



Finding Local Solutions: Municipalities' Impact on Housing & Homelessness in their Communities

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Housing as a Human Right: An Asset-Based Approach to Housing Justice

October 3, 2023

Monarch Housing Conference 2023:
Housing as a Human Right

Using Fair Share Plans to Create Permanent Supportive Housing

October 3, 2023



Agenda

- Overview of *Mount Laurel*
- Current framework and results
- Supportive Housing Development Frameworks



An aerial photograph of a residential neighborhood, showing a dense arrangement of houses and trees. The image is overlaid with a semi-transparent white box containing text. The text is in a bold, black, sans-serif font. The background shows a mix of single-family homes and some larger buildings, with a street visible in the lower-left corner. The sky is clear and blue.

About 75% of residential land in major US cities is zoned exclusively for single-family housing.

Exclusionary zoning has significant implications for **who has access to opportunity.**

Fighting Displacement in Mount Laurel, 1970

“If you people can’t afford to live in our town, then you’ll just have to leave.”

- Bill Haines, then-Mayor of Mount Laurel



Ethel Lawrence,
the “Rosa Parks of affordable housing”

The verdict and the result

- Mount Laurel's **zoning laws systematically excluded residents** on the basis of race and class
- All municipalities are **responsible for providing their "fair share"** of affordable homes
- **Founding of Fair Share Housing Center** to enforce the Doctrine
- Passage of the **Fair Housing Act (1985)**

Resistance to the *Mount Laurel* Doctrine

- “Communitistic” - Gov. Thomas H. Kean
- Regional Contribution Agreements (RCAs)
- Gov. Chris Christie suspending COAH

A new beginning: *Mount Laurel IV* (2015)

The Supreme Court unanimously ruled:

1. to transition **enforcement of the *Mount Laurel Doctrine* back to the judicial system**
2. towns **must work with FSHC** and other interested parties to meet their affordable housing obligations

The result: Thousands of new affordable homes statewide

Since 2015...

21,891

new deed-restricted
affordable units

81%

of all suburban multi-
family developments
are *Mount Laurel-*
associated

The current process significantly increased affordable home production

1980-2014	Post-Mount Laurel IV (2015-2022)
49,959 units total	21,891 units total
1,469 units/year	2,736 units/year

***Mount Laurel* incentivizes supportive housing development**

- Low Income Housing Tax Credits
- Supportive housing in inclusionary development
- Standalone supportive housing development



