

U.S. Department of Housing and Urban development  
Office of Public and Indian Housing

---

**PHA Plan**  
**5 – Year Plan for Fiscal Years 2020 – 2024**  
**Annual Plan for Fiscal Year 2022**



**HOUSING AUTHORITY OF THE CITY OF CAMDEN**  
**CAMDEN, NEW JERSEY**

Note: This PHA Template (form HUD 50075) is to be completed in accordance with instructions located in applicable PIH Notices and Instructions.

**U.S. Department of Housing and Urban development  
Office of Public and Indian Housing**

---

**PHA Plan  
5 – Year Plan for Fiscal Years 2020 – 2024  
Annual Plan for Fiscal Year 2022**



**HOUSING AUTHORITY OF THE CITY OF CAMDEN  
CAMDEN, NEW JERSEY**

**Note: This PHA Template (form HUD 50075) is to be completed in accordance with instructions located in applicable PIH Notices and Instructions.**



The Housing Authority of the City of Camden's  
PHA 5 Year Plan 2020-2024

&

2022 Annual Plan is available for 45-day public review

The review period is from August 6, 2021 through October 8, 2021

The plan can be reviewed at the  
HACC Central Office, located at  
2021 Watson Street, Camden, NJ 08105 or  
At [www.camdenhousing.org](http://www.camdenhousing.org)

All comments/concerns and suggestions must be submitted in writing to:

Housing Authority of the City of Camden  
2021 Watson Street, 2<sup>nd</sup> Floor  
Camden, NJ 08105  
Attention: Wanda Riley, Asset Manager

Comments/concerns or suggestions can be hand-delivered to any of the  
HACC Site Offices no later than September 28, 2021.

A subsequent Public Notice will be published to announce the  
Public Hearing date on the plan.

Thank you,

**VICTOR D. FIGUEROA**  
Executive Director

Housing Authority of the City of Camden  
2020 Annual & 2020 – 2024 - 5 Year Plan  
2022 Annual Plan  
Quick Fact Sheet



Tab 1.....HUD Form 50075

Tab 2.....Property Listing

Tab 3.....Goals & Objectives

Tab 4.....Operations & Management

Tab 5.....CSS Community Service & Self Sufficiency

Tab 6.....Safety Crime Prevention

Tab 7.....Asset Management

Tab 8.....ACOP

Tab 9.....ACOP Changes

Tab 10.....Lease

Tab 11.....Smoking Policy

Tab 12.....Fire Policy

Tab 13.....One Strike

Tab 14.....Community Room

Tab 15.....VAWA

Tab 16.....Modernization

Tab 17.....Home/Ownership Project Based Vouchers

Tab 18.....HCV Administrative Plan

Tab 19.....**Capital Funds**

Tab 20.....**Housing Needs**

Tab 21.....**Strategies for Housing Needs**

Tab 22..... **Progress Goals and Objectives**

Tab 23.....**Barring Policy**

**Attachment A**

**HUD FORM**

**50075**



**Attachment B**

**PROPERTY  
LISTING**

HOUSING AUTHORITY OF THE CITY OF CAMDEN  
AMP LISTING

AMP NUMBER	AMP NAME	NUMBER OF UNITS	MANAGER	ADDRESS	PHONE NUMBER
NJ010000001	Ablett Village	306	Geraldine Taylor	307 Ablett Village Camden, NJ 08105	856-968-6140
NJ010000003	Chelton Terrace I	66	Michelle Washington	721 Chelton Ave. Camden, NJ 08104	856-614-9521
NJ010000004	Chelton Terrace II	101	Christina Brockington (Ingerman)	699 Ferry Ave. Camden, NJ 08104	856-338-0020
NJ010000008	Roosevelt Manor V	57	Annette Hilton-Davis (Michaels Org.)	677 Tilghman Ave. Camden, NJ 08104	856-203-7566
NJ010000009	Roosevelt Manor IX & X	59	Annette Hilton-Davis (Michaels Org.)	715 Chelton Ave. Camden, NJ 08104	856-966-0660 856-966-0078
NJ010000010	Branch Village/ Roosevelt Manor 2 (RM14)	58	Naimah Holmes (Pennrose)	813 Ferry Ave. Camden, NJ 08104	856-963-3550
NJ010000011	Roosevelt Manor VII	48	Naimah Holmes (Pennrose)	813 Ferry Ave. Camden, NJ 08104	856-963-3550
NJ010000012	Roosevelt Manor XII	47	Naimah Holmes (Pennrose)	813 Ferry Ave. Camden, NJ 08104	856-963-3550
NJ010000013	Baldwin's Run I	78	Linda Medina (Pennrose)	3195 Westfield Ave. Camden, NJ 08105	856-342-7700
NJ010000014	Carpenter's Hill	30	Cherise Harris (St. Joseph's)	20 Church St Camden, NJ 08105	856-668-8696
NJ010000015	Baldwin's Run II	73	Linda Medina (Pennrose)	3195 Westfield Ave. Camden, NJ 08105	856-342-7700
NJ010000016	Kennedy Tower	99	Lakita Frederick	2021 Watson St Camden, NJ 08105	856-968-6130



NJ010000017	Westfield Tower	103	Lakita Frederick	3199 Westfield Ave Camden, NJ 08105	856-968-6127
NJ010000018	Mickle Tower	104	Lakita Frederick	200 Mickle Blvd. Camden, NJ 08102	856-968-6134
NJ010000019	Baldwin's Run Senior	74	Linda Medina (Pennrose)	3195 Westfield Ave Camden, NJ 08105	856-342-6500
NJ010000020	Morgan Village	27	Whitney Womack (Michaels Org.)	2241 Van Buren St Camden, NJ 08104	856-283-6583

Attachment C

**GOALS**

**&**

**OBJECTIVES**

# Housing Authority of the City of Camden

Attachment nj010c01

## 5.2 Goals and Objectives

Goal & Objectives
Goal
1.) Forecast Operating Subsidy
2.) Evaluate information for cost cutting decisions: a.) Prepare a plan that will assist in cost saving measures which should result in a 7 to 10% savings over expense for a 5 year period. b.) An ongoing goal to try and achieve is for each AMP and the HCVP to be a high Performer. c.) Meet obligation of each AMP's reserve requirement.
3.) Develop and implement goals and measurements for each AMP to abide by under PHAS IV.
4.) Quality Control forms have been developed for tracking site performance.
5.) Continue to maintain 95% or better PIC reporting rate.
6.) Continue to comply with HUD mandate of 3% vacancy rate at each development.
7.) To continue to improve quality of life issues; enforcing all Federal Regulations equally.
8.) HACC will create additional Non-Profit Foundations, and various LLC's, either as Instrumentalities and/or Affiliates, for and not for profit as needed.
9.) Work to show case and offer development services of the Modernization Department and any other HACC department, as appropriate, for a fee.
10. Increase marketing strategies to increase revenue for HACC and its various affiliates and instrumentalities.
11. Expand the HACC's Green Initiative and look into Solar Farms Development.
12. Continue to upgrade Information Technology infrastructure.
13. Expand services delivered to the high-risk youth, through promotion of parental involvement thru program allocations. Continue to seek funding sources.
14. HACC will work to continue to apply for Federal and Non-Federal Grants.
15. Improve PHAS score

16. Improve SEMAP score
17. Increase customer satisfaction. Possibly hire third-party company to perform customer service assessments.
18. HACC will concentrate on efforts to improve specific and/or all management functions.
19. Renovate or modernize public housing units.
20. Homeownership opportunities
21. Implement measures to deconcentrate poverty by Income Tiering.
22. Implement public housing security improvements as needed and as appropriate.
23. Work with Local Union on Youth Build Apprentice program.
24. Provide and promote supportive services to increase independence for the elderly or families with disabilities so that they can age in place. Make the Adult Daycare Program operational.
25. Undertake affirmative measures to ensure access to assisted housing, suitable living environment regardless of race, color, religion, national origin, sex, family status.
26. Create new ways to increase revenue for the HACC. The HACC has started with the Resident Initiatives Department contracting with Vesta Management to provide case management services.
27. Create policies that will assist with management including but not limited to: a.) Fire/Disaster Policy b.) Vacant Unit Procedure Policy c.) IT Policy d.) Continuity of Operations Plan (COOP) if appropriate.
28. Seek to be Moving To Work (MTW) designation
29. Continue to explore the Rental Assistance Demonstration (RAD) program.
30. Expand HACC's reach and oversight to other PHA's and HCV programs.
31. To absorb other Housing Programs in the region including other PHA's
32. Increase our Public Housing Unit total to our Faircloth Limit as well as any other Affordable Housing Programs.



**Attachment D**

**OPERATIONS  
&  
MANAGEMENT**

# Housing Authority of the City of Camden

Attachment nj010d01

## 6.0 (4) Operation and Management

### Overview

Over the last fifteen years since the publication of the revised Operating Fund Formula contained in 24 CFR 990 and other HUD guidance provided to date, the Housing Authority of the City of Camden (HACC) under the direction of the Executive Director and other senior staff have taken steps to put in place a management structure consistent with the broader multi-family management industry.

Routine maintenance has been decentralized and services are handled on-site by maintenance staff assigned respectively and under direction of the Property Manager. Service Contracts (i.e., routine painting, extermination, etc...) are procured centrally by the purchasing agent for the Authority but are overseen by the Property Managers. Technical/Specialized Maintenance Services are procured centrally and work is overseen by the Property Managers. Unit/Annual Inspections are handled by an HACC UPCS certified inspector. Vacancy Preparation is handled by on-site staff, with contract support, when necessary. Work Order Requests are handled by Property Managers who assign and monitor work performed by on-site maintenance staff.

