation Timeframe:

4 – 6 years into implementation of Ten Year Plan
Access to Services Strategy #5:
Increase access to adequate transportation for homeless and at risk households

Purpose:

A major barrier that can inhibit the forward progress of homeless households within Morris County is the lack of adequate transportation around the County. Many households while attempting to work towards permanent housing have difficulty finding housing that is in close proximity to the services or employment that is needed to improve their housing situation. Some programs in Morris County have the ability to provide transportation for clients in their programs, but there are many instances where homeless households will not have access to the transportation they require. The inability of homeless households to travel the distance of the County can greatly restrict where they look for and the options available to them for permanent housing, supportive services, childcare and many times employment. Refining the transportation options for homeless households in Morris County would greatly improve their ability to move forward to permanent housing. It would allow households to look outside of their immediate proximity of affordable permanent housing they find for all of the services, education and employment that will help them better their quality of life.

Action Steps:

1. Create transportation resource guide outlining all current transportation services available in Morris County

   a. Resource guide should distinguish transportation that is available through community programs

2. Convene transportation stakeholders to strengthen the infrastructure of the transportation systems throughout the County

Implementation Timeframe:

7 – 10 years into implementation of Ten Year Plan
Access to Services Strategy #6:
Restructure current shelter system to better serve and shelter homeless women and households with children in Morris County

Purpose:

According to 2010 Census data, women represented 51% of Morris County’s total population, and households with children represented approximately 36% of the total households within the County (U.S. Census Bureau, 2010). Although this is true, during 2012, only 16% of persons served in HMIS participating emergency shelters were women, and only 8% of the total households served were families with children. This lack of representation of women and households with children in the emergency shelter system demonstrates the need to adjust and restructure the current system to accommodate more women and households with children in need of this service.

Emergency shelter is one of the first services sought for women and families who find themselves in a possible homeless situation. Without an emergency shelter program to go to many women may seek shelter in destinations that are not appropriate for human habitation, especially for families with children. Unfortunately, due to program eligibility requirements, many women and families are not able to obtain the shelter and associated services available to other populations within the County. It is a goal of Morris County’s Ten Year Plan to End Homelessness to restructure its sheltering system to be more inclusive and provide more shelter options for women and households with children. This goal includes looking at non-traditional models that could be used as an immediate housing option for the women and households with children present in the community.

Action Steps:

1. Analyze the most appropriate form of emergency shelter for women and children seeking to be served in the Morris County Homeless System

   a. Explore alternative options for emergency shelter such as rapid rehousing possibilities

2. Evaluate ability of current shelter programs to increase capacity to accommodate more women and households with children

3. Secure additional funding to more efficiently serve and shelter women and households with children in need of emergency shelter

Implementation Timeframe:

7 – 10 years into implementation of Ten Year Plan
**Discharge Planning**

**Description:**

As identified in previous strategies of this Ten Year Plan document, one of the best ways to end homelessness is by preventing households from entering the homeless system from the beginning. One piece of this strategy is the use of prevention services but another essential piece is the use of appropriate discharge planning procedures by community agencies and institutions that come in contact with the homeless population. In Morris County, homeless service providers are not the only agencies or institutions that come in contact with the homeless population. Many homeless households turn to emergency rooms in hospitals for shelter on cold nights or end up in the jail or prison system due to negative behavior sometimes associated with their homelessness.

22% of the homeless households enrolled in a HMIS participating shelter, transitional or service only program during 2012 classified their residence prior to program entry as some form of institution/hospital setting or identified their cause of homelessness as being released from one of these institutional settings. With this number representing almost a quarter of the population being served in the homeless service system, Morris County has established a need to improve the discharge planning process for the County. Increasing successful discharge planning within the County will decrease the number of households entering the homeless system by identifying more appropriate destinations for them upon discharge. This improved process will not only assist the communication and process of community agencies and institutions but also enable more homeless households to obtain permanent housing after discharge.

**Strategies Identified:**

1. Develop an educational curriculum for discharging institutions in Morris County
2. Outline a standard discharge planning system to be utilized throughout the County
3. Convene a coordinated case management taskforce with partnering institutions to assist with successful discharge planning
4. Enhance and design specialized services for persons exiting institutions in Morris County
Discharge Planning Strategy #1:
Develop an educational curriculum for discharging institutions in Morris County

Purpose:

Changes occur in a homeless service system on a daily basis. Programs may run out of funding for a particular service or may gain funding for another. In this ever-changing atmosphere it is difficult for service providers responsible for the homeless population to stay atop of the current services and resources available. This task is made even more challenging for institutions that deal with a variety of populations that have different needs along the human service spectrum. Unfortunately, when it comes to discharge planning for persons leaving institutions this level of knowledge and understanding of resources is necessary.