Kilmer Homes

Edison, NJ

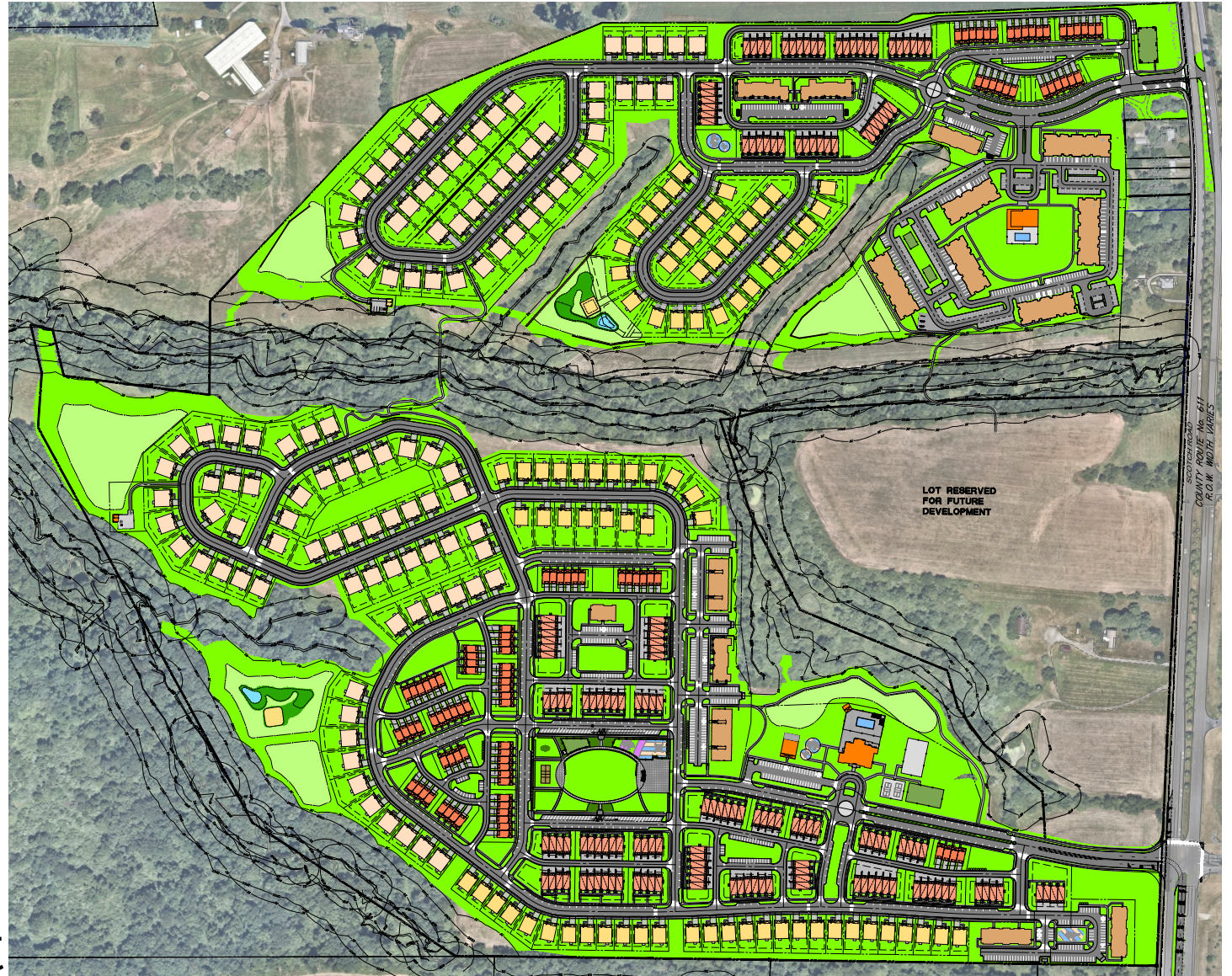
- 150 affordable apartments including 30 permanent supportive homes for families
- Reuse of former federal land



Hopewell Parc

Hopewell,
NJ

- Partnership between HomeFront/Homes By TLC and Lennar
- 26 permanent supportive homes as part of 216 affordable homes in mixed-income development



Hopewell Parc

Hopewell,
NJ





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The Path Home:
Ending Chronic Homelessness

**Municipalities' Impact on Housing and
Homelessness**

Tuesday, October 3, 2023

Luis Ulerio, Director
Mayor's Office of Homeless Services

CITY
OF **NEWARK**
Mayor Ras J. Baraka

City Accomplishments

Mayor Baraka, with the collaboration of several community partners, has already implemented many recent innovative projects, programs and strategies to address homelessness. For planning purposes it is important to understand what has already been done, some of it currently in progress. This plan builds upon that progress, and in some cases enhances these existing efforts.

Newark Commission on Homelessness

Mayor Baraka and the Newark Municipal Council reestablished the City of Newark Commission on Homelessness in September 2018, tasked with helping people experiencing homelessness transition to independent living and self-sufficiency, making related recommendations on city policies, plans and funding, and advocating for state and federal policies that affect the homeless in Newark.

Mayor's Office of Homeless Services

Mayor Baraka and the Newark Municipal Council created through legislation the Mayor's Office of Homeless Services, on March 16, 2022, to provide viable options for persons at risk of homelessness, those who are homeless, minimize the negative effects and stigmas associated with homelessness, and to end homelessness in the City of Newark.

Making Housing Homes Challenge

The city launched an expansive program to develop 100 units of permanent supportive housing in Newark.