Our affordable housing inventory includes a combination of public housing, assisted living, privately managed and Section 8 Housing Choice Voucher units. Recognizing this mix of affordable housing options and attempting to continue to meet the broader Camden community's needs in times of diminishing federal funding, we have made many changes since September 2005. Since the completion of the transition to the asset management model, in 2011, HUD guidance continues to be disseminated.

In order to sustain the high level of operational and financial performance achieved over the last few years, HACC routinely and systematically monitors the management, physical, and financial condition of all of its properties and programs. Monthly Standardized Action Plans (SAP's) (see attached) are required from site staff that provides both an update on unit vacancies as well as how those remaining will be occupied. Data is provided on the following:

- Number of vacant units
- The status of each
- Unit turnaround time

Budget versus actual variance reports are also required. Additionally, *Performing/Non-Performing Reports* are reviewed by the Property Managers who analyze and consolidate information provided to monitor the performance and/or non-performance of the properties based on the criteria established in PIH Notice 2006-14. The forms used for each property are included as supplemental information to this attachment.

Of particular focus to the financial condition of each property and to the agency as a whole are utility costs and consumption. These are monitored by each Property Manager, the Director of

Finance, the Deputy Executive Director/Asset Manager and the Director of Asset Management on a monthly basis. Also we have been working with an ESCO company to assist us in this area. Although none of HACC's properties are currently non-performing in this area, the unpredictable nature of the weather in the northeast merits close monitoring to sustain a positive financial position at each property. Furthermore, periodic meetings are held to discuss agency operational and financial performance between the Executive Director and executive staff, as well as, quarterly meetings between the Director of Asset Management and the Property Managers.

Additionally, Property Managers have been working closely with the Resident Initiatives Department Staff to meet the needs of the residents from a Social Services perspective. The aim is to improve the mindset of residents in the care of the units and thereby having generally better maintained units by the residents' authority-wide.

Major deficiencies identified in the past include:

- **Vacancy Rate:** Which have been as high as 16% in older formerly non-performing AMPs
- **Unit Turnaround Time:** Which have been as high as 1496 days in older non-performing AMPs.
- **UPCS Inspections:** The REAC inspection which have been as low as 48 in older non-performing AMPs.
- **Crime and Drug Incidents** that exceed by 120% statistics in the surrounding communities.
- **Rent collection:** Which have been as low as 91% in some properties

#### *Plan and Resources to Address Deficiencies:*

- **Vacancy Rate.** To address this issue, HACC focused additional Capital Fund monies for the rehabilitation of units that required work over and above normal wear and tear and beyond the abilities of site maintenance staff to make-ready and reoccupy many of the vacant units. As a result of this refocused effort vacancy rates have improved dramatically. Capital funds will be allocated each year to supplement site maintenance, vacant unit rehabilitation, and repairs. Site staff in conjunction with in-house counsel and other Executive staff meet monthly to strategize and articulate innovative ways to address the causes of the high voluntary and involuntary (evictions) unit turnovers.

The goal of the Authority is to achieve a vacancy rate of 4% over the next 12 months for the older AMPs and 3% over the second twelve-month period, then sustain the vacancy rate at 3% or below using the combined resources of site maintenance staff, participants in the Youthbuild Program, and capital funds as well as the steps outlined to address unit turnaround time below authority wide as needed.

In addition to other vacancy improvement strategies outlined, a marketing strategy will be developed and implemented to increase interest in older AMPs such as Ablett



Village and Branch Village. The \$144 million Roosevelt Manor HOPE VI, located directly across the street from Branch Village, has been completed. With the new construction of rental and homeowner properties, it is anticipated that interest residing in the area and in Branch Village will continue to increase. Redevelopment of the surrounding area that includes a new library, accessibility to shops, schools, health care facilities and transportation will develop a synergy not seen in the neighborhood for decades. The Roosevelt Manor HOPE VI redevelopment plan as well as The Choice Neighborhood Planning Grant is to attract low-income as well as medium-income applicants in a mixed-income community.

- **Unit turnaround time:** A variety of factors contributed to the poor past performance in various AMPs. The primary one being that many of the vacancies were long-term, severely damaged units requiring extensive repair and rehabilitation work and the process for identifying and budgeting capital funds for vacant units that required repairs beyond the capacity of site maintenance staff did not occur in a very timely basis. This resulted in lengthy delays and vacancy days that could not be excluded for purposes of PHAS reporting. A number of units were also off line due to fire. Delays in contracting out the work after reimbursement from the insurance company and other issues related to a protracted process, contributed to a high average turnaround time in various older non-performing AMPs. Some CFP monies continue to be earmarked for vacancy reduction as significant improvement in unit turnaround time has been achieved but some long-term vacancies remain and will be addressed.

HACC's goal is to reduce unit turnaround to less than 20 calendar days and have an adjusted vacancy rate of less than 2% according to PHAS. Steps taken to minimize the delay in re-occupying vacant units include:

- Periodic meetings to discuss specific vacancies and funding for unit turnaround activities.
- Property-specific vacancy and unit turnaround monthly monitoring logs are maintained to ensure compliance with vacancy and unit turnaround goals.
- Monthly Property Manager's report requires specific vacancy turnaround time information and analysis.
- An adequate pool of eligible potential applicants for selection off of the waiting list is maintained.
- A painting contractor retained by HACC is used to paint vacant units after repairs have been made thus decreasing the amount of time site maintenance personnel spend in each vacant unit. Capital funds are also allocated on an annual basis for rehabilitation of vacant units requiring extensive repairs.

HACC staff has also met with representatives of the private property management firms to address this issue. The companies have made some manpower adjustments and increased resources deployed to turning over and re-occupying vacant units. The goal is to sustain these efforts.



- **Physical deficiencies identified by UPCS inspections:**

- In order to address the deficiencies, the Executive Office targeted additional Capital Fund resources. Annual CFP funds have also been allocated for this purpose. The Modernization Department and site staff use the REAC inspection reports, work order reports and the most recent Five-Year Physical Needs Assessment (PNA) completed to prioritize repairs and capital fund expenditures at the sites.
- In addition, on an ongoing basis, the Executive Office in conjunction with property managers and maintenance staff, have implemented a system that requires that routine site evaluations be performed. These site evaluations would identify and correct UPCS deficiencies prior to the REAC inspection. Site staff prioritizes repairs that need to be made and coordinate with other property management staff and the Director of Modernization to determine which items to complete using CFP funds and those repairs to be completed by site staff. It is anticipated that these site evaluations combined with annual unit and system inspections will ensure that all potential UPCS deficiencies are addressed and that any issues that might cause the properties to receive a lower score are resolved.
- For the older AMPs, site evaluations will also be performed at these properties to identify and correct UPCS deficiencies that might cause the properties to receive a low score. In addition, the Property Manager and site maintenance staff will develop and implement a revised, comprehensive preventive maintenance plan to assist with improving the property's physical condition and increasing the REAC physical inspection scores.

The goal for the older properties is to improve on the previous REAC score by at least 5 points or higher on the next REAC inspection. REAC site deficiencies from the last REAC Inspections have been abated.

As detailed above, AMPS conduct annual UPCS Inspections to be proactive in identifying deficient physical conditions as well as having the ability in taking preventive maintenance measures. These include but are not limited to ongoing monthly extermination plan for each unit at the AMPs.

- **Crime and Drug Incidents:** Under the direction of the Director of Asset Management and in collaboration with site staff, HACC's Director of Security, residents and the local police, a major site control and lease enforcement initiative has

been launched to address and eliminate the illegal activity in and around the problematic AMPs. The Authority has made it an agency-wide focus to reduce the level of criminal and drug-related incidents on all of its properties, but particularly those identified as problematic. Steps taken and/or planned include:

- The Authority added to its staff an In-House Counsel position responsible for coordinating agency-wide security reporting and tracking on for-cause lease terminations.
  - Increase in house legal capacity and improved HACC representation in eviction proceedings.
  - Review and revision of lease agreement and "One-Strike" Policy to facilitate HACC's crime reduction efforts.
  - City-wide monthly crime and drug incident reports from the Camden County Metro Police Department and other lease violation data are reviewed when available by security and site staff to determine lease enforcement options and make decisions on what actions will be taken in each case.
  - Better coordination of police presence and incident reporting to ensure adherence to management goals and objectives and more effective lease enforcement.
  - Commitment by Authority Executive staff and Board members to meet with members of local law enforcement and the judicial system to better educate legal system on public housing and to commit additional police patrols and support HACC in its crime and drug reduction efforts.
  - Continue working with grassroots organizations (i.e. DCCB, RAB, RAC, etc...) and the Camden County Prosecutors Office in deterring crime.
- **Rent Collection:** In order to increase rent collection at the AMPs, Asset Management staff is working with the site staff to better coordinate rent collection activities including follow-up phone calls and visits to delinquent households and referrals to appropriate financial counseling organizations. The goal is to increase rent collections to at least 97% overall.

