



Ending Homelessness
in Middlesex County

www.cominghomemiddlesex.org



ANNUAL REPORT 2016



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LEADERSHIP MESSAGE

Dear Friends and Partners:

There are no shortage of notable quotes about the power of teamwork from Helen Keller (“Alone we can do so little; together we can do so much”) to Henry Ford (“Coming together is a beginning, staying together is progress, and working together is success”) that reflect how individual entities’ commitment to the group effort of ending homelessness in Middlesex County is bearing fruit.



We started coming together in 2012- 2013, emphasizing the need to break down silos, knock down walls and create a “system” of ending homelessness. Collectively, we revised the application process in Middlesex County for funding from the US Department of Housing and Urban Development, creating more opportunities for permanent supportive housing. We stayed together and challenged the conventional notions of who may be homeless and enlarged our network to include more than social service providers. In 2015, we continued to work together and created formal partnerships with certain social service agencies, affordable housing developers, health care providers, employment agencies and charitable foundations, in addition to the ongoing collaboration among the social service agencies of the County Continuum of Care. Through the hard work of our Board and Board subcommittees, we engaged even more partners and expanded our reach. The year of 2016 demonstrated all that can be achieved through the power of partnership.

Through collaboration with our partners, hard work from our staff, and assistance from foundations and the public, we were able to achieve the following in 2016:

- * We put our Coordinated Assessment system to work, and through that alone, 50 persons who had been homeless were able to achieve permanent housing;
- * We received formal recognition from the White House for being one of only two counties in NJ which effectively ended homelessness for our Veterans;
- * We set up a dedicated system for homeless persons with County Employment Services;
- * We partnered with the Perth Amboy YMCA and the Bergen County United Way, facilitating the creation of 17 additional permanent supportive housing units for homeless persons through the Carson Avenue and Zebra Way projects;
- * We expanded our fundraising efforts by adding a Golf Outing to bring in additional funds to support our work and enlarge our network of supporters;
- * We assisted twice as many persons who were homeless to navigate available social services in the community;
- * **Last but not least; we helped to reduce homelessness in Middlesex County by 24% year over year for the past two years.**

Thank you, Partners. We look forward to our continued collaboration and success.

Brad Caruso
Coming Home Chairperson

Eileen O'Donnell
Executive Director

ABOUT OUR ORGANIZATION

MISSION

To create a true system to end homelessness in the County by collecting and analyzing data; identifying needs and gaps in resources; developing needed programs and fostering collaborative strategies and public-private partnerships among all stakeholders, including government, affordable housing developers and social service providers, to rehouse individuals and families as quickly as possible and to provide connections to community resources to enable them to sustain their new homes.

VISION

We envision an environment where:

- ♦ The stigma of homelessness in Middlesex County is dispelled, encouraging anyone at risk of homelessness to know of, and to access, resources to prevent his/her/their homelessness.
- ♦ If prevention is not possible, that anyone who becomes homeless knows how to access the system to end homelessness and that such system is able to provide housing in a fair and efficient manner in consideration of severity of needs.
- ♦ Resources are adequate to meet the need.

VALUES

- ♦ Anyone can become homeless through no fault of their own
- ♦ Everyone deserves a roof over their head
- ♦ All persons are offered an opportunity for self-determination
- ♦ Homeless persons should get housing first then connection to services in the community
- ♦ Diverse individuals should be integrated throughout the community.

PROGRAMS



Coordinated Assessment

To end homelessness in an efficient and effective manner, we coordinate with all social service providers to uniformly assess and prioritize persons who are homeless to have one point of entry for a homeless person, keep the period of homelessness as short as possible, and make sure those most in need receive attention quickly.



HOMES FOR HOMELESS

We developed and operate a program to catalyze the creation of affordable housing; after all what homeless people need are homes!



Homeless Hotline Case management

Navigation of social, health, employment, housing, education and financial services is hugely important to the success of persons in need of securing and maintaining a place to call home.



Data Collection and Analysis

Anyone can become homeless through no fault of their own and no one solution fits all. Accurate data on causes, circumstances creating barriers to housing, and resources to assist persons who are homeless is absolutely essential to ending homelessness in Middlesex

Initiatives



Landlord Engagement

We formally recognize the landlords with whom we all currently work to house our clients, and enlist their cooperation in expanding our landlord network.