Newark Hope Village

A 20-bed emergency shelter was developed using shipping containers, offering private rooms, and successfully piloting an innovative low-threshold model to better meet the needs of the most vulnerable residents without addresses.

Miller Street Shelter

A "state-of-the-art" 166-bed shelter was developed and expands the use of a low threshold model, serving 84 men, 44 women, 21 cold weather shelter beds, 17 beds for families or usable for isolation of single adults.

A Drop In Center

A Drop-in area was carved out of the Miller Street facility that offers individuals from the area community access to bathrooms with showers, washers and dryers, meals, a recreational area, and an opportunity for staff to engage and connect individuals to support.

Newark's Housing goals

The City's housing goals were announced in August 2021 and include commitment to support 10,000 vulnerable or unsheltered households annually by 2026, through actions such as promoting rent control compliance, connecting renters to legal assistance and eviction prevention services, disbursing federal emergency rental assistance funds, providing temporary and transitional housing, and developing supportive services to special populations.





Office of the Mayor

Division of Homeless Services

Mayor Baraka and the Newark Municipal Council created the Office of Homeless Services through legislation, on March 16, 2022, to serve residents at risk or experiencing homelessness and develop a strategy to end homelessness in Newark.

Street Homeless Outreach

Emergency Housing

Low-Barrier Bridge Housing

Homelessness Prevention

Short-Term Rental Assistance

Permanent Supportive Housing

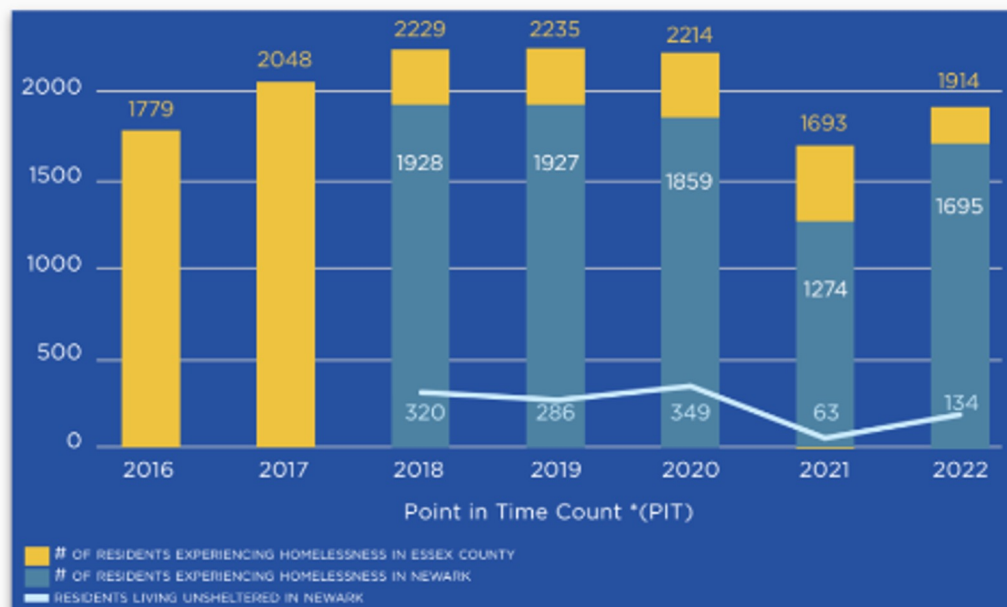


Newark Residents who are chronically homeless are among the most vulnerable in our community. They experience prolonged homelessness and often have a disabling condition such as a serious mental illness, substance use disorder, or physical disability.