#### **MAINTENANCE CHARGES**

- The management office is responsible for normal maintenance in your apartment. All requests for service should be brought to the management office between the hours of 8:30 am through 4:30 pm. Normal service is performed Monday through Friday 9 am through 4 pm. Emergencies are handled on "an as needed basis". After hours emergencies should be called in to 856-966-0549. Unfortunately, we cannot make appointments to repair work. If any item is damaged due to negligence on your part, either during occupancy or when you vacate, you will be charged accordingly.
- Any other item, which is broken or damaged by a tenant's negligence will be charge at material(s) replacement cost and labor.
- Prices are subject to change and can be verified at the time of replacement or repair. Some charges are exclusive of labor cost.



**CITY OF CAMDEN  
HOUSING AUTHORITY OF THE CITY OF CAMDEN**

## Continuity of Operations Plan (COOP)

<b>Department/Unit</b>	Administration Housing Authority of the City of Camden		
	Author: Victor D. Figueroa	Last Revised Date 03-17-2020	
<b>Head of Operations</b>	<b>Name</b>	<b>Phone Number</b>	<b>Alternate Phone Number</b>
	Victor D. Figueroa	Phone: (856) 968-2775_	Phone:
	HACC HACC, 2021 Watson St., 2 <sup>nd</sup> Floor, Camden, New Jersey 08105	Mobile: (609) 685-8129_  Fax: (856) 968-2754	
<b>Email address</b>	vfigueroa@camdenhousing.org		

### PURPOSE

This Continuity of Operations Plan (COOP) will document how the Department or Departments will perform essential operations during an emergency situation or long-term disruption, which might last from two days to several weeks. The plan will identify mission-critical functions, Departmental communication methods, and alternate personnel, systems and locations. Each City Department needs a COOP to ensure the City can respond effectively to a variety of situations.

The COOP planning process focuses on two key questions:

- What operations performed by the Department are essential or central to the City community? Such operations might include providing food and shelter, utilities, security services, communication and computing devices, and payroll.
- What resources are required to continue those essential operations during an emergency or disruption?

Department of [Insert Name]  
Continuity of Operations Plan (COOP)  
Last revised: 03-16-20

The Mayor, City Emergency Management Coordinator, the City Administration, and Departments will work altogether to designate, direct, communicate, and promulgate related policy and operating procedures with respect to essential services during emergencies or other conditions and accordingly plan what human resources are necessary to carry out the COOP.

## A: Planning Framework

The City of Camden has established four priorities for responding to emergencies:

- Priority 1: Protect the lives of those who work, visit and live at the City of Camden.
- Priority 2: Protect and preserve City property and the environment. Maintain integrity of City facilities.
- Priority 3: Restore City operations, activities and services.
- Priority 4: Provide assistance to the local community and external agencies.

Planning Scenarios: No long-term emergency or disruption will unfold exactly as planned. However, it may be useful to consider the following possibilities and assumptions when considering your plan:

- What if the disruption lasts up to 4 weeks?
- What if services and public events in the City have been suspended?
- What if employee absenteeism is up to 50% during the disruption, including Department heads, supervisors and essential personal?
- What if your regular supply chain is interrupted for up to 4 weeks?
- What if there was a catastrophic loss to your building due to fire, flood, etc.?
- What if there was an extended loss of power and/or computing support from City Information Tech ("City IT")?
- Assume that employees, whether essential or non-essential--will be sent home if possible, leaving the Department's core functions, duties, responsibilities, and work to be attended to.

## B: Departmental Continuity of Operations Objectives

Considering the above objectives and assumptions, describe your Department's key objectives, functions and responsibilities:

*Briefly describe the range of services that you provide to others in the event of a long-term disruption. Do not include any normal operations that can be suspended. It should be clear why your Department must remain functional, at least in part, during a long-term disruption:*

*List the priority tasks of your Department and indicate whether they are performed daily, weekly, monthly, etc.*

### RESPONSE:

1. Emergency Housing Repairs at both Family and Senior Developments
2. Assisted Living Program (ALP) at all three Towers
3. Operation and Monitoring of Boilers at all three Towers

Department of Administration  
Continuity of Operations Plan (COOP)  
revised: 03-16-20



4. Security at all three Towers

5. \_\_\_\_\_

## C. Emergency Communication Systems

### City Communications

The City plan includes the use of departmental telephone and e-mail contact lists and e-mail notifications (the Emergency Management Coordinator may dictate a singular communication platform or app, as needed); the City home web page and social media (Facebook, Twitter, and Instagram); and the National Weather Service. The following websites and phone numbers include information on City emergency communications:

Main City Page	<a href="https://www.ci.camden.nj.us/">https://www.ci.camden.nj.us/</a>
Weather Alerts	<a href="https://www.weather.gov/phi/">https://www.weather.gov/phi/</a>
Emergency Preparedness	<a href="https://www.ci.camden.nj.us/public-works/">https://www.ci.camden.nj.us/public-works/</a>
HACC	<a href="http://www.camdenhousing.org/">http://www.camdenhousing.org/</a>

### Department Communications

To communicate rapidly with your employees in an emergency, and to stay in touch during an extended disruption, we encourage all Departments to prepare and maintain staff contact information in paper and electronic formats, including alternative email and phone numbers. The Essential Communications tool available in the Information Warehouse may be helpful in developing contact lists.

*Describe any additional methods that the Department/Office will use to communicate with employees during the extended disruption. Potential communications tools include phone, email, text message, call trees, social media, a Departmental website, Departmental blogs, pagers, etc.* RESPONSE: See Attached Employee Telephone/E-mail Contact List

*Describe who is designated to communicate with staff. Designate those responsible for updating contacting information and establish a specific schedule for updating.* RESPONSE: \_\_\_\_\_, phone # \_\_\_\_\_; e-mail: \_\_\_\_\_

### D. Leadership Succession

People who can make operational decisions if the head of your Department or unit is absent:

	Name	Title	Phone Number	Alt Phone Number
Head of Department/Unit	Victor D. Figueroa	Executive Director	Phone: (856) 968-2775 Fax: (856) 968-2754	Cell: (609) 685-8129_
Successor	Charles Valentine	Director of Modernization	Phone: (856) 968-2766_ Fax: (856) 968-8610	Cell: (609) 685-7701_
Successor	Edith Pagan	Director of Resident Initiatives	Phone: (856) 968-6197	Cell: (609) 820-8693_

### E. Departmental Essential Functions

List essential operations, responsible staff and alternates. Cross-training for responsible and alternate staff should be in place. Note the location of instructional and supporting documentation.

Function Description	Responsible and Alternate Staff	Alternate Location	Dependencies	Location of Supporting Documentation
	*These listed individuals will be deemed "Essential Personnel" during the period of the emergency situation or extended disruption.			
Public Housing	Wanda Riley 1-856-685-3267			

Housing Choice Voucher/ Section 8	Melody Williams 1-609-682-4238			

# F: Access to Information and Systems

Consider how and where Department information and systems are stored and managed. This may include:

- Information stored on a Departmental or City IT server
- Information on a web site hosted in-house or by City IT
- Non-web-based software installed on individual computers
- Information stored on individual computers or email accounts

**RESPONSE:** See **Advanced Computer Systems Group.**

Describe how your Department is backing up this material and making it available in the event that the primary resource is not available. This may include, but is not limited to:

- Remote access or authorization to allow remote access (Be sure to confirm whether staff responsible for essential operations have home access to resources like computers, and internet).
- Backup of critical files off-site, on flash drives or external hard drives, or in hard copy
- Alternative e-mail systems, such as Yahoo or G-Mail
- Off-site storage/backups

**RESPONSE:** See **Advanced Computer Systems Group.**

Consider the following when planning for loss of information and systems:

Are networked computers being backed up on schedule? For clarification of backup procedures, please review the Crash Plan section in Knowledge Base.

- How long can your Department perform its essential functions without the support of City IT? For each of the critical business functions in Section E, note whether or not the function can be achieved without City IT support for "Up to 3 days", "Up to one week", "Up to 4 weeks", "Indefinitely" or "Not at All."
- Would a disaster in your Department cause an interruption to any legally required reporting?

**RESPONSE:** See **Advanced Computer Systems Group.**



## G: Other Key Internal Dependencies

Many of Camden Departments rely on City IT (for internet, e-mail and central servers); Personnel; Payroll; and Purchasing. List below products and services upon which your Department depends, and the *other* internal (City of Camden) Departments or units that provide them.

Dependency (product or service) : Provider:	
Dependency (product or service) : Provider:	
Dependency (product or service) : Provider:	
Dependency (product or service) : Provider:	
Dependency (product or service) : Provider:	
Dependency (product or service) : Provider:	

## H: Key External Dependencies

List below products and services upon which your Department depends, provided by external suppliers or providers. Please contact them to determine if they have a continuity of operations plans and whether the City has priority for their services.

Establish alternate sources for these services and supplies and determine whether or not they are listed as City vendors, if necessary.