Without a complete and well rounded knowledge of services available for the different homeless subpopulations there is a high chance for a referral to be made that is not appropriate for the client. When a homeless household is discharged to a program they are not eligible for or that is not appropriate for them, they are likely to end up on the street or bouncing between agencies in the system. This leaves clients in a homeless situation and usually with a negative view of the agencies involved. Discharging institutions that are aware of community resources are able to create more appropriate discharge plans for clients based on their need.

Morris County recognizes the necessity of well-informed discharging institutions and identified the need to develop an educational curriculum for the discharging institutions within the County. Providing these institutions with updated information on the resources available to the homeless persons they encounter would greatly improve the quality of discharge planning taking place throughout the County.

Action Steps:

1. Develop materials to present to institutions to increase participation in an improved discharge planning process. Materials should include:
   a. Outcomes of current discharge planning process
   b. Cost-benefit analysis of persons who are discharged into homelessness and who then cycle back in to the institutions

2. Create a referral list to distribute to discharging institutions for use when making discharge plans for clients
   a. Referral list would include information about community agencies as well as sample scenarios of best places to refer persons that present with common circumstances
Section 3 – Areas of Impact and Strategies of the Ten Year Plan

3. Generate a list or card to be given to clients being discharged from institutions

   a. Card/list would include best places to contact in case discharge plan established was not deemed appropriate

Implementation Timeframe:

1 – 3 years into implementation of Ten Year Plan
**Discharge Planning Strategy #2:** Outline a standard discharge system to be utilized throughout Morris County

**Purpose:**

While having a comprehensive list of all resources available to clients is the first step to improved discharge planning, Morris County recognizes the need for a more formalized discharge planning structure to truly increase the number of successful discharges taking place. Institutional settings within the County currently have their own individualized process they complete when discharging clients. Each process has its own focus and way of assessing the needs of the client to determine where the best destination is upon discharge. This type of system can lead to clients falling through the cracks without a place to go.

A standard discharge planning protocol gives institutions within Morris County guidelines to follow to ensure appropriate and successful discharge plans are created. The protocol would base discharge plans on the needs most apparent in the homeless population being served and would open the stream of communication among participating institutions and homeless service providers. Creating a standard discharge system would not only benefit homeless clients being discharged through this system but would also create a smoother process for the institutions creating the discharge plans. Having a clear understanding of the discharge process and having access to resources within the community will enable these institutions to make discharge plans with more confidence that they are suitable for their clients. Implementing this formalized discharge planning procedure will give Morris County the ability to ensure no homeless household is discharged to a destination that is inappropriate based on their needs and will increase the number of successful discharges taking place.

**Action Steps:**

1. Develop a standard discharge protocol to be used by discharging institutions
   a. Include all participating institutions and agencies in creating the discharge protocol to assist in better implementation
   b. Protocol will outline what factors to look for when creating a discharge plan and how the discharge plan should be created. It will also set standards for follow up to ensure clients are properly discharged

2. Formalize client profile/discharge form to be used throughout the discharge system

3. Identify a centralized phone number for public to use and to assist institutions in hard to place discharging situations

**Implementation Timeframe:**

4 – 6 years into implementation of Ten Year Plan
Discharge Planning Strategy #3: Convene a coordinated case management taskforce with partnering institutions

Purpose:

In any human service system, there are clients and cases that are especially difficult to assist and serve. The same difficulty is true for a discharge planning system. Even with the necessary tools, agencies and structure in place there are many circumstances that make successful discharge planning difficult for certain homeless persons. Knowing this is true, Morris County has identified a coordinated case management taskforce as a strategy to help enhance discharge planning within the County. The purpose of this case management taskforce would be both informational and problem solving. Having a taskforce with participation from partnering institutions would allow for informational updates on the services and resources available within the community, as well as enable discharging institutions to bring difficult cases to the table for discussion. Through these discussions, options for these clients would be established upon which a successful discharge plan could be created. These types of difficult case discussions have been shown useful in other areas of the homeless service system and provide for a strategic way to solve barriers that make discharge planning difficult for certain cases. This case management taskforce would be an additional resource for the discharging institutions and through its use would improve the discharge planning among all community institutions.