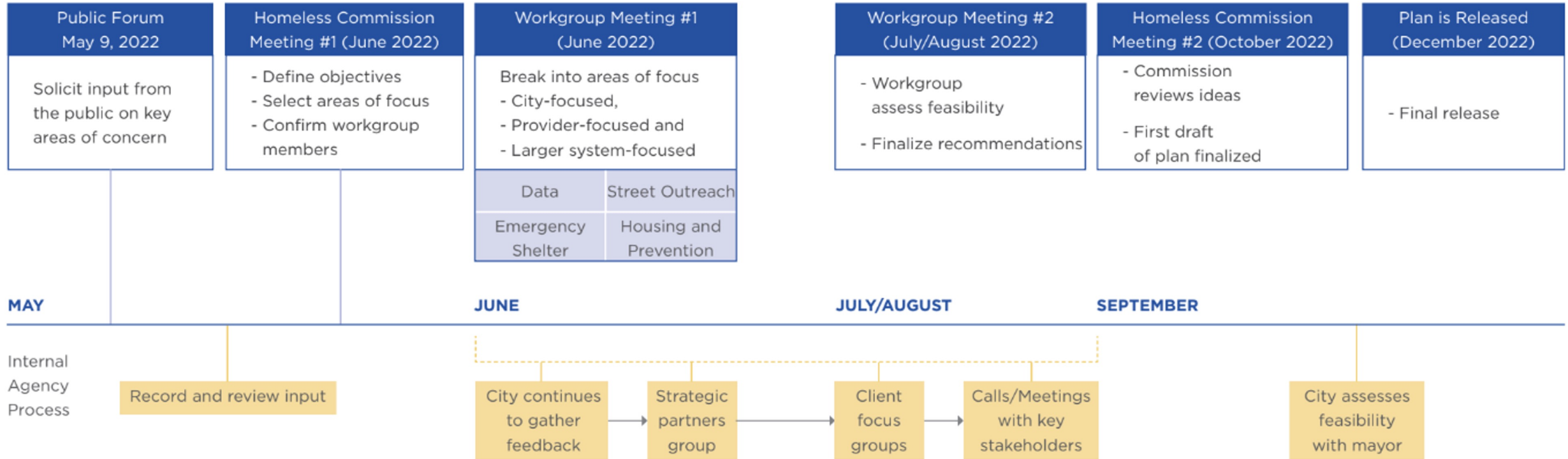


Stats on Homelessness in Newark

- **1,232** Chronically Homeless Residents in 2022 (OHP).
- Close to **40%** of homeless Newark residents have either a disabling condition or are experiencing prolonged homelessness (2022 PIT).
- Age range that is **most represented** was adults between 55 and 64 (2022 PIT).