	Primary	Alternate
Dependency (product or service) :	Office supplies, bottled water	
Frequency of Service	Daily/weekly	
Provider	WB Mason, etc.	
Primary Contacts		
Phone Numbers		
	Primary	Alternate
Dependency (product or service) :		
Frequency of Service		
Provider		
Primary Contacts		
Phone Numbers		
	Primary	Alternate
Dependency (product or service) :		
Frequency of Service		
Provider		
Primary Contacts		
Phone Numbers		
	Primary	Alternate
Dependency (product or service) :		
Frequency of Service		
Provider		
Primary Contacts		
Phone Numbers		
	Primary	Alternate
Dependency (product or service) :		
Frequency of Service		
Provider		
Primary Contacts		
Phone Numbers		

Provider		
Primary Contacts		
Phone Numbers		

## I. Relocation or Reallocation

In some potential scenarios, the building, office or other physical resources may not be available to you. In the event that your Department must relocate or share resources with another group, consider the following:

	Resource
1. What physical resources are required to perform your essential functions? Include pre-printed forms, office equipment, computer equipment and telecommunication devices.	Office equipment (copier), computer equipment and telecommunication devices.
2. How much physical space would your unit need?	Office space for <u>  5  </u> personnel.
3. Does your unit have any special needs such as refrigeration, temperature/humidity controls, etc.?	No
4. Are there special security requirements for a replacement space?	Yes, need lock and key for confidential documents and files.
5. If the building/office is accessible, but there was an extended loss of power, is there essential equipment or material that would be at risk? Describe plans for back-up power.	Computers and copier.

Department of Administration  
 Continuity of Operations Plan (COOP)  
 revised: 03-16-20

6. Do you have any high value/difficult to replace equipment?	Computers and copier.
---	-----------------------

### J. Restoration

Resuming normal operations once the emergency situation or extended disruption has passed will require continued communication and coordination. Recognize that restoration could take an extended period of time.

Potential considerations include:

- Work backlog
- Integration of temporary data resources with permanent systems
- Resupply of resources – Maintain an inventory of high value equipment, information resources, and irreplaceable items including titles, model numbers, serial numbers, replacement value, etc. for Risk Management.
- Continued absenteeism
- Emotional/counseling needs

The City is committed to the full support of its employees; however, central service restoration may happen in stages depending on the extent of the disruption.

### K. Critical Department Deadlines, Upcoming Events

All critical upcoming departmental deadlines; events; periodic payments; deliverables; and other similar time-sensitive departmental matters that will take place during the period of the emergency situation or extended disruption:

<u>Event Name</u>	<u>Deadline Date</u>	<u>Contact(s)</u>
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____

## Appendix A: Mitigation Strategies

Considering all of the information provided in this plan regarding your role during an emergency or disruption, your essential function and dependencies, consider steps that your Department can take to minimize the impact of a long-term disruption on your operations. This may be the most important step of your planning process and may require re-evaluation of your objectives and functions.

The following mitigations strategies may be helpful:

- Review your Department's vulnerabilities and address
- Stock up on supplies
- Create alternative processes that rely on fewer external resources
- Conduct cross-training and document procedures
- Review vendor contracts and find alternative resources
- Keep records indicating where to find replacement equipment should mission-critical equipment fail
- Prepare floor plans showing utility shut-offs for the heating and ventilation system, water, power, etc. and emergency generator coverage. Know whether your ventilation system is controlled by the City or Camden County and from within or outside your building.
- Prepare and maintain survival kits for your Department. Encourage employees to keep their own kits for their personal needs.
- Ensure your staff is aware of these plans. Review plans with them on a regular basis, such as annually.
- Test your plans in a table-top exercise at least annually. Identify and address any gaps.
- Keep yourself up-to-date on governmental notices that may pertain generally or specifically to an emergency situation or extended disruption.



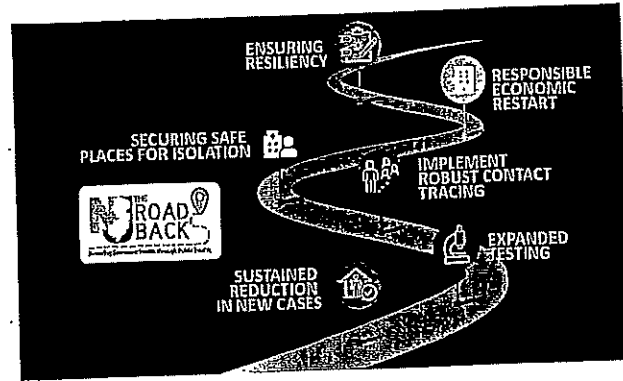
## **Supplementary Information based on the current Coronavirus Disease 2019:**

1. HACC Offices closed until further notice but will not open sooner than March 31, 2020.
2. Essential Personnel will include
  - ALP Staff at Towers
  - Security Officers at Towers
  - Maintenance Staff at Family Developments and Towers
  - Boiler Crew to Monitor Tower Heating Systems
3. Executive Office personnel including Executive Director will work from home using telecommunication devices including smartphones and laptops.
4. Non Essential Personnel will work from as best as possible using devices that may be at their disposal.
5. HACC Answering Services has been updated of our current situation including closure.
6. IT Consultant, ACSG, has been updated of our current situation including closure.
7. Residents have been updated of our current situation including closure and procedures to follow.
8. All community/group activities have been cancelled
9. Promotion of increased good hygiene.

**See additional information attached that has been distributed to staff and resident leaders:**

### Six Key Principles

Governor Phil Murphy announced his vision, "The Road Back: Restoring Economic Health Through Public Health," to restart New Jersey and put the state on the road to recovery. Gov Murphy's stay-at-home Executive Order, which has been in effect since March 21st, will remain in effect in its entirety until further notice. The following six principles and key metrics will guide the process for lifting restrictions and restoring New Jersey's economic health through public health.



#### Principle 1: Demonstrate Sustained Reductions in New COVID-19 Cases and Hospitalizations

- 14-day trend lines showing appreciable and sustained drop in cases, hospitalizations, and other metrics;
- Hospitals stepping down from functioning under crisis standards of care.



#### Principle 2: Expand Testing Capacity

- At least double current diagnostic testing capacity;
- Prioritize testing for health care workers, essential personnel, and vulnerable populations;
- Create a flexible testing plan accessible to all residents;
- Expand partnerships with institutions of higher education, private-sector labs, and the federal government.
- Ensure that those who test positive are linked to a health care provider.



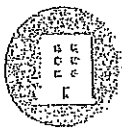
#### Principle 3: Implement Robust Contact Tracing

- Recruit and deploy an army of personnel who will identify and follow-up with contacts;
- Leverage technological data and innovative solutions to increase efficiency;
- Coordinate the approach of local and state health officials, which will have a coordinated county/regional component.



#### Principle 4: Secure Safe Places and Resources for Isolation and Quarantine

- To the greatest extent possible, provide individuals who do test positive in the future with a safe and free place to isolate and protect others from COVID-19;
- Ensure that quarantined contacts are provided supportive services, if needed.



#### Principle 5: Execute a Responsible Economic Restart

- Create the Governor's Restart and Recovery Commission to advise on the process and recommend responsible and equitable decisions;
- Plan for a methodical and strategic return to work based on level of disease transmission risk and essential classification;
- Continuation of social distancing measures where feasible and appropriate;
- Leverage any available federal funds and programs to support health care, individual, and small business recoveries.



#### Principle 6: Ensure New Jersey's Resiliency

- Learn from the lessons of COVID-19 and prepare for the possibility of a resurgence;
- Ensure hospitals, health care systems, and other health delivery facilities have inventories of personal protective equipment and ventilators;
- Build our own state personal protective equipment and ventilator stockpile;
- Create a playbook for future administrations for the next pandemic.



## Illness Surveillance Employee/Resident/Visitor Questionnaire

Please answer the following questions before coming into our community to work/live/visit.

I am not currently ill. I have not had any of the following symptoms in the past 72 hours- nausea, vomiting, diarrhea, sore throat, cough, shortness of breath, or fever.

Correct      Incorrect -- Initials: \_\_\_\_\_

I have not been around anyone that has had these symptoms in the past 72 hours.

Correct      Incorrect -- Initials: \_\_\_\_\_

I have not traveled outside of the United States in the past 21 days nor do I reside in a community where community based spread of COVID-19 is occurring.

Correct      Incorrect -- Initials: \_\_\_\_\_

I have not been around anyone that has been out of the country in the past 21 days.

Correct      Incorrect -- Initials: \_\_\_\_\_

In the past 14 days, I have not had contact with anyone diagnosed with COVID-19, or under investigation for COVID-19, or are ill with respiratory illness.

Correct      Incorrect -- Initials: \_\_\_\_\_

Typical shift worked:      DAYS      EVENINGS      NIGHTS

I understand by signing this questionnaire, I am giving truthful responses.

Name: \_\_\_\_\_  
(Print)

\_\_\_\_\_  
(Signature)

Date: \_\_\_\_\_

Victor Figueroa

---

ver  
To:  
Subject:

Michael Dugger  
Monday, March 16, 2020 2:03 PM  
Victor Figueroa; Michael Dugger  
Fwd: Covid-19

Sent from my Verizon, Samsung Galaxy smartphone  
[Get Outlook for Android](#)

---

From: mdugger@camdenhousing.org <mdugger@camdenhousing.org>  
Sent: Friday, March 13, 2020 8:16:13 PM  
To: Victor Figueroa (vfigueroa@camdenhousing.org) <vfigueroa@camdenhousing.org>  
Subject: Covid-19

Our plan here at Watson Streets Assisted living program is to.

- 1) All group activities are canceled
- 2) Increased hand washing for all staff.
- 3) All staff is equipped with spray Clorox and a rag to clean all hard surfaces as they go
- 4) All staff will observe all residents both in or out of the program and report anyone who has any symptoms to nursing so they may be checked

Sent from my Verizon, Samsung Galaxy smartphone  
[Get Outlook for Android](#)

**Victor Figueroa**

NWK\_PH\_Director <NWK\_PH\_Director@hud.gov>  
Friday, March 13, 2020 11:12 AM  
Arce, Theresa L  
Thumar, Balu K; Garcia, Cesar A  
Communication with PHAs CV-19 for your use.