Housing is Health

We continue to collaborate with our health care partners at every possible turn to stop the ongoing cycle of cause and effect of homelessness and bad health. Having a roof over your head and access to a kitchen are crucial to a person's good health.



COORDINATED ASSESSMENT PROGRAM

Established in November 2015, the Coordinated Assessment (CA) process establishes:

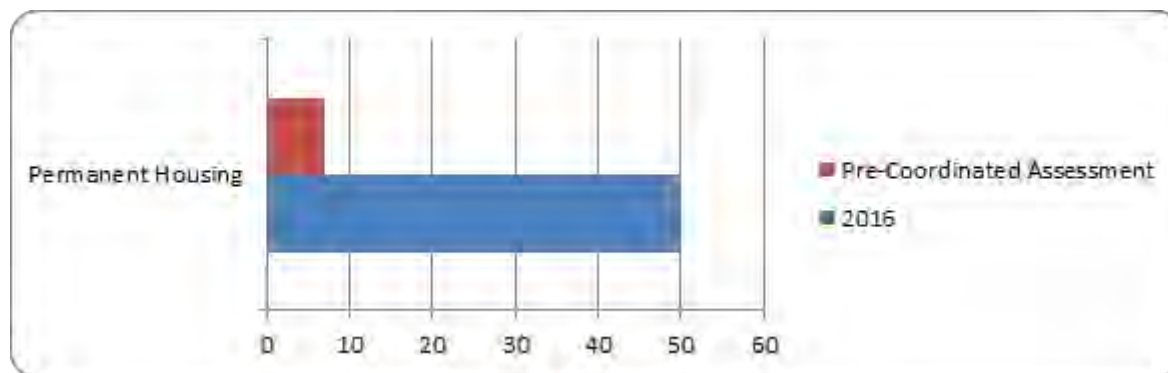
- (i) a single point of entry for anyone homeless or at risk of homelessness in Middlesex County;
- (ii) a uniform assessment of needs;
- (iii) a prioritization of referrals to available and appropriate resources, based on length of homelessness and severity of needs.

The process, and its assessment tools, were developed collaboratively with all providers of homeless services in the County over the course of a year. CA is a two-phase process: homeless callers are first assessed by the NJ 211 Homeless Hotline to determine homelessness, eligibility for welfare benefits, and appropriateness for available shelter space or the possibility of staying with family or friends. The receiving agency then conducts a full assessment, using the tool developed collaboratively, to assess the person's severity of needs and barriers to housing. Coming Home is a receiving agency since all callers not referred to our County welfare agency or shelters

are offered case management services through Coming Home. The full assessment is then scored based on the prioritization criteria established collaboratively. Coming Home maintains the prioritization lists for shelter and for permanent housing for the entire County and, when resources are made available, consults the lists to match the resource with the need, starting at the top of the list. In this manner, the neediest that match the resource get served first. No longer does it depend on whom, or which agency, you know in order to get appropriate assistance in Middlesex County if you are homeless.

With CA in place, homeless persons/families are having a far easier time getting the resources & assistance they need. The process does not increase resources, but does provide for more efficient use of them. Indeed, it has contributed greatly to our ability to quickly and accurately respond to the recent issuance by the State of rental assistance vouchers.

Permanent Supportive Housing Placement





COORDINATED ASSESSMENT IMPACT

Coming Home and Middlesex County's Continuum of Care completed the first year of Coordinated Assessment (CA) implementation in November. Throughout the first year, homeless individuals and families living with disabilities were assessed for permanent housing. To date, 50 of the hardest to serve, chronically homeless individuals and families were assisted with permanent supportive housing. In comparison, prior to the implementation of CA, the County typically housed 5-7 chronically homeless households per year. The success of the first year of Coordinated Assessment can be attributed to community-wide participation in the new system, prioritizing the hardest to serve, as well as the Continuum's focus on increasing permanent supportive housing opportunities. In addition to housing the hardest to serve, the CA process has resulted in a threefold increase in homeless households being referred to Coming Home's community-based case management program.

In the midst of the Coordinated Assessment, last spring, Coming Home, in partnership with four supportive housing agencies, responded to a Request for Proposals from the NJ Department of Community Affairs (DCA), to apply for 33 State Rental Assistance Program (SRAP) vouchers dedicated to the Chronically Homeless. In the summer of 2016, we were notified that our application was successful.