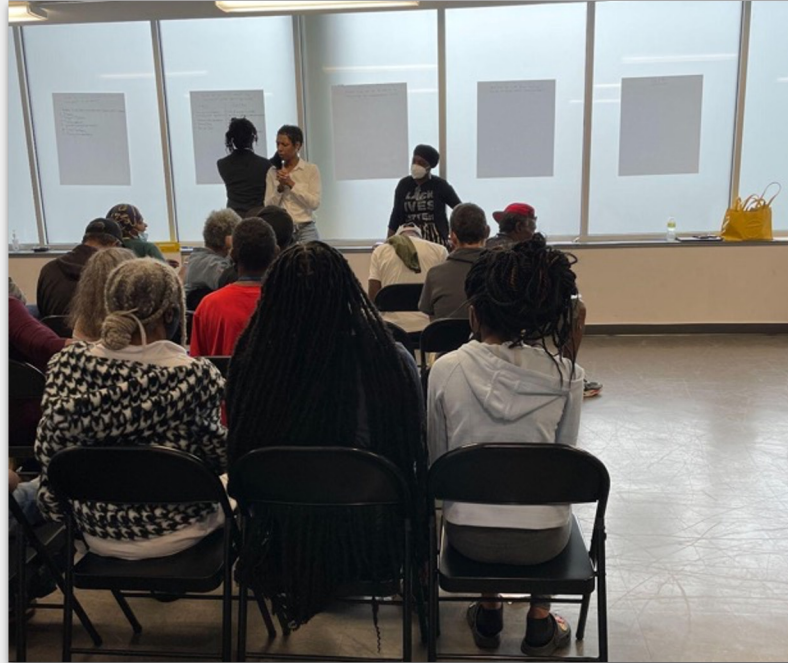


THE PROCESS FOR DEVELOPING THE PLAN INCLUDED SEVERAL SEPARATE BUT INTERRELATED ACTIVITIES





100+ Community Partners



5 Shelter Focus Groups

Summary of Key Issues Identified	
Question	Notes
Have you ever stayed on the street? If so why?	Yes, because I didn't have no were else to go was out on the streets for about a month.
What do you like about the shelter? What don't you like?	well I got kicked out of the shelter because I was away more than 4 days.
What can we do to help you transition to independent living?	I just need all my main documents thats all.
How did you lose your housing? Could it have been prevented?	well I had a breakdown when my mom passed I just have to upain by documents again.
Question	Notes

100+ Surveys

The Path Home: Collaborating Across Our Community

December 21, 2022

Homeless Persons' Memorial Day



STRATEGY 1:

BETTER ADDRESS STREET HOMELESSNESS

Reduce the number of people living on the street through new approaches to engagement, better coordination among stakeholders, and alignment on outcomes.

1.0 DATA DASHBOARD:

Coordinate and leverage data to develop a real time dashboard for the street homeless population and implement a collaborative management structure that reviews, tests, and prioritizes solutions. Critical to the success of ending chronic homelessness is understanding the ever-changing population of the street homeless and using accurate and real time data through tools like a "By Name List", a "Hot Spot" heat map and case conferencing models.

1.1 ENHANCE STREET OUTREACH EFFORTS:

Enhance the effectiveness of street outreach teams through technology, training, and coordination. Better technology like handheld devices will allow outreach workers to capture and analyze data on the street population. Additionally, culturally competent training, peer outreach workers and the addition of staff with clinical skills will help to improve the success of engagement efforts.

1.2 MULTIPLE ENTRY POINTS:

Create clear and accessible entry points throughout the community to make it easier for residents to connect to shelters and services. Allow housing navigators to make direct referrals to shelter and add additional locations with staff to support people experiencing street homelessness to enter shelters.

1.3 MOBILE BEHAVIORAL HEALTH SERVICES:

Partner with behavioral health service providers to bring services to the highest needs persons experiencing street homelessness. Coordinate with mobile medical, behavioral, and social service providers to reach unsheltered individuals living on the street in hotspot areas.

1.4 EXPAND DIVERSION EFFORTS:

Leverage existing and new diversion programs to strengthen and expand diversion efforts that connect individuals and families to homeless response systems statewide.



1.5 IMPROVE EFFORTS AROUND PENN STATION:

Tackle the complexity of homelessness at Newark Penn Station by increasing support and engagement. Open a new drop-in center nearby, study the causes and motivation, and pilot incentives for the hardest to house.

1.6 CRISIS RESPONSE HOTLINE:

Develop a city-wide Homeless Hotline for street outreach and other homeless

services so residents can report concerns and street homeless can get help when in crisis.

1.7 HEALTHCARE PARTNERSHIPS:

Develop partnerships with Hospitals and Health Centers to increase service coordination for individuals experiencing homelessness with health needs. Improve coverage, training and access to link frequent users of crisis and inpatient care to community support services.

STRATEGY 2: IMPROVE ACCESS AND SERVICES THROUGHOUT THE SHELTER SYSTEM

Improve access for the unsheltered and transform the culture in shelters to better support residents in their transition to housing stability.

2.0 CITY-WIDE SHELTER STANDARDS AND PRACTICE:

Develop city-wide standards of services for Emergency Shelter providers. Improve shelter conditions and experience with clear expectations and policies that include regular site assessments, consistent and accessible grievance policies and protocols, and expectations for length of stay.

2.1 HOMELESS SERVICES TRAINING:

Improve training for homeless services employees and emergency shelter providers to increase effectiveness and create a baseline for performance. Re-think engagement to follow best practices and include training for staff beyond just case managers.

2.2 EMPLOYMENT PROGRAM FOR SHELTER RESIDENTS:

Integrate employment and income resources at emergency shelters. Develop an employment program and provide professional development services for the clients while in shelter to support their transition to housing.

