



HomeSharing Strategic Plan 2025-2030

Mission:

The agency's mission addresses the primary reason for our existence. It defines the population we serve and is a broad statement of the ultimate outcome of these services.

HomeSharing's mission is to create affordable housing solutions. We match those seeking housing with those who need additional income or services to maintain their homes, while fostering independence and dignity.

Vision:

1. Fill a unique niche in affordable housing, as a leading agency for the state in this affordable housing alternative.
2. Achieve excellence in the services we provide.
 - a. Provide quality services in all areas of operations.
 - b. Promote efficient and effective operations, including fundraising, which will ensure adequate resources to meet operational goals.
3. Grow and/or adapt services to meet the changing needs of clients and the environment.
4. Maintain a professional organization with heart.

Values:

Values describe the standards of care we use when interacting with clients, community, staff, volunteers, and anyone who supports HomeSharing.

1. We value the right of everyone to have a safe, affordable place to call home.
2. We value and respect those individuals and families who need affordable housing.
3. We value the belief that everyone deserves to live empowered, independent lives.
4. We value and respect dignity and self-determination.
5. We value the confidentiality and privacy of those with whom we work.
6. We value quality and excellence.
7. We value integrity and consistency.
8. We value diversity. We believe that our interactions and approach to our community and each other must be inclusive, respectful, and sensitive to each other's differences.
9. We value responsibility and accountability.
10. We value and respect our staff, volunteers, and supporters whose commitment, sincerity and passion are reflected in our ongoing work and interactions.
11. We value teamwork and believe that a cohesive team is more powerful in accomplishing the agency's goals than any single individual.
12. We value community and believe in maintaining a dialogue to foster partnerships that will improve services for our clients.

Philosophy of Care:

HomeSharing's philosophy of care is simple. We focus on providing quality services to our clients. Staff are given three basic rules of service: the interaction with and on behalf of clients must be safe, ethical, and legal.

Our services are mission driven and based on the values held by the agency, considering client needs, and their rights to dignity, independence, self-determination, and confidentiality.

We are dedicated to excellence. We strive to hire diverse, qualified staff. We provide supervision and training to support staff in their work and ensure best practices are followed. We measure our performance based on goals and objectives.

Accomplishments/Challenges:

HomeSharing has been in existence since 1984 , initially serving Somerset and Hunterdon Counties. In 2011, HomeSharing services were extended into Middlesex, Morris, and Union Counties. In 2015, we began providing services in Montclair and surrounding towns. HomeSharing currently serves the residents of a total of 11 counties in New Jersey. (Essex, Hunterdon, Mercer, Middlesex, Monmouth, Morris, Passaic, Ocean, Somerset, Union, Warren)

Current market data from ATTOM in January 2025, New Jersey ranked sixth in the nation with one foreclosure for every 3,442 housing units, totaling 1,097 foreclosure filings.¹ Affordable Housing throughout the state, reviewed by AHPNJ for 2024, published income data by region (see appendix 1) indicating retired and those having annual incomes of less than \$60,000 are at risk of not affording their current homes, preventing ageing in place, unless other solutions are available. In the ALICE Study (see appendix 2), cost of living expenses exceeds Social Security payments. While most individuals may have pensions or 401k, it is not hard to see, these funds will be consumed rapidly for unexpected events.

Currently, more than 38% of HomeSharing clients are older adults (age 60+). Approximately 81% of HomeSharing's client households earn less than \$30,000 annually (32% less than \$10,000); 35% are individuals with disabilities; 36% are female heads of household and 10% are under 18 living with a parent.

HomeSharing's solution is the shared housing model, Providers benefit by being able to stay in their homes without leaving the community, utilizing public assistance, or, in the case of older or disabled adults, institutionalized. Seekers benefit by finding affordable housing, living within their income. Our clients experience important human relationships to give purpose and meaning back in their lives. Our average placement of individuals is 15 months, and a few are greater than 20 years.

Our client HomeSharing agreement customized for each client, details the exchange of services such as meal preparation, errands, or house cleaning in compensation for some of the Seeker's monthly payment.

We are recognized by the National Shared Housing Resource Center as the lead agency for our region, encompassing New Jersey, New York, Pennsylvania, and Delaware. We received an award for Outstanding Achievement in Affordable Housing from the Central Jersey Housing Resource Center.