With the support of the community homeless outreach teams, and in partnership with the supportive housing agencies, Rutgers UBHC, Triple C Housing, Bridgeway Rehabilitation, and Volunteers of America, Coming Home was the first project in the State to settle clients in apartments, with the first clients moving in during November, just 2 short months after receiving the award. To date, we have successfully perfected 17 of the 33 SRAP vouchers to permanently house persons who had been homeless for quite some time. Another 10 have their vouchers in hand and are actively apartment searching, and 6 more applications have been submitted to the State for approval.

Through Coordinated Assessment, in combination with increased permanent housing capacity through new partnerships, Coming Home has led the way to improving permanent housing outcomes for the hardest to serve in our community, demonstrating an 80% increase in permanent housing for the Chronically Homeless in just one year.





HOMES FOR HOMELESS PROGRAM

Coming Home developed its Homes for Homeless program (H4H) in 2013, collaboratively, with municipalities, social service providers, affordable housing developers and financial institutions. The goal of the program is to catalyze the creation of affordable housing to provide homes for persons who are homeless. It does this through both “push” and “pull” projects. For push projects, Coming Home proactively works to “tee-up” potential projects for the marketplace. Depending on the property this could mean checking title, negotiating the price, investigating the background of the property, estimating the costs for renovation, speaking to the municipality about the plans, and preliminarily identifying a partner social service provider. Thereafter, Coming Home will create a partnership

with a team affordable housing developer and the development process begins.

Coming Home also responds to initiatives from developers who “pull” us in to help them create a successful affordable housing project that includes the dedication of at least a portion of the units to house persons who are homeless. We supply data on persons who are homeless that informs aspects of the project such as size of the units and needs of the future occupants. The County also relies on Coming Home to make recommendations on its Housing First Capital Fund (HFCF). Through the HFCF, the County has generously dedicated funding each year to assist financially in the creation of affordable housing for persons who are homeless.

Coming Home uses the Housing First model to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety or behavioral health treatment, and uses the County Coordinated Assessment System to identify tenants. Supportive services are offered to maximize housing stability and prevent returns to homelessness, as opposed to requiring the achievement of predetermined treatment goals prior to permanent housing entry.

FUTURE PROJECTS



Using guidance and advice from our Board Accessibility Committee members, we continue to use creative and innovative methods to identify opportunities to rehabilitate and develop homes for our homeless friends and neighbors. We will continue our efforts to encourage all of the municipalities of Middlesex County to utilize the authority of New Jersey’s Abandoned Properties Rehabilitation Act. This vitally important tool for municipalities authorizes officials to take legal and full possession of abandoned and blighted residential properties within their jurisdiction, and partner with developers to return them to habitability. We encourage municipalities to consider Coming Home as their partner of choice for redeveloping abandoned properties to house our homeless residents.

H4H ROGRAM IMPACT



101 Zebra Way, New Brunswick

Now under construction by BC UW / Madeline CHMI, LLC!

Years of planning and hard work with our partner BC UW / Madeline Housing Partners, LLC. is bearing fruit. Triple C Housing will provide support services for the tenants in the new 12 units, putting us one step further towards ending homelessness in the County.



623 Carson Avenue, Perth Amboy



Our work with the Perth Amboy YMCA to create homes for homeless persons is now complete and the property is fully occupied. With three units of living space, Carson Avenue now houses two families with young children, and three single people using our “Shared Residence” model.

What would you do
if you had no place
to call **HOME**?



HOMELESS HOTLINE CASE MANAGEMENT PROGRAM

Since September 2012, Coming Home has collaborated with NJ 211, Middlesex County's contracted homeless hotline provider. Coming Home provides :

- (i) **Case management to homeless individuals and families, referred to it by NJ 211, who do not qualify for other services in the community, and**
- (ii) **Emergency hotel placement for callers who demonstrate the need for temporary shelter when our emergency homeless shelters are full.**

An essential component of our County-wide Coordinated Assessment is the referral by NJ 211 of callers who are homeless to Coming Home's case management program if they are not able to avail themselves immediately of shelter or services from our County welfare board. This has caused our caseload to more than double, from 108 in 2015 to 280 in 2016.