Action Steps:

1. Integrate partnering institutions into appropriate case management meetings and trainings to ensure proper knowledge of resources and services throughout the County

2. Facilitate relationships between institutions and community agencies to assist in coordinated discharge planning for hard to place clients

Implementation Timeframe:

4 – 6 years into implementation of Ten Year Plan
Discharge Planning Strategy #4:
Enhance and design specialized services for persons exiting institutions in Morris County

Purpose:

There are many challenges a person encounters after they have been released or discharged from a psychiatric hospital, jail or prison, or any similar institution. These persons face the struggle of learning how to reintegrate themselves in their community while performing functions necessary of daily living, which in many instances is a difficult transition. This transition is an even more challenging process when there are factors such as homelessness or disabling conditions involved. Of the persons that were discharged in 2012 from an institutional setting to a HMIS participating homeless service provider, only 9% did not have some form of a disabling condition. In 39% of cases, more than one disabling condition had been identified, which could include substance abuse issues, mental health issues, and chronic health conditions in addition to the issues surrounding their homelessness. With the numerous barriers surrounding these persons upon discharge from their institution, Morris County has identified the need to create specialized services for this population. Because these persons have the added difficulties of being removed from the community in their previous residence and usually have additional conditions, specialized services would give this population a better chance at obtaining permanent housing and not cycling through the homeless and institutional settings.

Action Steps:

1. Restructure the current service system to better accommodate the gaps in services to address the needs of persons exiting institutions
   a. Examine existing programs and services available to persons exiting institutions to assess the gaps and needs of this population
   b. Assess feasibility of system to address needs and gaps found during analysis
   c. Create innovative programs to address the gaps found throughout the system for the identified population

2. Implement community liaisons to assist in transition and link clients coming out of institutions with necessary services and agencies in the community

Implementation Timeframe:

7 – 10 years into implementation of Ten Year Plan
Permanent Housing

Description:

The overall goal of any homeless service system, including Morris County’s, is to provide homeless households with the services they need to work towards obtaining and maintaining permanent, stable housing. For this to be possible, Morris County needs to have permanent housing available for households to move in to, in addition to these households having adequate income to support themselves on. The 2013 Fair Market Rate (FMR) for a one-bedroom apartment in Morris County was $1,007. Although this is the set FMR for the County, due to the demand on the rental market, homeless service agencies have found it a difficult task to find an appropriate apartment at that rate. Add to this difficulty the fact that many homeless households do not have adequate income to obtain a fair market rate apartment and in most cases even an affordable housing unit. 51% of the households served in the HMIS participating agencies in 2012 had no form of income. Of the households that did, the average monthly income per household was $831.87. With the income of these households as low as they are and the rate of both fair market and affordable housing units on the rise, it is becoming more and more difficult for homeless service providers to assist households in their search for permanent housing.

Being that permanent housing is the only true way to end homelessness, Morris County has identified Permanent Housing as an area of impact to be enriched through the implementation of the Ten Year Plan. The County has recognized the need for both affordable and subsidized housing for the homeless population present in the community. The strategies identified for this section of the plan work to utilize permanent housing best practices in conjunction with engaging permanent housing partnerships that are not currently in place. It is only through the combination of different techniques and the determination of all parties to continue advocacy for these efforts, that there can be a growth in permanent housing and eventually an end to homelessness within Morris County.

Strategies Identified:

1. Advocate for an increase in financial resources available for the development of affordable housing in Morris County

2. Collaborate with Housing Authorities in Morris County to jointly work towards the goal of ending homelessness

3. Build a network of community landlords willing to participate and work with homeless persons and organizations

4. Implement innovative permanent housing initiatives to increase the housing units available for specialized populations within the County
Permanent Housing Strategy #1:
Advocate for an increase in financial resources available for the development of affordable housing in Morris County

Purpose:

One of the major barriers to finding permanent housing for any population in Morris County is the lack of affordable housing available. While there are affordable housing units open at times in the County, the word affordable may not actually be affordable when working with the homeless population. One way to improve the affordable housing stock for not only homeless households, but all of Morris County, is through advocacy efforts of agencies and persons within the County. Advocacy within Morris County currently takes place when individual agencies sign or write letters on areas of concern. Although this process is sometimes effective, there is no streamlined approach to advocacy on the areas that can effect the Morris County Homeless Service System as a whole.

Creating a more standard and regular process for advocacy efforts among Morris County agencies would encourage local agencies and partners to sign on and show their support for these advocacy efforts. In implementing the standard advocacy process, Morris County will be able to focus these efforts on the most pressing issues of the time, such as financial resources for affordable housing. Increased advocacy efforts will be put in place with the hope of gaining additional resources for the County to provide more affordable housing options to the homeless populations they are serving.