HomeSharing is fortunate to have a diverse base of funders, dedicated and committed staff and board, and a small cost-effective budget. However, funding has not kept pace with the increased need for services. Beginning in January 2020 through December 2024, our navigation through the COVID-19 pandemic was challenging for both the growth of the business, significant staff changes, clients requesting additional assistance through the pandemic, and a decrease in fundraising. HomeSharing remained operational during this entire period and considered an essential service to our clients and community.

We need to be prepared to meet this need, develop and cultivate a strategy for securing sustainable funding, ensure our infrastructure has the capacity to support growth, and determine how HomeSharing will continue to meet community needs.

Strategic Goals:

The primary strategic question facing the agency is: Over the next 5 years, will HomeSharing have the funding and resources to fulfill the mission in the 11 counties served today and possibly expand to additional counties within New Jersey?

1. As our primary goal, financial sustainability will be assessed for ways to raise funding through government, corporate, family-oriented grants, individual donors, and activities.

2. Position HomeSharing so that we can sustain our high quality and level of service, have the capacity to grow, and deliver the best practices for our services to the community, our donors, and our staff.

To achieve the Strategic goals the following core areas, define our pathway to a successful and sustainable organization for the next 5 years.

- Service Delivery
- Human Resources
- Core Mission Support
- Financial
- Governance
- Environment

Service Delivery:

1. Continuously explore the viability of the geographic regions currently served and the ability to expand to other areas requesting service.
2. Monitor service areas for improvement of awareness through the communities and annually survey the clients for satisfaction and recommendations.
3. Maintain and expand metrics to measure impact and improve service delivery and best practices to the community.
4. Continue to enhance efficiencies by adopting technology for case management and communication.

Human Resources:

1. Continuously evaluate both staff and volunteers for performance and recommendations for future staffing.
2. Offer competitive salary and benefit package for staff with increases tied to performance evaluation.
3. Identify any educational requirements/training required for staff and volunteers.
4. Expand the voluntary program to expand the resources effectively.

Core Mission Support

1. Promote an inclusive and creative space that welcomes diversity, culture, background and experiences for staff, volunteers and clients.
2. Continuously assess program services, general administration and fundraising to create sustainable business practices.
3. Develop and implement effective and efficient systems for operations, including electronic records, safe and secure storage, and effective systems for staff productivity.

Financial:

1. Provide budgets that are realistic, use sound assumptions, and clear accountability.
2. Provide accurate and clear understanding of program costs.
3. Evaluate and diversify funding sources, to include Corporate Outreach, Donor recruitment, and expanded grant and government funding.
4. Increase operating reserves.
5. Provide timely and accurate information to make good financial decisions for HomeSharing.

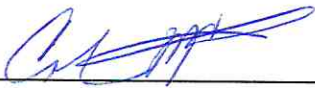
Governance:

1. Review policies on an annual basis for best practices.
2. Periodically review policies when needed or at a minimum annually with the board.
3. Publish the annual report comparing prior year's accomplishments, and recommendations going forward.

Environment:

1. Continuous assessment to identify community partnership opportunities.
2. Benchmark current trends in housing and economics that will support our clients, funding opportunities and affordable housing.
3. Continuously review services for effectiveness of the services to the community.
4. Monitor the HomeSharing brand so that all messaging reflects mission, vision, and values in our publications, media productions, web site, social media, and any communications to outside HomeSharing.

Reviewed by the board of Trustees



President- Colleen Mc Carthy, Esq.

Effective Date: 4/30/2025

Prepared by Affordable Housing Professionals of New Jersey (AHPNJ) - April 12, 2024

2024 AFFORDABLE HOUSING REGIONAL INCOME LIMITS BY HOUSEHOLD SIZE

Income limits not officially adopted by the State of New Jersey. Contact your municipality to see if applicable in your jurisdiction. Additional information about AHPNJ income limits is posted on AHPNJ.org