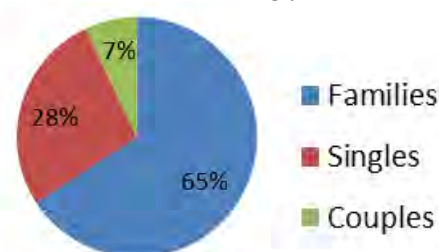
Sixty-five percent (65%) of callers referred to Coming Home accept case management and work towards securing housing.

The referrals received are:

- **(65%) Families with young children**
- **(7%) Couples**
- **(28%) Individuals**

All of whom need permanent housing and some level of social services navigation.

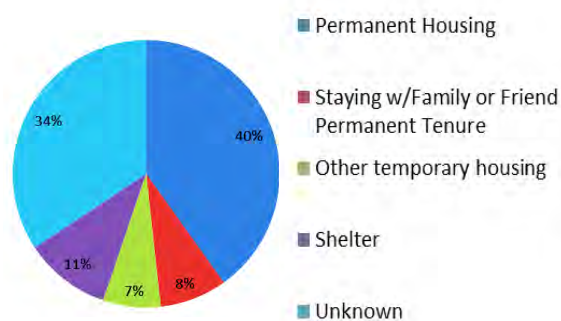
Client Type



Case managers provide a client-centered approach to services delivery, where clients are encouraged, but not required, to participate and take full advantage of the support services and connections offered for their benefit. The case manager develops an individualized plan based on each client's circumstances and goals to achieve stable housing and greater self-sufficiency. Goals often include the development and maintenance of independent living, finding a job, financial literacy, and acquiring good tenancy skills. We also facilitate access to social service benefits, medical and non-medical transportation, health care, child care, legal services, education and employment.

Coming Home provides case management for homeless individuals and families;

- **Until they are permanently housed (48%)**
- **Move to a shelter (11%), where they receive case management or**
- **Choose to discontinue case management once they have found somewhere else to stay temporarily (7%)**
- **Since the homeless population is transient, it is not uncommon for them to stop returning phone calls, in which case their destination may be unknown upon closing the case (34%).**



Client Destination

Coming Home closed 172 of its opened 280 cases in 2016. Forty-eight percent (48%) successfully moved into permanent housing: 40% moved into their own place and 8% decided to move in with friends or family on a permanent basis. Coming Home case managers followed up with 95% of the permanently housed and **determined that all of those households remain stably housed 6 months after closure of the case.**



CASE MANAGEMENT IMPACT

Debbie's Story

"I was homeless for over 2 years when I first contacted NJ 211. At the time, I was living on the streets and in desperate need of assistance. I was offered, and accepted, case management with Coming Home's case manager.

I had become homeless when my partner passed away, and I could no longer afford the apartment we shared. With minimal income (SSI) and limited resources, I had no choice but to sleep in my friend's car. Whenever possible, I would shower at my sister's house, and sometimes I was able to stay overnight, but not very often, as to not jeopardize her housing situation.

At the same time that I was homeless, I was also struggling with health issues and was getting very discouraged. Nevertheless, I met regularly with Coming Home and followed-up with all the resources to which they referred me. Eventually, Coming Home offered me the chance for new housing in Perth Amboy that I could afford. I applied and was accepted!

In June 2016, I moved into a beautifully furnished, 1 bedroom apartment. I'm doing ok now. My health has gotten better and I certainly have a much brighter outlook on life. "

"I am very grateful for all the support that I received from Coming Home."



Photography Club



Coming Home continued operation of the Photography Club/Contest it launched in 2015, with the collaboration of Catholic Charities and Rutgers, Mason Gross School of Arts, notably, Lisett Clark. The residents of Ozanam Family Shelter join the Club to express themselves artistically, as well as nurture a sense of community belonging that may have been challenged with the loss of stable housing. The winning photo last year was selected by community representatives and was announced during Coming Home's social evening fundraiser event in the fall.