Sehu.  
To:  
Cc:  
Subject:

*\*\*\*Please note this message is being blind copied to all NJ PHAs\*\*\**

Dear PHA Directors and Staff,

HUD is developing COVID-19 guidance for PHAs, which may be sent using your PHA's contact information in PIC; please ensure it is current. Guidance will be provided by PIH.

Housing authorities can also submit HUD-related questions to our field office, as normal. Soon, PIH will have a mailbox to accept PHA questions. To promote policy consistency nationwide, HUD will share answers to general PHA questions by posting them as Frequently Asked Questions (FAQ) on [www.hud.gov](http://www.hud.gov) for your information.

HUD may determine that field office employees should telework. In that event, we will continue to perform our work and you will not see any reduction in our service or responsiveness. Further, we will notify you if our planned visits to your PHAs need to be rescheduled.

We offer these additional suggestions and resources for your planning purposes:

- Contact your state and local emergency management agency for assistance with planning and implementing any emergency measures related to CV-19.
- Ask emergency management officials if they have any information or flyers you can share with your tenants.
- Consult <https://www.hud.gov/coronavirus> for information from HUD, which will be updated regularly.
- Consult the Centers for Disease Control for current information on limiting the potential spread of COVID-19: <https://www.cdc.gov/>
- We received this information linked below from a PHA regarding disinfecting buildings. We do not endorse it, we are simply sharing the information in case you find it to be useful:  
<https://www1.nyc.gov/assets/doh/downloads/pdf/imm/disinfection-guidance-for-commercial-residential-covid19.pdf>

*Theresa Arce*  
*Director, Office of Public Housing*  
*U. S. Department of HUD*  
*One Newark Center*  
*Newark, NJ 07102*  
*Phone No. 973-776-7250*  
*Tel - 202-536-9105*  
*Fax No. 973-645-2270*



## Coronavirus Disease 2019 (COVID-19)

# Strategies to Prevent the Spread of COVID-19 in Long-Term Care Facilities (LTCF)

A new respiratory disease – coronavirus disease 2019 (COVID-19) – is spreading globally and there have been instances of COVID-19 community spread in the United States. The general strategies CDC recommends to prevent the spread of COVID-19 in LTCF are the same strategies these facilities use every day to detect and prevent the spread of other respiratory viruses like influenza.

Long-term care facilities concerned that a resident, visitor, or employee may be a COVID-2019 patient under investigation should contact their local or state health department immediately for consultation and guidance.

### Prevent the Introduction of respiratory germs INTO your facility

- Post signs at the entrance instructing visitors not to visit if they have symptoms of respiratory infection.
- Ensure sick leave policies allow employees to stay home if they have symptoms of respiratory infection.
- Assess residents symptoms of respiratory infection upon admission to the facility and implement appropriate infection prevention practices for incoming symptomatic residents.

### Symptoms of respiratory infection, including COVID-19:

- Fever
- Cough
- Shortness of breath

### Prevent the spread of respiratory germs WITHIN your facility

- Keep residents and employees informed.
  - Describe what actions the facility is taking to protect them, including answering their questions and explaining what they can do to protect themselves and their fellow residents.
- Monitor residents and employees for fever or respiratory symptoms.
  - Restrict residents with fever or acute respiratory symptoms to their room. If they must leave the room for medically necessary procedures, have them wear a facemask (if tolerated).
  - In general, for care of residents with undiagnosed respiratory infection use Standard, Contact, and Droplet Precautions with eye protection unless suspected diagnosis requires Airborne Precautions (e.g., tuberculosis).
  - Healthcare personnel should monitor their local and state public health sources to understand COVID-19 activity in their community to help inform their evaluation of individuals with unknown respiratory illness. If there is transmission of COVID-19 in the community, in addition to implementing the precautions described above for residents with acute respiratory infection, facilities should also consult with public health authorities for additional guidance.
- Support hand and respiratory hygiene, as well as cough etiquette by residents, visitors, and employees.
  - Ensure employees clean their hands according to CDC guidelines, including before and after contact with residents, after contact with contaminated surfaces or equipment, and after removing personal protective equipment (PPE).
  - Put alcohol-based hand rub in every resident room (ideally both inside and outside of the room).

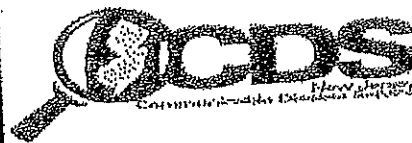
- Make sure tissues are available and any sink is well-stocked with soap and paper towels for hand washing.
- Identify dedicated employees to care for COVID-19 patients and provide infection control training.
  - Guidance on Implementing recommended infection prevention practices is available in CDC's free online course — The Nursing Home Infection Preventionist Training — which includes resources checklists for facilities and employees to use.
- Provide the right supplies to ensure easy and correct use of PPE.
  - Post signs on the door or wall outside of the resident room that clearly describe the type of precautions needed and required PPE.
  - Make PPE, including facemasks, eye protection, gowns, and gloves, available immediately outside of the resident room.
  - Position a trash can near the exit inside any resident room to make it easy for employees to discard PPE.

## Prevent the spread of respiratory germs BETWEEN facilities

- Notify facilities prior to transferring a resident with an acute respiratory illness, including suspected or confirmed COVID-19, to a higher level of care.
- Report any possible COVID-19 illness in residents and employees to the local health department, including your state HAI/AR coordinator.

For the most up-to-date information, visit [www.cdc.gov/covid19](http://www.cdc.gov/covid19).

Page last reviewed: March 1, 2020



# Key Messaging to Long-term Care Facilities (LTCF) for COVID-19

Date: March 3, 2020

Public Health Message Type:  Alert  Advisory  Update  Information

Intended Audience:  All public health partners  Healthcare providers  Infection preventionists  
 Local health departments  Schools/child care centers  ACOs  
 Animal health professionals  Other:

### Key Points or Updates:

- Coronavirus disease 2019 (COVID-19) is a respiratory illness that can spread from person to person. The virus that causes COVID-19 is a novel (new) coronavirus that was first identified during an investigation into an outbreak in Wuhan, China.
- The risk to the general public in the U.S. remains low. However, healthcare workers caring for residents/patients with COVID-19 are at elevated risk of exposure. The current risk assessment is available at CDC Situation Summary (<https://www.cdc.gov/coronavirus/2019-nCoV/summary.html>).
- CDC has issued documents including, Interim Infection Prevention and Control Recommendations for Patients with Confirmed Coronavirus Disease 2019 (COVID-19) or Persons Under Investigation for COVID-19 in Healthcare Settings and Healthcare Providers Preparedness Checklist in an effort to prevent the spread of infection during healthcare delivery.
- Guidance is based on the currently limited information available about COVID-19 related to disease severity, transmission efficiency, and shedding duration. This cautious approach will be refined and updated as more information becomes available and as response needs change in the United States.
- The general strategies CDC recommends to prevent the spread of COVID-19 in LTCF are the same strategies these facilities use every day to detect and prevent the spread of other respiratory viruses like Influenza.
- Healthcare Facility Preparedness
  - o The true impact of a COVID-19 outbreak in a U.S. community cannot be predicted. However, all healthcare facilities can take steps now to prepare for such an outbreak and protect both their patients and staff. Review CDC "Steps Healthcare Facilities Can Take" (<https://www.cdc.gov/coronavirus/2019-nCoV/healthcare-facilities/steps-to-prepare.html>)
  - o Review Emergency Preparedness plans
    - i. Centers for Medicare and Medicaid Services, State Operations Manual Appendix Z – Emergency Preparedness for All Provider and Certified Supplier Types specifies that "Planning for using an all-hazards approach should also include emerging infectious disease (EID) threats. Examples of EIDs include Influenza, Ebola, Zika Virus and others. All facilities must develop an all-hazards emergency preparedness program and plan."
    - o Review CDC's "Interim Guidance for Healthcare Facilities: Preparing for Community Transmission of COVID-19 in the United States" for specific information including:

- i. Designate a time to meet with your staff to educate them on COVID-19 and what they may need to do to prepare
  - ii. Limit visitors to the facility
  - iii. Post visual alerts (signs, posters) at entrances and in strategic places providing instruction on hand hygiene, respiratory hygiene, and cough etiquette
  - iv. Ensure supplies are available (tissues, waste receptacles, alcohol-based hand sanitizer)
    1. Put alcohol-based hand sanitizer in every resident rooms (ideally both inside and outside)
  - v. Take steps to prevent known or suspected COVID-19 patients from exposing other patients
  - vi. Restrict the movement of COVID-19 patients (e.g., have them remain in their room)
  - vii. Identify dedicated staff to care for COVID-19 patients
  - viii. Observe newly arriving patients/residents for development of respiratory symptoms
- Prevention and Control Measures
    - Review CDC "Strategies to Prevent Spread of COVID-19 in Long-Term Care Facilities LTCF". The general strategies CDC recommends to prevent the spread of COVID-19 in LTCF are the same strategies these facilities use every day to detect and prevent the spread of other respiratory viruses like Influenza.
    - In general, for care of residents with *undiagnosed* respiratory infection use Standard, Contact and Droplet Precautions with eye protection unless suspected diagnosis requires Airborne Precautions (e.g., tuberculosis).
    - Routine surveillance of healthcare-associated infections, including fever and symptom monitoring, should remain on-going and include respiratory tract infections. Continue to monitor for trends and suspect facility transmission. Clinicians are strongly encouraged to test for other causes of respiratory illness, including infections such as Influenza. Verify the diagnosis using clinical, epidemiological and lab test information, considering seasonal disease occurrence. Ensure the facility has the laboratory capacity to test residents/patients. Refer to the NJDOH Guidelines for Control of Respiratory Virus Outbreaks in LTC and other Institutional Settings for additional information on routine control measures; and the CDS-11 or CDC document for a template line listing.
      - i. Rapid Influenza testing and/or PCR should be done by collecting two simultaneous swabs. Use one swab for on-site rapid testing (if available) and send the second swab to the laboratory for PCR or virus culture. Some laboratories perform a respiratory virus panel, which would test for more than one respiratory virus. Bacterial culture should be considered as well, particularly during an outbreak of pneumonia.
      - ii. Residents presenting with fever with severe acute lower respiratory illness (e.g., pneumonia, ARDS) requiring hospitalization and without alternative explanatory diagnosis and no known exposure to COVID-19 should be referred to the local health department to determine whether a resident may be a person under investigation or PUI for COVID-2019.