Action Steps:

1. Designate a group or individual to provide updates, pre-written letters and relevant information to local agencies that require advocacy action

2. Increase the activity of legislative committees by developing goals, standards, and timeframes for advocacy activities they are engaging in

Implementation Timeframe:

1 – 3 years into implementation of Ten Year Plan
Permanent Housing Strategy #2:
Collaborate with Housing Authorities in Morris County to jointly work towards the goal of ending homelessness

Purpose:

For Morris County to achieve its goal of ending homelessness requires the collaboration of not only all homeless service agencies but also funders and housing providers within the County. One of the most important players when it comes to housing in any community are the local public housing authorities (PHAs). Local housing authorities administer and provide a large number of housing subsidy vouchers to needy households within that community. Morris County has five local housing authorities that provide both Housing Choice (Section 8) vouchers and low rent programs to households within Morris County. Even though these housing authorities are present, they are not involved in the homeless planning process of the County.

More closely involving these housing authorities in the homeless planning process would give Morris County a better understanding of the housing options available to households within the County. Further engaging housing authorities in the planning process may also encourage them to provide additional vouchers or resources not currently being used for the homeless population. The action steps created to facilitate partnerships with the housing authorities were established to provide PHAs with the incentives and benefits associated with ending homelessness in the hopes of engaging them in long-term discussions and future planning in the County.

Action Steps:

1. Formulate incentives for public housing authorities to participate with community programs and in the homeless planning process in Morris County

2. Develop package to be shared with housing authorities throughout Morris County

   a. Package should include the following information:

      i. Different ways the public housing authorities could assist in the goal of ending homelessness

      ii. Explanation as to why ending homelessness would not only benefit the whole of Morris County but also the housing authorities within the community

      iii. Incentives for housing authorities participation in the process

   b. Conversations and presentations should be made to housing authorities to assist in better understanding the information being presented within the packages
3. Reach out to public housing authorities currently engaged in the homeless planning process in other areas to assist in building better relationships within Morris County.

Implementation Timeframe:

4 – 6 years into implementation of Ten Year Plan.
Permanent Housing Strategy #3:
Build a network of community landlords willing to participate and work with homeless persons and organizations

Purpose:

When working with homeless households to find permanent housing within Morris County many homeless service providers have difficulty finding landlords willing to work with or lease apartments to the households they are working with. This issue may arise due to a negative impression the landlord may have for the homeless or due to the restrictions on allowable rent amounts when utilizing subsidized housing vouchers as many homeless households are. Although this has been an issue in many instances, some agencies within the community have been able to not only find apartment units for the homeless but also develop partnerships with landlords that would be willing to continue providing units for the homeless populations and their agencies in the future.

With the success seen in these partnerships with local landlords, Morris County has concluded that further developing and expanding these relationships to other landlords in the community would greatly assist the homeless to find necessary permanent housing. Established partnerships could lead to landlords to hold apartments for agencies with housing vouchers or may help to encourage them to decrease housing rates to the posted fair market rate to allow for housing vouchers to be used in their units. Engaging landlords and creating a landlord network willing to work with the homeless populations will help move Morris County one step closer to providing permanent housing to all homeless households within the community.

Action Steps:

1. Create landlord product package to distribute to local landlords within Morris County
   a. Package should include information on agency programs as well as benefits to participating and working with community agencies to house the homeless

2. Develop incentives for landlords to encourage their collaboration with homeless service agencies
   a. Incentives could include agencies taking care of minor damages to units caused by tenants, case managers helping landlords with other difficult tenants not in agency programs, etc.

3. Provide education/legal training for landlords interested in working with homeless households to break down stereotypes and barriers associated with working with homeless clients
4. Work with specific landlords to establish agreements to fill vacancies in apartment complexes

   a. Landlords would agree to hold vacant units for agencies to fill with homeless households ready to move on to permanent housing

**Implementation Timeframe:**

4 – 6 years into implementation of Ten Year Plan
Permanent Housing Strategy #4: Implement innovative permanent housing initiatives to increase the housing units available for specialized populations within the County

Purpose:

Based on the 2013 Housing Inventory Chart submitted to the U.S. Department of Housing and Urban Development (HUD), Morris County has about 154 beds of permanent supportive housing for the homeless within the community, the majority of which are currently occupied by previously homeless households. While these units provide a substantial amount of supportive housing, there are many households that may potentially need the benefits of permanent supportive housing that are still homeless. During the 2013 Point In Time (PIT) Count that took place on January 30, 2013, Morris County counted approximately 258 homeless households comprised of 346 persons as homeless on the night of the count. Of the 258 total households counted, 46 of these households were identified as unsheltered. Although not all households counted during this PIT will require the level of service associated with permanent supportive housing, the count only represents a snapshot of one day’s homeless population, making it clear that there is a need for additional permanent supportive and permanent housing units for the homeless households within the Morris community.