Case Management Collaborative

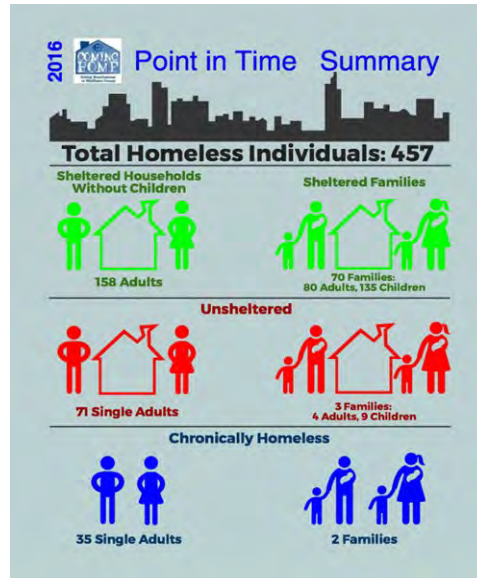
Coming Home also convenes the Case Managers Collaborative monthly, which is comprised of representative case managers from every agency in Middlesex County dealing with homelessness, to discuss operational issues, measure outcomes and develop best practices to assist clients on the road to securing housing and becoming self-sufficient.

DATA COLLECTION AND ANALYSIS PROGRAM

The 2016 Point in Time data demonstrates that in 1 year, we have reduced homelessness in the following areas:

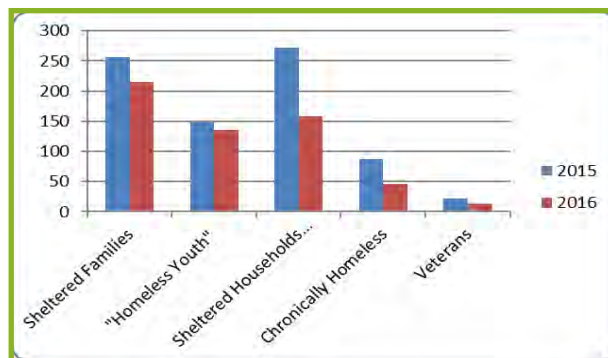
- * **Reduction in Sheltered Families by 16%**
- * **Reduction in Chronically Homeless by 47.1%**
- * **Reduction in Sheltered Households without Children by 41.9%**
- * **Reduction in Homeless Veterans by 36.4%**
- * **Reduction in “Homeless Youth” (young adults ages 18-24) by 8.8%**

There is not one type of person who becomes homeless or one reason why someone becomes homeless. Homelessness has many faces and can touch the lives of anyone: families and individuals who, through no fault of their own, have fallen on hard times. Therefore, Coming Home collects and analyzes data to measure the magnitude of the issue, identify its causes and particular barriers to the maintenance of stable housing, and to facilitate the matching of resources with the identified needs. We do this in large measure through (i) the administration of the County-wide Homeless Management Information System (HMIS), which contains data on all persons assisted by the our social service providers, and (ii) the conduct and analysis of the annual Point In Time (PIT) survey of homeless persons in the County on one night in January.



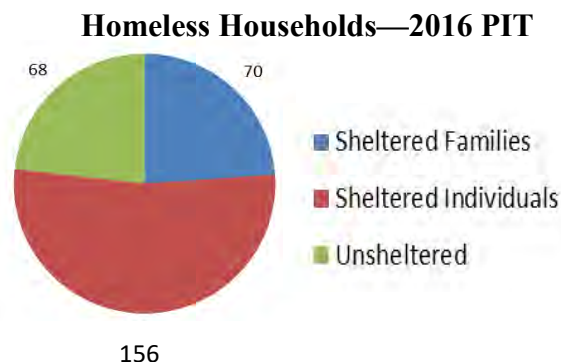
For the second year in a row, Middlesex County achieved a 24% overall reduction in homelessness. Additionally, we have seen a steady decline in homelessness in the County during the past five years, with an overall 60% reduction since 2012.

Middlesex County's 2016 Point-In- Time Count of the Homeless, Monarch Housing Associates.



In October 2016, the United States Interagency Council on Homelessness, the Department of Housing and Urban Development and the Department of Veterans Affairs recognized Middlesex County for having “effectively ended homelessness among Veterans” in the County. This was accomplished in collaboration with the County and federally funded veterans’ organizations, and facilitated by Coming Home’s maintenance and analysis of homelessness data.