- Occupational Health Considerations
  - Occupational Safety and Health Administration (OSHA) recordkeeping requirements at 29 CFR Part 1904 mandate covered employers record certain work-related injuries and illnesses on their OSHA 300 log. While 29 CFR 1904.5(b)(2)(viii) exempts recording of the common cold and flu, COVID-19 is a recordable illness when a worker is infected on the job.
  - Worker Training:
    - i. Train and educate all workers about the sources of exposure to the virus, the hazards associated with that exposure, and appropriate workplace protocols in place to prevent or reduce the likelihood of exposure.
    - ii. Review applicable standards include the PPE (29 CFR 1910.132), Eye and Face Protection (29 CFR 1910.133), Hand Protection (29 CFR 1910.138), and Respiratory Protection (29 CFR 1910.134) standards. The OSHA website offers a variety of training videos on respiratory protection.
    - iii. CDC and OSHA recommend that healthcare workers wear:
      1. Gown
      2. Gloves
      3. Eye/face protection (e.g., goggles, face shield)
      4. National Institute for Occupational Safety and Health (NIOSH)-certified, disposable N95 or better respirators. Use respiratory protection as part of a comprehensive respiratory protection program that meets the requirements of OSHA's Respiratory Protection standard (29 CFR 1910.134) and includes medical exams, fit testing, and training.

**Action Items:**

- (1) Administrators, department leadership, infection preventionists and healthcare providers should carefully review existing emergency preparedness and outbreak response plans.
- (2) Ensure healthcare personnel infection prevention competency-based training, i.e., the provision of job-specific education, training, and assessment to ensure that healthcare personnel possess infection prevention competency, is in place.
- (3) Screen patients and visitors for symptoms of acute respiratory illness (e.g., fever, cough, difficulty breathing) before entering your healthcare facility. Keep up to date on the recommendations for preventing spread of COVID-19 on CDC's website.
- (4) Ensure proper use of personal protection equipment (PPE). Healthcare personnel who come in close contact with confirmed or possible patients with COVID-19 should wear the appropriate personal protective equipment.
- (5) Conduct an inventory of available PPE. Consider conducting an inventory of available PPE supplies. Explore strategies to optimize PPE supplies.
- (6) Encourage sick employees to stay home. Personnel who develop respiratory symptoms (e.g., cough, shortness of breath) should be instructed not to report to work. Ensure that your sick leave policies are flexible and consistent with public health guidance and that employees are aware of these policies.
- (7) Review CDC Interim Guidance for Healthcare Facilities: Preparing for Community Transmission of COVID-19 in the United States at <https://www.cdc.gov/coronavirus/2019-ncov/healthcare-facilities/guidance-hcf.html>



#### Contact Information:

- Jessica Arias, Infection Preventionist or Rebecca Greeley, Infectious Disease Team Lead at [halar@doh.gov](mailto:halar@doh.gov), (609) 826-5964
- The Communicable Disease Service at (609) 826-5964 during business hours

#### References and Resources:

- World Health Organization COVID-19 situation reports <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports>
- CDC case counts <https://www.cdc.gov/coronavirus/2019-ncov/cases-in-us.html>
- OSHA COVID-19 <https://www.osha.gov/SLTC/covid-19/controlprevention.html>
- Healthcare Infection Prevention and Control FAQs for COVID-19 <https://www.cdc.gov/coronavirus/2019-ncov/infection-control/infection-prevention-control-faq.html>
- Evaluating and Reporting Persons Under Investigation (PUI) <https://www.cdc.gov/coronavirus/2019-ncov/hcp/clinical-criteria.html>
- Association for Professionals in Infection Control and Epidemiology (APIC) PPE Do's & Don'ts <https://professionals.site.apic.org/infographic/ppe-dos-and-donts/>
- National Institute for Occupational Safety and Health (NIOSH) Respiratory Protection Infographics <https://www.cdc.gov/niosh/npptl/RespiratorInfographics.html>
- CMS Infection for Healthcare Facilities Concerning 2019 Novel Coronavirus Illness <https://www.cms.gov/files/document/cso-20-09-all.pdf>
- CDC LTC Respiratory Surveillance Line List <https://www.cdc.gov/longtermcare/pdfs/LTC-Resp-OutbreakResources-P.pdf>



For more information: Email:  
[DLGS@dca.nj.gov](mailto:DLGS@dca.nj.gov)

## Division of Local Government Services (DLGS)

"The Division strives to help all local governments achieve excellence, efficiency, and long-term fiscal stability in their operations"

Given the recent attention to the potential impacts of coronavirus, the Division issues this notice as a general precaution and to remind local units of options available to ensure the continued regular operation of government.

The Division of Local Government Services reminds local units that, in accordance with N.J.S.A. 10:4-6, et seq., (the "Open Public Meetings Act," or "Act"), public meetings may be held in person or by means of communication equipment, N.J.S.A. 10:4-8(b), to include streaming services and other online meeting platforms. All meetings, including those held using communications equipment, must be noticed in a manner consistent with the requirements of the Act, unless the meeting is for emergent circumstances and held in a manner consistent with the requirements set forth at N.J.S.A. 10:4-9(b). Local units should also provide guidance to the public for remotely accessing and providing comment at a meeting. Local units should still have an advertised meeting place, which is connected to the meeting through communications equipment, unless otherwise directed by state or local emergency management or health officials, consistent with Executive Order 103 (Murphy 3/9/2020).

This mechanism has been used by local governments during weather events and other circumstances that render in-person meetings less than optimal.

Local units are reminded that they are required to provide a means of public comment even if a meeting is held remotely. Further, if a local unit currently records the audio or video of its meetings, we recommend that it continue to record a remote meeting.

Local units holding meetings remotely are advised to avoid entering executive or closed session unless the topic of concern is urgent, directly affects the health, safety, or welfare of residents, and is an allowed exception as listed in N.J.S.A. 10:4-12, given the difficulty of ensuring only appropriate individuals are on the line during a separate session. If an executive or closed session is necessary, local units must use a mechanism that ensures the confidentiality of closed session. To this end,

after announcing the executive or closed session at the public portion of the meeting consistent with the Act, a local unit may consider using a separate, non-public, dial-in mechanism for the executive or closed portion of the meeting.

In preparation for upcoming community events and meetings of public bodies, local units are encouraged to coordinate with legal counsel and local offices of emergency management to ensure continued compliance with N.J.S.A. 10:4-6 and other statutory obligations.

Victor Figueroa

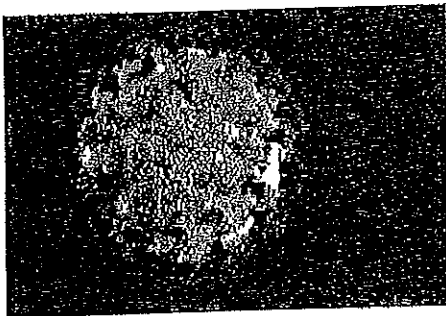
NAHRO Direct News <nahro@nahro.org>  
Monday, March 16, 2020 2:31 PM  
Victor Figueroa  
HUD Publishes COVID-19 FAQ for Public Housing and HCV Program

Plus: COVID-19 webinar, survey question, and more!

Problem viewing this email? View in browser



## HUD Publishes COVID-19 FAQ for Public Housing and HCV Programs



The Department of Housing and Urban Development has published a new Frequently-Asked-Questions (FAQ) document on COVID-19. The document provides answers to questions related to emergency preparedness, operational concerns, eligible uses of funds, and relocation. Additionally, the document announces a new email address (PIH-COVID@hud.gov) that can be used to contact HUD with additional questions about operating in this new environment. Links to this and other information have been posted to NAHRO's coronavirus resource page.

NAHRO has been in contact with HUD throughout this event and is working to make sure that HUD is responsive to the evolving needs of housing agencies. We are pleased that HUD's Office of Public and Indian Housing (PIH) has put out this document to help guide PHA operations and expects the Department to continue updating this guidance and publishing additional guidance as additional operational questions arise.

As always, NAHRO encourages all housing agencies to keep informed about the COVID-19 event by closely monitoring the Centers for Disease Control and Prevention COVID-19 website.

A letter from PIH and the Office of Multifamily Housing can be found [here](#).