Despite the need for permanent housing constantly increasing, the funding available for permanent housing programs is continuously decreasing. This was made especially apparent in the FY2013 Continuum of Care funding competition through HUD. For FY2013 there was no funding made available for new projects in any homeless continuum without reallocation of funding currently being used by programs within the community. The increased need of permanent housing in conjunction with these extreme budget constraints require communities to begin creating new and innovative housing programs based on population needs, as well as reaching out to funding sources not currently being utilized for the homeless population. Understanding the needs of the homeless population, there are many innovative permanent housing frameworks and models that are being implemented throughout the Country, with Housing First and Rapid Re-housing being two of the most common and outcome driven approaches. The Housing First approach asks communities to shift the typical view of a homeless service system by providing homeless households with permanent housing first and then wrap the supportive services needed around them once they have the stability of the housing. The permanent housing unit is maintained through long term rental assistance provided to the household in conjunction with the long term support services to assist them in maintaining their permanent housing and stability (Massachusetts Housing and Shelter Alliance, 2007). Rapid Re-housing stands on the same principal as Housing First in that it works to get households directly into permanent housing instead of entering the traditional sheltering system, the main difference is the length in services and financial assistance provided. Rapid Re-housing provides short term rental assistance and essential support services to enable households to get back on a stable routine while in permanent housing (The National Alliance to End Homelessness, 2009).
Morris County has made it a top priority to explore permanent housing options such as Housing First and Rapid Re-housing in addition to other frameworks, such as HomeSharing. By focusing on the use of innovative permanent housing options while exploring outside forms of funding, Morris County hopes to increase the overall number of permanent housing units available as well as the effectiveness of permanent housing programs to serve the most appropriate populations.

**Action Steps:**

1. Explore innovative and successfully implemented permanent housing options which include:
   a. Housing First Model
   b. Rapid Re-housing
   c. HomeSharing
   d. Other Community Based Housing Options

2. Create and support permanent housing programs utilizing frameworks most appropriate for Morris County
   a. Frameworks identified should be adjusted and specialized for appropriate populations in Morris County (i.e. Housing First Model could be implemented for the chronically homeless population)

3. Identify diversified funding sources to implement pilot programs of permanent housing frameworks
   a. An emphasis should be made to diversify funding streams and incorporate nontraditional funding sources for program implementation

**Implementation Timeframe:**

7 – 10 years into implementation of Ten Year Plan
Section 4: Implementation of the Ten Year Plan

While developing the Ten Year Plan document was the first step towards ending homelessness, Morris County recognizes that the key to truly ending homelessness within the County will be the work done in order to implement the Plan in the community. Because of its importance, Morris County has established the Morris County Human Services Advisory Council (HSAC) as the committee that will be responsible for the implementation of the Ten Year Plan. The HSAC is Morris County is composed of government entities, faith-based organizations, boards of commissions, and private and non-profit agencies in the community that have been appointed by the Morris County Board of Chosen Freeholders. One of the principal purposes of the HSAC in Morris County is “to serve and strengthen the human service delivery system in Morris County” (Morris County Human Services Advisory Council, 2008). In keeping with this purpose the Morris County HSAC provides information and takes part in the Homeless Continuum of Care committee and funding review committees within the continuum. With their participation in these other implementation and planning committees within the community, Morris County felt it a sensible and appropriate fit to name the Morris County HSAC as the lead in the implementation of the Morris County Ten Year Plan to End Homelessness.