		1 Person	*1.5 Person	2 Person	*3 Person	4 Person	*4.5 Person	5 Person	6 Person	7 Person	8+ Person	Max Increase		Regional Asset
												Rents**	Sales***	Limit****
Region 1 Bergen, Hudson, Passaic and Sussex	Median	\$84,288	\$90,309	\$96,329	\$108,371	\$120,412	\$125,228	\$130,045	\$139,678	\$149,311	\$158,944	5.2%	0.00%	\$232,836
	Moderate	\$67,431	\$72,247	\$77,064	\$86,697	\$96,329	\$100,183	\$104,036	\$111,742	\$119,449	\$127,155			
	Low	\$42,144	\$45,154	\$48,165	\$54,185	\$60,206	\$62,614	\$65,022	\$69,839	\$74,655	\$79,472			
Region 2 Essex, Morris, Union and Warren	Very Low	\$25,286	\$27,093	\$28,899	\$32,511	\$36,124	\$37,568	\$39,013	\$41,905	\$44,793	\$47,683	5.2%	4.51%	\$248,284
	Median	\$90,591	\$97,062	\$103,533	\$116,475	\$129,416	\$134,593	\$139,769	\$150,123	\$160,476	\$170,829			
	Moderate	\$72,473	\$77,650	\$82,826	\$93,180	\$103,533	\$107,674	\$111,816	\$120,098	\$128,381	\$136,663			
Region 3 Hunterdon, Middlesex and Somerset	Low	\$45,296	\$48,531	\$51,766	\$58,237	\$64,708	\$67,296	\$69,885	\$75,061	\$80,238	\$85,415	5.2%	2.31%	\$278,387
	Very Low	\$27,177	\$29,119	\$31,060	\$34,942	\$38,825	\$40,378	\$41,931	\$45,037	\$48,143	\$51,249			
	Median	\$102,340	\$109,650	\$116,960	\$131,580	\$146,200	\$152,048	\$157,896	\$169,592	\$181,288	\$192,984			
Region 4 Mercer, Monmouth and Ocean	Moderate	\$81,872	\$87,720	\$93,568	\$105,264	\$116,960	\$121,638	\$126,312	\$135,674	\$145,036	\$154,398	5.2%	0.00%	\$244,635
	Low	\$51,170	\$54,825	\$58,480	\$65,790	\$73,100	\$76,024	\$78,948	\$84,796	\$90,644	\$96,492			
	Very Low	\$30,702	\$32,895	\$35,088	\$39,474	\$43,860	\$45,614	\$47,369	\$50,878	\$54,386	\$57,895			
Region 5 Burlington, Camden and Gloucester	Median	\$91,038	\$97,540	\$104,043	\$117,048	\$130,054	\$135,256	\$140,458	\$150,862	\$161,267	\$171,671	5.2%	0.26%	\$212,572
	Moderate	\$72,830	\$78,052	\$83,234	\$93,639	\$104,043	\$108,205	\$112,367	\$120,690	\$129,013	\$137,337			
	Low	\$45,519	\$48,770	\$52,022	\$58,524	\$65,027	\$67,628	\$70,229	\$75,431	\$80,633	\$85,836			
Region 6 Atlantic, Cape May, Cumberland, and Salem	Very Low	\$27,311	\$29,262	\$31,213	\$35,115	\$39,016	\$40,577	\$42,137	\$45,259	\$48,380	\$51,501	5.2%	2.61%	\$184,215
	Median	\$80,290	\$86,025	\$91,760	\$103,230	\$114,700	\$119,280	\$123,876	\$133,052	\$142,228	\$151,404			
	Moderate	\$64,232	\$68,820	\$73,408	\$82,584	\$91,760	\$95,430	\$99,101	\$106,442	\$113,782	\$121,123			
Region 6 Atlantic, Cape May, Cumberland, and Salem	Low	\$40,145	\$43,013	\$45,880	\$51,615	\$57,350	\$59,644	\$61,938	\$66,526	\$71,114	\$75,702	5.2%	2.61%	\$184,215
	Very Low	\$24,087	\$25,808	\$27,528	\$30,969	\$34,410	\$35,786	\$37,163	\$39,916	\$42,668	\$45,421			
	Median	\$68,852	\$73,770	\$78,688	\$88,524	\$98,360	\$102,294	\$106,228	\$114,097	\$121,966	\$129,835			
Region 6 Atlantic, Cape May, Cumberland, and Salem	Moderate	\$55,081	\$59,016	\$62,950	\$70,819	\$78,688	\$81,835	\$84,983	\$91,278	\$97,573	\$103,868	5.2%	2.61%	\$184,215
	Low	\$34,426	\$36,885	\$39,344	\$44,262	\$49,180	\$51,147	\$53,114	\$57,049	\$60,983	\$64,917			
	Very Low	\$20,655	\$22,131	\$23,606	\$26,557	\$29,508	\$30,688	\$31,868	\$34,229	\$36,590	\$38,950			

Moderate income is between 80 and 50 percent of the median income. Low income is 50 percent or less of median income. Very low income is 30 percent or less of median income.