The full FAQ can be found [here](#).

---

## **THIS WEDNESDAY COVID-19 and Housing Agency Operations**

**Wednesday, March 18 | 12 - 1 pm EDT**

Please join NAHRO for an informational, members-only webinar on the impact of COVID-19 on your operations and the families you serve. We'll review the latest guidance from the federal government, particularly HUD, and hear from you on the critical issues you're facing and the additional guidance you need.

**NOTE:** This webinar is a complimentary, members-only benefit. Please log in before you register.

**REGISTER NOW**

---

### **NAHRO Wants to Know**

Considering the guidance released by PIH and the suspension of REAC inspections, are there either regulatory flexibilities or funding resources that you need immediately to continue operations uninterrupted in the next three to six months?

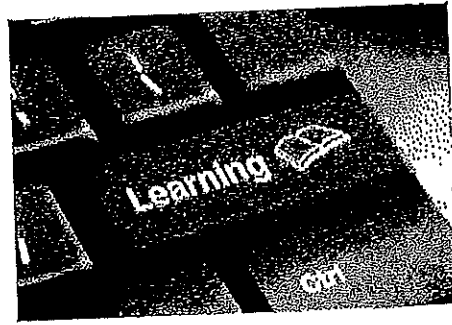
**ANSWER SURVEY QUESTION**

---

**Learn Where You Are With NAHRO Webinars!**



NAHRO is committed to providing you with the skills and information you need – no matter where you are! Here are just a few of our many online learning opportunities:



- HCV Homeownership with Proficiency Test (March 18-19)
- Competencies and Industry Best Practices to Being an Effective Housing CEO (March 19, 1:30 - 4 p.m.)
- SEMAP (April 8-9)

A complete set of our professional development and certification offerings are available on our website.

Keep watching our calendar! We will be offering more courses soon.

**SEE CALENDAR**

[Membership](#) | [Professional Development](#) | [Conferences](#) | [Certification](#) | [Blog](#)



National Association of Housing and Redevelopment Officials  
630 Eye Street, NW | Washington DC 20001 |  
Email us | 877-866-2476 | Visit our website  
Manage Preferences | Unsubscribe

powered by  
**HIGHER LOGIC**

DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.

# HOUSING AUTHORITY OF THE CITY OF CAMDEN

## REOPENING PLAN

JUNE 2020

### CONTENT

1. ACKNOWLEDEMENTS
2. PURPOSE
3. OPERATIONAL PROTOCOLS
4. COMMUNICATIONS
5. FACILITY MANAGEMENT
6. ASSISTANCE TO RESIDENTS
7. EMPLOYEE PRIME RESPONSIBILITIES
8. APPENDIX
  - a. VOCABULARY
  - b. REFERENCES
  - c. RESOURCES

## ACKNOWLEDGEMENTS

This reference document is a compilation of information obtained primarily from knowledgeable sources including the World Health Organization (WHO), Center for Disease Control and Prevention (CDC), U.S. Department of Housing and Urban Development (HUD), Occupational Safety & Health Administration (OSHA), and other public and private entities. The intent is to provide relevant guidance in an easily to locate manner to protect personnel, residents, and visitors and provide education and training.

## PURPOSE

- Maintain essential business operations, while Reducing the spread of disease among staff, residents, and visitors
- Provide crisis management support for residents, including the coordination of food and medical services
- Minimize financial impact on those effected by closure or modified operations
- Comply with city, state, and federal authorities

## Introduction

The Housing Authority of the City of Camden (HACC) should reopen only if social distancing, proper cleaning and disinfecting requirements and protection of workers and residents can be ensured.

Testing equipment, rearranging furniture and equipment, cleaning and disinfecting, installation of shields, installation of hand sanitizing and no-touch temperature reading is required prior to reopening.

A number of activities that residents and staff have become accustom to will need to be scaled back or modified due health and safety of approximately ### individuals that we house and service on a daily basis, our 106 employees, and visitors is our highest priority.

HUD's Disaster Readiness & Preparation Guide 2016 warns that emergencies and threatened emergencies may affect a PHA's ability to operate; local resources may not be available; staff

DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.

may be adversely affected and unable to assist. We have compiled and reviewed documents and publications from various sources to identify best practices to prepare for the reopening of HACC's operations.

Policy and operational guidance are implemented to protect employees, residents, and visitors to reduce the transmission of infectious diseases. While COVID-19 is the motivation, these steps are useful with other viruses, bacteria, and other airborne & touch illnesses.

In some instances the Board of Commissioner must pass a resolution authorizing the Executive Director or her/his designee to take any of or all of the emergency actions as may, in his/her judgment, be needed to protect HACC operations and the health, safety and well-being of HACC employees, residents, visitors (anyone who is not an employee or resident).

- Conducting inventory and procuring additional sanitation, disinfection and infection control supplies in advance, Personal Protection Equipment for staff, masks, gloves, coveralls, no-touch temperature detection equipment
- Obtaining enhanced technology to support current and upcoming communications and work challenges created by COVID-19
- Investing in more touch-free technology – levers, automatic doors, sinks / common area items
- Creating a notification strategy/campaign to manage expectations of staff and residents
- Training staff performing cleaning, trash pickup, unit repairs, interviewing, coordinating services
- Identifying work from home task for each work classification
- Identifying for ready access staff, residents, emergency service providers, vendor, and, contractors
- Revising the use of community rooms (staff office space, staff meeting with individual clients, staff meeting)
- Identifying all long-term storage areas appropriate for use for sanitation, personal protective equipment, and other needed supplies

DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.

- Elevating infection control as a priority in all operations in conjunction with health and safety
- Considering using videoconferencing or teleconferencing when possible for work related meetings and gatherings to avoid risks associated with commercial travel. Until further notice, HACC will check with the CDC's Traveler's Health Notices for the latest guidance and recommendations
- Training / Education – Will be conducted virtually as much as possible, or if in person ensure that social distancing is maintained. HACC will notify employees of new workplace policies and changes prior to reopening and upon resuming operations. As appropriate, employees will receive, at minimum, awareness training on cleaning and disinfection products used in the workplace following OSHA Hazard Communication Standards. For employees who will use disinfectants and cleaners, training should also include proper use, PPE, disposal and all precautionary measures
- Modifying Work Tasks - Workers that service multiple residents, site, units, contractors, vendors, or partners must retain a distance of at least six feet when interacting. HUD does not mandate in-person meetings for income certification or recertification (OC13).
- When possible, the following tasks can be performed remotely to avoid in-person contact.
  - Interviewing
    - Leasing/Voucher Issuance
    - Program Eligibility (Applications, Annual/Interim Re-Certifications)
    - Inspections
    - Requests for Relocation / transfers
    - Hearings
    - Rent Calculations
    - Intake Briefings
    - Others to be determine
  - Maintenance
    - Will not enter an apartment without appropriate personal protective equipment
    - Maintenance requests will continue to be processed
    - All routine and annual unit inspections are postponed until further notice
    - Life and safety inspections will be conducted, as needed
    - Inspection of and repair to vacated units will continued for new occupants
    - Re-inspection of HCV units will be completed via self-certification

DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.

HOUSING AUTHORITY OF THE CITY OF CAMDEN DIRECTORY

Name	Department	Title	Phone	Email



DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.

EMERGENCY CONTACTS			
SERVICE	NAME	PHONE	EMAIL
Police			
Fire			
City			
Ambulance Service			
Ambulance Service			
Hospital			
Hospital			
Hospital			
Transportation Service			
Transportation Service			
Gas			
Electric			
Cable			
Phone			
American Red Cross			
On Call Employee List			
Emergency Vendor List			
Emergency Contractor List			



**OPERATIONAL PROTOCOLS**

HACC's Executive Offices are located on the second floor of the Kennedy Towers Senior Building. On a daily basis, this facility is frequented by more than 100 residents, their friends/families, and service providers. Housing Authority personnel, vendors, contractors, and partners also utilize the same entrance, lobby, elevators and in some cases common area restrooms. Due to social distancing guidance, the size of the executive conference room can only fit 4 or 5 people safely.

Normally, the Success Learning Academy provides alternative education and related supportive services. However, the earliest students will have an opportunity to repopulate this facility is after September 8, 2020. In the interim the building will be used, as needed, by Executive Staff.

When necessary, HACC will conduct appropriate business from the Success Learning Academy, located at 140 Boyd Street. The Success Learning Academy is located within two blocks of Kennedy Towers. There are 6 classrooms, 6 dedicated offices, and a large multipurpose room that can host at least 10 individuals while adhering to social distances guidelines, 3 restrooms, 3 storage rooms, a kitchen, and parking for 12 vehicles. It may be necessary to install remote video entry, additional internal and exterior security, as well as upgraded internet service and other computer technology.

ESSENTIAL OPERATIONS	
Accounts Payable – Payroll, Rent to Landlords, Vendors, Contractors	Move-ins
Emergency and Urgent Work Orders	Procurement
Human Resources	Rent Collection
Inspections	Resident Services
IT Support	Sanitizing Common Areas
Legal	Security
Mail Processing	Trash Pickup
Modernization	Unit Turn Around

HACC will determine which task can be complete remotely and by which staff. Consideration should be given from Enrique Dans, Senior Contributor, Leadership Strategy's As More People Need To Work From Home, Companies Need To Ask Themselves If Their IT Managers Are Up To The Task, writes:

**DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.**

"The changes triggered by the coronavirus pandemic is leading many companies that were not prepared for their employees working from home to accept it out of necessity, with all that this entails.