2.3 HOUSING NAVIGATORS:

Implement a housing-focused model across all emergency shelters. Create a cohort of trained housing navigators to help clients find housing and move out of shelter. Create performance outcomes tied to the city's efforts to reduce homelessness, in areas like reducing the average length of stay, improving exits to permanent housing, decreasing recidivism, and increasing income.

2.4 COORDINATED ENTRY:

Integrate Coordinated Entry into the emergency shelters to improve access to housing options for shelter clients. Partner with the Essex County Continuum of Care to train shelter providers to use Coordinated Entry to access CoC funded programs, services, and housing.

2.5 ACCESS TO BEHAVIORAL HEALTH SERVICES IN SHELTER:

Facilitate behavior health services onsite or via telehealth at emergency shelters through partnerships.

2.6 MORE FLEXIBLE SPACE OPTIONS AT SHELTERS:

Expand private room options at emergency shelters through existing or new programs for the hard to house street homeless.

2.7 REENTRY COUNCIL PARTNERSHIP:

Collaborate with Newark's Reentry Council to understand and enhance efforts to provide emergency housing for returning residents experiencing

STRATEGY 3: EXPAND PREVENTION AND HOUSING SERVICES

Align existing resources to support residents in maintaining current housing and support the creation and access to new housing models and services.

City of Newark Housing Goals:

Add **3,000 new homes** across all five wards by 2026 and 8,000 homes by 2032

Fund the creation or **preservation of 6,600 affordable homes** by 2026, prioritizing affordability at or below 30% AMI

Convey all city-controlled properties by 2026, with **at least 30% affordable units**

Support **1,500 new and 200 existing low- and moderate-income homeowners** by 2026

Support **10,000 vulnerable or unsheltered households** annually by 2026

3.0 PUBLIC AND PRIVATE PARTNERSHIPS:

Develop a public and private funding plan to expand housing and services to serve more vulnerable or unsheltered Newark residents.

3.1 INCREASE EVICTION PREVENTION EFFORTS:

Partner with the Mayor's Office of Tenant Legal Services and other community and legal service providers to increase awareness of tenant rights, emergency rental assistance, and available legal assistance.

3.2 LANDLORD TASK FORCE:

Create a Landlord Task Force to better incentivize participation in government programs and increase available apartments to the homeless.

3.3 SECURE ADDITIONAL RENTAL SUBSIDY VOUCHERS:

Partner with local and state agencies to designate rental vouchers for people experiencing homelessness.

3.4 INCREASE LOW BARRIER HOUSING:

Add an additional 50 units of the Hope Village low-barrier housing model for a total of 70 units and explore other models such as safe havens and tiny homes to serve the most vulnerable unsheltered Newark residents.

3.5 CREATIVE HOUSING SOLUTIONS:

Support creative housing solutions that could help close the housing gap for homeless residents like, Single Room Occupancy (SRO) units, and Master Leasing models.

3.6 SUPPORTIVE HOUSING:

Develop a pipeline of Supportive Housing units, starting with 100 units through the Making Housing Homes initiative. This important housing model combines affordable housing with services that help people who face the most complex challenges to live with stability, autonomy and dignity.

3.7 SUPPORT HOUSING STABILITY:

Develop an aftercare pilot that will provide supportive services to chronically homeless residents moving into permanent housing using evidence informed programming.