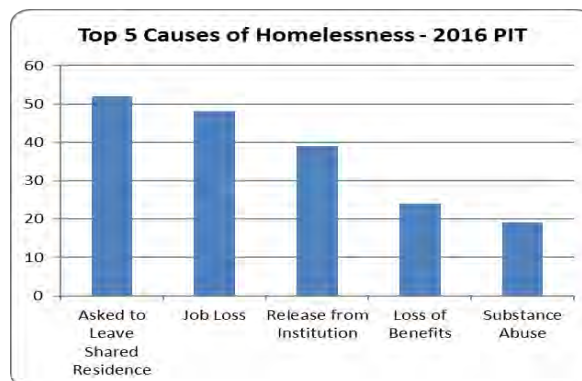
We continue to make strides in reducing homelessness generally, as well as in subpopulations, and the characteristics of the homeless remain largely the same. Two hundred ninety-four (294) households were “literally homeless” (i.e. street or shelter) according to 2016 PIT data. The majority of these (81.6%) were in emergency shelter or transitional housing. Ninety-one percent (91%) of the 70 sheltered families were headed by single women, and the number (68) of unsheltered households remained relatively even.



Income and Housing

Coming Home has used the data collected through HMIS and the PIT to assist the community in ending homelessness with strategic, data-driven decisions regarding matters such as prioritization of need, identification of gaps in services and both short and long-term solutions to these gaps. The reasons for homelessness have consistently been largely economic and not necessarily the result of a chronic health condition.

Accordingly, it is helpful to consider the data collected to measure homeless households' income in relation to their household size. This provides us the data needed to determine the real time need for and composition of more affordable housing.



Fair Market Rent (FMR) for apartments in Middlesex County shows that permanent housing continues to be out of reach for homeless households

Efficiency	1 Bedroom	2 Bedroom	3 Bedroom
\$992	\$1,254	\$1,578	\$2,025

Among homeless persons in shelter or on the streets, the majority of families with children (74%) reported an income of less than \$1,260 per month, making even a 1 bedroom apartment at FMR unaffordable for them. Nineteen percent (19%) of families reported a monthly income between \$1261-\$1999, and 6.8% reported an income of \$2,000+/month. Therefore, permanent housing is unaffordable for families with children for more than 90% of the homeless families in Middlesex County.

We need the following number and types of units to house our homeless families in Middlesex County:

1 Bdrm	2 Bdrms	3 -4 Bdrms
27	40	6

In addition, the majority of homeless adults without children (86%) reported an income of less than \$1000 per month, making even an Efficiency/Studio apartment unaffordable. Even the going rate for a single room at \$700-750/month is unaffordable for approximately 66% of this population, whose monthly income is under \$700. Only 5.9% of these households reported a monthly income between \$1000-\$1,260, and an additional 7.7% reported an income over \$1,200/month.

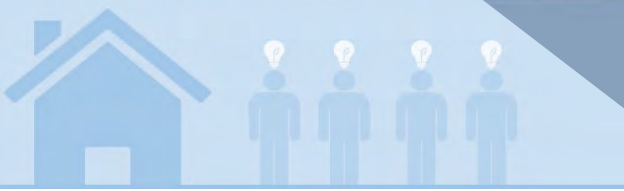
We need the following number and types of units to house our homeless individuals in Middlesex County

Room or Efficiency	1 Bdrm
212	8

PLANNING & OUTCOMES

Coming Home and its community partners use data not only to educate the public as to the presence of homelessness in its midst, but to also establish goals toward ending homelessness. Using the data collected in the PIT each year, Coming Home creates an action plan including measurable goals, which allow the community to focus on certain areas for assisting homeless individuals and families. These goals, and the data, are used by the community in the planning

process, allowing system providers to be strategic in applications for funding that are targeted to meet identified, discrete needs of the homeless community. This process has allowed the community to increase federal and state funding for permanent housing for homeless families and individuals, thereby reducing family and chronic homelessness steadily over the last 2 years.



LANDLORD ENGAGEMENT INITIATIVE

Coming Home has undertaken an initiative to **expand the system's network of landlords with whom our coalition agencies work to house clients experiencing homelessness**. A Provider Advisory Group of agencies convened and determined to hold a Landlord In-Service for County landlords to explain who we are and how landlords can count on us to help them house our clients and keep them as tenants. The Middlesex County Freeholders have agreed to honor our current cooperating landlords at a formal meeting during April, National Fair Housing Month. These landlords have been nominated for recognition by participating agencies for their work with us in housing clients without homes, even if doing so

required less than strict adherence to things such as credit check policies. In turn, the agencies guarantee assistance to their clients, the new tenant, in all matters needed to sustain their newfound housing. We will seek the assistance of these exemplary landlords in the formation of a Landlord Advisory Committee to assist in the design and execution of the Landlord In-Service.