* These columns are for calculating the pricing for one, two and three bedroom sale and rental units as per N.J.A.C. 5:80-26.4(a).

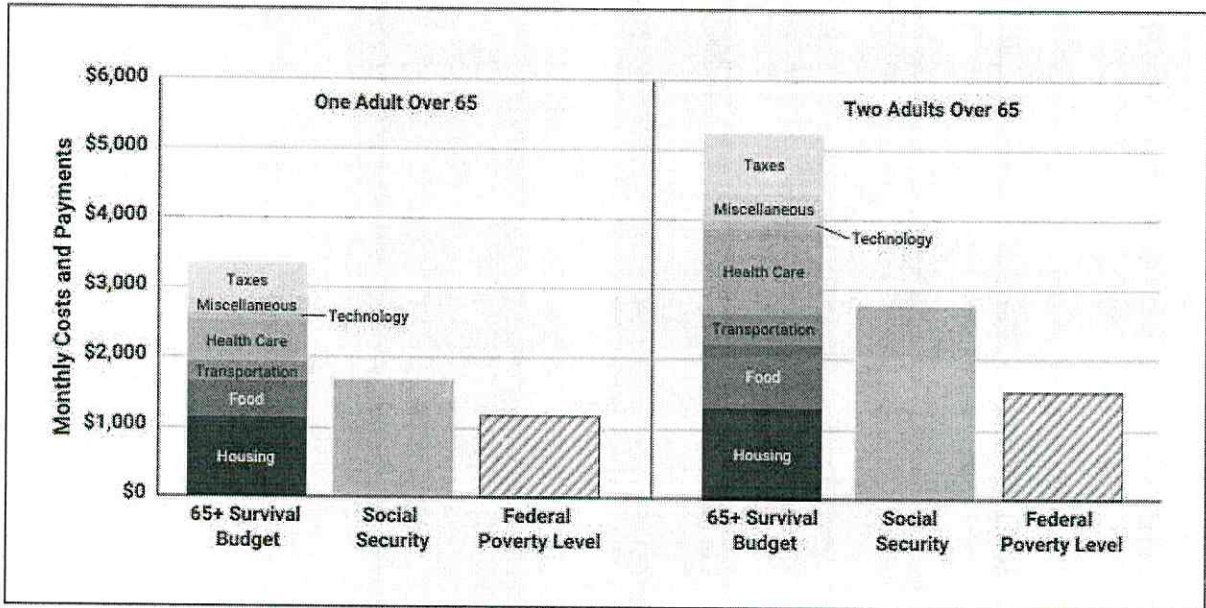
** This column is used for calculating the pricing for rent increases for units (as previously calculated under N.J.A.C. 5:97-9.3 (Consumer Price Index for All Urban Consumers (CPI-U): Regions by expenditure category and commodity and service group). Landlords who did not increase rents between 2015 through 2023 because of the lack of authority to do so, may increase rent by up to the applicable combined percentage including 2024 or 9.0% whichever is less in accordance with N.J.A.C. 5:97-9.3(c). In no case can rent for any particular apartment be increased more than one time per year.

*** This column is used for calculating the pricing for resale increases for units (as previously calculated under N.J.A.C. 5:97-9.3). The price of owner-occupied low and moderate income units may increase annually based on the percentage increase in the regional median income limit for each housing region. In no event shall the maximum resale price established by the administrative agent be lower than the last recorded purchase price.

Low income tax credit developments may increase based on the low income tax credit regulations.

**** The Regional Asset Limit is used in determining an applicant's eligibility for affordable housing pursuant to N.J.A.C. 5:80-26.16(b)3.

Monthly ALICE 65+ Survival Budget Total, Average Monthly Social Security Payments, and the Federal Poverty Level, New Jersey, 2022



Note: See page 13 for a breakdown of monthly ALICE 65+ Survival Budget costs.

Sources: ALICE 65+ Survival Budget, 2022 (see the ALICE Methodology for details); Social Security Administration, 2022

Notes on References;

ATTOM- ATTOM is a nationwide provider of property and real estate data. Publishing housing market data on a quarterly basis and providing unique cloud data services for industry and government clients.

AHPNJ- Affordable Housing Professionals of NJ.

ALICE- (Asset Limited, Income Constrained, Employed) A nationwide survey by State conducted by the United Way to bring awareness to and represents the growing number of families who are unable to afford the basics of housing, child care, food, transportation, health care, and technology. These workers often struggle to keep their own households from financial ruin, while keeping our local communities running.