As the implementation committee of the Ten Year Plan, the Human Services Advisory Council will work in close coordination with the Morris County Continuum of care to nominate and seek volunteers to form subcommittees for the implementation process. These committees will be designated with a specific focus or strategy of the Ten Year Plan in mind. The subcommittees will be expected to convene and work to address the issues and take the steps needed to implement the strategies and action steps that have been outlined in this planning document. These persons will also be responsible for obtaining additional resources and updating any strategies that require more attention during implementation. All subcommittees will report to the HSAC implementation committee as to their progress throughout the process. Although the work to implement the Morris County Ten Year Plan will be completed by subcommittee members and agencies in the community, it will be the Human Services Advisory Council in conjunction with the Morris County Continuum of Care to ensure all subcommittees are working in alignment with the Ten Year Plan and are accomplishing the goals to end homelessness that have been established. It is through this implementation process that Morris County will be able to update and enhance the Morris County Homeless Service System in order to truly end homelessness within the community.
References


Appendix A: Additional Resources

Coordinated Assessment:


Diversion:


Housing First Model:


Rapid Re-housing:


Appendix B: Morris County Continuum of Care Membership

Morris County Continuum of Care Executive Committee
Voting Members:
- Rebekka Zydel, Child & Family Resources, Chair
- Jeffrey Bashe, Morris County Human Services Advisory Council
- Joan Bruseo, Morris County Office of Temporary Assistance
- Bill Byrnes, Kirby Foundation
- Joseph Gallow, Consumer Advocate
- Jodi Miciak, United Way of Northern New Jersey, Vice Chair
- Patrice Picard, Cornerstone Family Programs
- Frank Pinto, Morris County Department of Human Services
- Dave Scott, Market Street Mission

Ex-Officio Members:
- Mike Armstrong, Community Hope
- Betsey Hall, Homeless Solutions
- Lou Schwarcz, Mental Health Association of Morris County
- Patty Sly, Jersey Battered Women’s Services

Homeless Planning Committee
- Laurie Becker, Director
  County of Morris Department of Human Services
  Division of Community & Behavioral Health Services
- Joann Bjornson, Executive Director
  Family Promise of Morris County of Morris
- Joan Bruseo, Assistant Administrative Supervisor of Social Work
  Morris County Office of Temporary Assistance
- Sheila Carter, Assistant Director, Staff Liaison
  County of Morris Department of Human Services Division of Community & Behavioral Health Services
- Katelyn Cunningham, Consultant
  Monarch Housing
- Lisa Falcone, Coordinator, Homeless Outreach Services (CEAS/CoC Chair)
  Mental Health Association of Morris County
- Elaine Johnson, Director of Program Services
  Homeless Solutions, Inc.
- Taiisa Kelly, Consultant
  Monarch Housing
- Jodi Miciak, Community Impact Manager, Income
  United Way of Northern New Jersey
- David Scott, Executive Director
  Market Street Mission
- Hope Summerset-Neely, FSS Program Coordinator, CEAS/CoC Vice-Chair
  Morris County Housing Authority
- Cristina Veltri, Outreach Coordinator
  Zufall Health Center
- Sabine VonAulock, Former Director
  Morris County Office of Community Development
Appendix B: Morris County Continuum of Care Membership

AD HOC Committees
Permanent Housing – Joann Bjornson, Chair
Coordinated System – Joan Bruseo, Chair
Discharge Planning – Laurie Becker, Chair
Prevention – Cristina Veltri, Chair
Services – Jodi Miciak, Chair

Special thanks to:
Human Services Advisory Council
Mental Health Substance Abuse Advisory Board
Morris County Acute Care Systems Review Committee
Morris County Cross Systems Review Committee

CEAS/COC Provider Agency Systems Partners
Catholic Family & Community Services, d/b/a Hope House
Community Hope
Cornerstone Family Programs
Family Assistance Center (Morristown)
Family Promise of Morris County
Family Success Center (Morris County)
Homeless Solutions, Inc.
Housing Partnership of Morris County
Interfaith Food Pantry
Jersey Battered Women’s Service (JBWS)
Legal Services of Northwest New Jersey
Market Street Mission
Mental Health Association of Morris County
Morris County Office of Community Development
Morris County Housing Authority
Morris County Office of Employment & Training
Morris County Office of Health Management
Morris County Office of Temporary Assistance
Morristown Neighborhood House
New Jersey AIDS Services
New Jersey 2-1-1 (Morris)
New Jersey Department of Education (Morris County), School District Homeless Liaisons
New Jersey Department of Human Services, Division of Family Development
New Jersey Department of Community Affairs, Division of Housing & Community Resources
New Jersey Homeless Management Information Systems (HMIS) Collaborative
NORWESCAP
Our Place
Roots & Wings Foundation
Saint Clare’s Hospital
Saint Peter’s Episcopal Church
U.S. Dept. Veterans Affairs, VA New Jersey Health Care System/HUD VASH Homeless Outreach
United Way of Northern New Jersey
Women’s Center
Zufall Health Center

Morris County Ten Year Plan to End Homelessness