Additionally, the Provider Advisory Group will establish best practices in securing housing for clients and the cooperation of landlords, and will establish a Tenant Advisory Group to assist in the provision of education of tenants' rights and responsibilities and perhaps function as a peer support group as well.



HOUSING IS HEALTHCARE INITIATIVE

Health and homelessness are locked in an ongoing cycle of cause and effect, spiraling constantly downward. In recognition of this, Coming Home continues to advance its campaign to better coordinate the health care and social service systems and to convince health care funders and policymakers of the need to address the social determinants of health in order to achieve a true culture of health in the community.

To take advantage of respective expertise, Coming Home developed a system for agencies serving persons who are homeless to identify the client's HMO insurance coverage and to contact discrete individuals in the case management department of the HMO. This initiative, called Social Service Healthcare Integration, seeks to take advantage of case management expertise existing in the community. The HMO concentrates on health care needs, helping the client see a doctor instead of having to resort to the Emergency Room for care, and the social service provider concentrates on making social service connections (housing, employment, child care and education). The client is the winner, getting expert help accessing the healthcare and social service systems.

Coming Home also convened, in 2016, a cross-sector coalition of healthcare and social service entities to serve as the Steering Committee for the development of the Middlesex County Accountable Health Community model, in response to a very prescriptive request for proposals from the federal Centers for Medicare and Medicaid Services (CMS) to test its hypothesis that addressing the social determinants of health (e.g., housing and food insecurity) will reduce health care costs and improve persons' health.

Because of its ongoing "Housing is Healthcare" Campaign, its coalition-building work in both the social and healthcare services sector, and its work in community-based case management, Coming Home was uniquely positioned to convene and lead the Steering Committee to develop the model integrating the healthcare and social service systems in Middlesex County to provide social service navigation to frequent users of emergency health services. CMS is expected to announce its chosen test sites in spring 2017.



COMING HOME BOARD OF DIRECTORS

- 1- **Brad Caruso , Chairman**
Withum, Partner
- 2- **Sarah Clark, Vice Chair**
DEVCO , Executive Vice President
- 3- **Don Parisi, Esq., Secretary**
Rider Insurance Co., General Counsel
- 4- **Brian Matulo, Treasurer**
TD Bank,, Vice President
- 5- **Arp D. Trivedi**
ORNL Federal Credit Union, VP Enterprise P. Management
- 6- **Blanquita Valenti**
Middlesex County, Freeholder
- 7- **Bridget Kennedy**
Middlesex County, Social Work Services, Director
- 8- **Gloria Aftanski**
United Way of Central Jersey, President
- 9- **James Cahill, Esq.**
City of New Brunswick, Mayor
- 10- **Jim Zullo**
Elijah's Promise, Executive Director
- 11- **Joseph DuFour**
Providence Corporation , President
- 12- **Melissa Bellamy**
Middlesex County Division of Housing/ Community Development, Manager
- 13- **Patricia McKenna**
Transparent Title & Settlements, LLC, Principal
- 14- **Ronald Rios**
Middlesex County, Freeholder Director
- 15- **Sharon Grice**
Consultant
- 16- **Wilda Diaz**
City of Perth Amboy, Mayor



COMING HOME STAFF

- 1- **Eileen O'Donnell** *Executive Director*
- 2- **Alex Santiago,** *Social Service Navigator/Case Manager*
- 3- **Bobbie Paskell** *Assistant Director of Systems*
- 4- **Cassandra Jones** *Coordinated Assessment / Case Manager*
- 5- **Frances O'Toole** *Assistant Director of Programs*
- 6- **Meriam Shenoda** *Executive Assistant/Fundraising*
- 7- **Ruth Cruz** *Lead Social Service Navigator / Case Manager*





COMING HOME'S BOARD COMMITTEES

Accessibility Committee Helping

Families
Home



With the goal of producing decent, stable and affordable housing units for homeless citizens of Middlesex County, the Accessibility Committee was created to accomplish the task by tapping into the intellectual capital of industry experts.