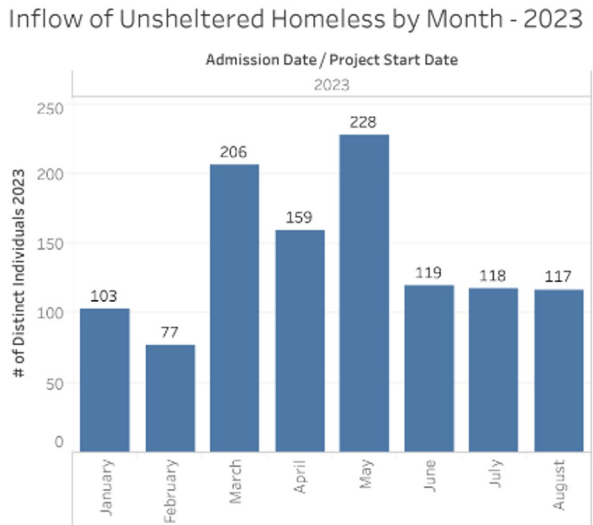
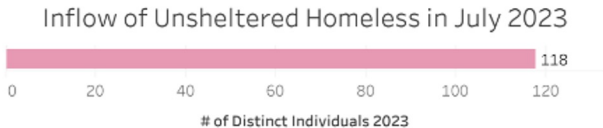
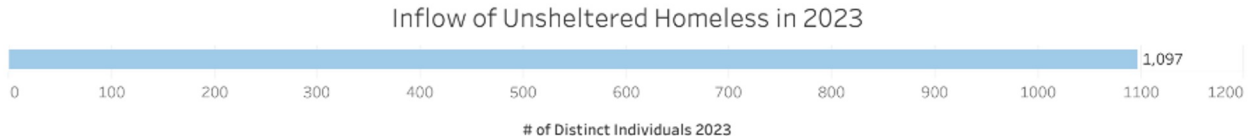
3.8 ADVOCACY AGENDA:

Collaborate with the Newark Community Development Network and Housing & Community Development Network of New Jersey to create a policy and advocacy agenda focused on ending homelessness in Newark.

1.0 Data Dashboard



Office of Homeless Services Unsheltered Dashboard - Residents without Addresses August 2023



of distinct unsheltered persons - by Provider

Program	Chronically ..	Count
Bridges - Outreach	No	617
	Yes	4
	Null	1
City of Newark - Homeless Outreach Program - Essex	No	246
	Yes	5
Essex - MHAEC - PATH Outreach	No	137
	Yes	92
PLI - PATH Outreach - Essex	No	2
	Yes	5
SA - County ESG Outreach - Essex	No	11
	Yes	2



COMMUNITY SOLUTIONS

1.3 Mobile Behavioral Health Services, 1.7 Healthcare Partnerships

Multidisciplinary Street Outreach Team

- Psychiatric Nurse Practitioner
- Licensed Social Worker
- Street Outreach Worker
- Community Resource Officer (NPD)

Community Crisis Response Partnership

Increase collaboration between Newark's crisis care system and homeless services to enhance the responsiveness to homeless individuals experiencing mental health crises.



3.4 Increase Low Barrier Housing



Hope Village II

51-63 Elizabeth Avenue

20 Chronically Homeless Residents

November 2023

- NJIT: Welcome Building
- InterPort: Conference/Meeting Space
- Invest Newark: Broadband/Laptops
- Youthbuild/Workforce: Paid Interns
- Green Space/PNCT/Jacobs
- Project/Empty Space: Art Installation

3.4 Increase Low Barrier Housing



Resilient Hope - Tiny Homes
25 Chronically Homeless Residents
Summer/Fall 2024

Community Engagement

- Stakeholders: Feb 27
- Pamphlet and Surveys (April)
- Residents: April 3, June 26
- Community Canvassing (May)

3.5 Creative Housing Solutions



Hotel Riviera Conversion

169 Clinton Ave

210 Units, 6 Floors

Housing Models

- Emergency Shelter
- Transitional Housing
- Permanent Supportive Housing
- Onsite Services



United States Interagency Council on Homelessness



“It is amazing to see that Newark’s strategic plan to end homelessness The Path Home, Collaborating Across Our Community and All In: The Federal Strategic Plan to Prevent and End Homelessness are seamlessly **aligned**”

- Nichele Carver, Senior Regional Adviser



State of the City 2023 Newark Leading and Proud of It

“We have an ambitious goal to end chronic homelessness in our city in three years. This is a heavy lift and would be impossible for us to get this off the ground without our partners.” - Mayor Ras J. Baraka

[Compassionate City - State of the City 2023](#)

Luis Ulerio

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Thank You To Our Speakers!

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Questions?

Thank you for attending the panel!

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