All committee members are seasoned professionals in the housing and community development industry. The advice and guidance from the committee, such as how to maximize the potential of rehabilitating existing structures and/or land development, the identification of potential property for development and careful analysis of project costs based on past experiences, are invaluable assets to staff and contribute to Coming Home's growing success in providing quality housing to our most vulnerable citizens.

Our committee members are: Melissa Bellamy, Keith Jones, Jim Zullo, Brian Matula, Joseph Dufour, Arp Trivedi, and our newest members Jamie Rios and Tashi Vazquez. Frances O'Toole serves as the designated staff member.

Sustainability Committee



with more employment opportunity
& self sufficiency

Coming Home's initiative with the County Workforce Development and NJ Employment Services in New Brunswick has continued throughout 2016. Homeless adults are offered individualized assistance in registering through the State's job database and searching for employment opportunities that match their skills. In 2017, the Sustainability Committee will work with our employment partners to expand the initiative to the Perth Amboy employment office, as well as developing a mechanism to track success.

Our committee members are: Gloria Aftanski, Jean Holt, Keith Jones, Nicole Fernandez, and John Ross. Bobbin Paskell and Ruth Cruz serve as the designated staff members.

"Everyone has the right to a standard of living adequate for the health and well-being of himself and his family, including food, clothing, housing and medical care, and necessary social services."

United Nations General Assembly
Universal Declaration of Human Rights,
1948





Marketing/Fundraising

Coming Home's **Resource Development Plan** sets goals, objectives, and expectations of Board members to help the staff raise funds to support the work of Coming Home.

We need to supplement government funding, which is generally available only to those with diagnosed disabilities, to be able to provide:

- (i) Rental assistance to the "Hardship Homeless" for whom we create housing and
 - (ii) Community-based case management to assist the newly housed reach their particular level of self-sufficiency.
- Our Board Fundraising Committee is the source of energy, ideas and work, with the assistance of staff, for our two annual fundraisers: a Golf Outing in the spring and an Auction Social in the fall. Through these events, we raise needed funds and expand our network of supporters. The work of the committee is essential to realizing the mission of Coming Home.

Our committee members are: Sharon Grice, Brad Caruso, Bridget Kennedy and Patricia McKenna. Eileen O'Donnell and Meriam Shenoda serve as the designated staff members.



2016 October Social Auction



2016 Spring Golf Outing



RESOURCES AND FINANCIAL MANAGEMENT

Coming Home continues to strengthen its foothold in the nonprofit community. We contract with Middlesex County to facilitate and coordinate stakeholders' efforts to end homelessness in the County, which contracts contribute to the cost of our operating expenses, as do our direct and indirect contracts with the federal government to operate system programs. We undertake fundraising activities and seek grants to raise private funds to fill identified gaps in services and housing needed to end homelessness in Middlesex County.

Statement of Activities Year ended December 31, 2016/2015

	Unaudited 2016	Audited 2015
Support and revenue		
Government grants and contracts	\$ 506,795	\$ 371,376
Program income	24,182	25,210
Corporate and foundation contributions	2,000	25,155
Individual contributions	808	1,558
In-kind support	52,476	60,612
Special events, net	20,365	15,220
Other income	145	135
	606,771	499,266
Expenses		
Program services	337,604	257,494
Management and general	211,624	214,762
Fundraising	47,050	39,404
	596,278	511,660
Changes in net assets	10,493	(12,394)
Net assets, beginning of year	322,705	335,099
Net assets, end of year	\$ 333,198	\$ 322,705

Statement of Financial Position December 31, 2016/2015

	Unaudited 2016	Audited 2015
Assets		
Cash and cash equivalents	\$ 248,562	\$ 275,257
Grants receivable	116,260	160,561
	\$ 364,822	\$ 435,818
Liabilities and Net Assets		
Accounts payable and accrued expenses	\$ 19,984	\$ 29,648
Grant advances payable	11,640	83,465
Total liabilities	31,624	113,113
Net assets		
Unrestricted		
Available for operations	328,198	317,705
Building fund	5,000	5,000
Total net assets	333,198	322,705
	\$ 364,822	\$ 435,818

The December 31, 2015 figures is extracted from the December 31, 2015 audit report prepared by Simon & Deitz , LLC.

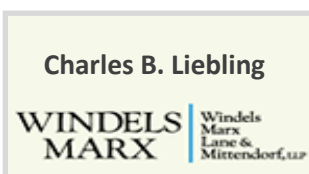
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