On the one hand, there are old-fashioned companies obsessed with absenteeism that never bothered to install the right technology to allow for their employees to work from home, because they never conceived of them doing so, and that now find themselves lacking the protocols, practices and tools needed to provide minimally secure channels.

Then there are organizations with paranoid IT managers who have implemented practices that were never intended to enable working from home, and who are now discovering in the new context created by the pandemic that their policies largely prevent employees from connecting to their systems.

All the signs are that the pandemic will change to varying degrees the way we work: many of the practices being imposed in organizations as part of the security measures needed to combat the spread of the pandemic will likely remain in place after it has been brought under control."

Determining who can or should and under what circumstances an employee can work remotely requires serious consideration. HACC must draft telecommuting, home usage of HACC-owned equipment, and remote access policies.

**Areas with enhanced exposure risk include:**

- Lobbies
- Computer Labs
- Community Rooms
- Bathrooms
- Kitchens
- Elevators
- Conference and meeting rooms
- Inspections of occupied units
- Work order in occupied units
- Interviews Areas

DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.

- In-person appointments with residents
- Working in close proximity with co-workers
- In-person meetings with external partners
- In-person meetings in general
- Interaction with vulnerable populations

## MAINTAINING A HEALTHY ENVIRONMENT (Reducing Transmission per CDC Guidance)

Prior to reopening, consider flexible work schedules, work from home options, and anticipate a hesitant and potentially uncomfortable workforce. Protective measures and supplies are available prior to occupancy (e.g., demarcate floors that have access to the public, rearrange office layout to increase distance between employees, provide adequate hand washing/hand sanitizer supplies, etc.).

Residents and staff are encouraged to take everyday preventive actions to prevent respiratory illness, including staying home when sick; appropriately covering cough and sneezes; cleaning and then disinfecting frequently touched surfaces; and washing hands often with soap and water.

### Modified Work Rules, as needed

- Suspending routine work orders
- Suspending of housekeeping inspections
- Altering schedules to reduce mixing (e.g., staggering meals, activity, and arrival/departure times)
- Rotating or staggering shifts to limit the number of employees in the workplace at the same time
- Implementing flexible sick-leave policies and actively encouraging sick employees to stay home
- Avoiding non-essential travel
- Replacing in-person meetings with video-or tele-conference call whenever possible
- Reviewing usual absenteeism patterns among staff to identify if the rate of absenteeism increases

### Space Utilization

- Repurposing space utilization to achieve optimal workplace social distancing
- Removing of furnishings from congregate/common areas
- Redesigning office spaces and rearranging furniture to minimize contact
- Arranging tables and chairs at least six feet apart

DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.

- Installing Plexiglas barriers, multiple hand sanitizer stations, readily available disinfectant wipes, hotline to advise of potential infection, response team to extract potentially infectious personnel

#### Promoting social distancing

- Canceling public or group activities and events
- Canceling all public or non-essential group activities and events
- Reducing the risks associated with essential group activities, the following social distancing measure must be considered
- Limiting program with external participants
- Limiting the number of attendees at a given time to no more than (see most recent official recommendation), including staff and presenters. The actual number of individuals occupying a given area will be determined by the amount of space available and its configuration
- Informing workers and volunteers to avoid close contact with residents
- Limiting visitors and volunteers to essential persons
- Advising residents to stay home and avoid public places
- Informing residents by using print materials and high-visibility posters
- Ensuring that adequate supplies to support health hygiene behaviors, including soap, hand sanitizer with at least 60% alcohol, tissues and no-touch trash receptacles are available in multiple locations within the common areas of each building
- Closing of community rooms, computer labs, kitchens, etc.
- Suspending meetings of resident councils, youth, elderly, disabled, and self-sufficiency meeting of more than (see current numerical restrictions in accordance with social distancing guidelines
- Create an employee self-certification "fitness for work" declaration to be signed by returning workers and filed in their personnel file
- Identifying additional support services for staff and residents
- Placing hand sanitizer in multiple locations to encourage hand hygiene
- Placing posters that encourage reduced transmission at entrances and in other workplace areas where they are likely to be seen

#### Employee Personnel Protection Plan

- Avoid contact with people who are sick
- At all times, wear a face covering or something better if you have it
- Cover your mouth and nose with a tissue when you cough or sneeze or use the inside of your elbow
- Avoid touching your face, nose, eyes, etc.
- If you get the urge to sneeze or cough, you should cover your nose, mouth, and mask with a towel or handkerchief



DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.

- At minimum, you should wash your hands often with soap and water for at least 20 seconds and upon arrival to work, after touching your face or face covering, any common contact surfaces and when leaving work
- You should wash your hands and face thoroughly immediately after sneezing or coughing
- Keep disinfectant wipes and hand sanitizer at your desk
- Clean and disinfect frequently touched surfaces, including tables, doorknobs, light switches, handles, toilets, faucets, sinks, workstations, keyboards, computers, printers, copiers, cell phones, etc.
- Avoid other employees' phones, desks, offices, or other work tools and equipment, when possible. If necessary clean and disinfect them before and after use
- Avoid sharing of tools and equipment
- Keep personal items away from common work areas
- Remove candy jars and other item usually shared with others
- Use a paper towel on doorknobs and to turn faucets on and off
- Inform your immediate supervisor if you have concerns about the PPE that may be provided to you and that you are properly instructed on how to use it
- Disclose a positive Coronavirus test result for you, a family member, or someone within your social circle
- Inform your immediate supervisor if you become ill
- Stay at home if you have symptoms as described in this document

### Health Check

HUD has indicated that, "PHA's have the Housing Authority to restrict visitors from public housing properties." (OC28)

All individuals entering a HACC facility are required to submit to no-touch temperature screenings. All staff and visitors (anyone who is not an employee or resident) are also required to complete HACC's "Illness Surveillance Employee/Resident/Visitor Questionnaire." **HOW OFTEN UPON ENTRY PER DAY TO BE DETERMINED**

Each site manager will designate an area for storage of delivered packages that they may be disinfected or allowed to sit more than 24 hours before final delivery. Anyone who handles a delivered package must immediately wash their hands. No vendor should be allowed office access unless their service requires it; invoices can be dropped off in a lock box or with the package.

Employees who appear to have symptoms upon arrival at work or who become sick during the day will immediately be separated from other employees, residents, and visitors and sent home.

DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.

HACC will deny entry to any employee or visitor who, in HACC's opinion, appears to be exhibiting. HACC will adhere to the guidance indicated in the Resident Assistance section of this document for resident who appear to have any of the below listed COVID-19 Symptoms:

- Fever (100.4+ F)
- Cough
- Shortness of breath
- Nasal Congestion
- Fatigue
- Sore Throat
- Headache
- Muscle or Joint Pain
- Nausea or Vomiting
- Phlegm Production
- Chills

Local health officials, staff, and if warranted, residents will be immediately notified of a possible case while maintaining confidentiality as required by the Americans with Disability Act (ADA)

HACC may close off the areas used by the sick person until after cleaning and disinfection and when possible, wait 24 hours before entering the affected area(s).

#### Assistance to Residents (Service Coordination)

Congregate services and activities of more than (# to be determine based on government guidance) are suspended until further notice

HUD has determined that Service Coordinators, in order to minimize disruption in case management, Service Coordinators should make their contact information available in a variety of ways, regardless of funding source (SG2 & 3)

- Phone
- Text
- Web-based and Smart Phone-based Videoconferencing
- HACC's webpage
- Social Media Account
- Out-of-office message with office email address

DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.

- Out-of-office message with personal phone and/or email address (OPTIONAL)

HACC's Service Coordinators will also provide the following enhanced/prioritized functions:

- Identifying residents with unique/special needs and working with create "care plan" especially for elderly and/or disabled residents based on CDC guidance
- Expanding partnerships ensuring recovery resources are sourced from a wide range of public and private community partners
- Identifying and linking residents to food and medical resources
- Encouraging residents to secure an increased supply of routine and prescribed medications
- Assisting elderly and/or disabled residents with identifying alternative care givers if there should be an interruption of services
- Identifying, when allowed by the resident, an emergency contact list of family, friends, and service providers, including medical personnel
- Finding ways to support residents in managing stress and anxiety
- Establishing a "buddy" system to ensure residents stay connected
- Determining resident need for digital devices and training needs
- Encouraging and assisting residents to obtain any and all economic stimulus and other benefits they are entitled to receive
- Encouraging residents to take everyday preventive actions to prevent respiratory illness, including staying home when sick; appropriately covering cough and sneezes; cleaning and then disinfecting frequently touched surfaces; and washing hands often with soap and water
- Advising residents to avoid crowds and keep your distance from others, especially in poorly ventilated spaces
- Advising residents to avoid, the extent possible, touching elevator buttons, door handles, handrails, etc.
- Providing advice on keeping their homes clean and disinfected
- Asking residents to if they feel ill and perhaps showing COVID-19 symptoms

### Residents Showing Symptoms of COVID-19 or other Illnesses

- Contact the resident and ask the following questions:
  - Do you feel well?
  - Are you experiencing any of these symptoms?
    - Fever (100.4+ F)
    - Cough
    - Shortness of breath
    - Nasal Congestion
    - Fatigue
    - Sore Throat
    - Headache
    - Muscle or Joint Pain
    - Nausea or Vomiting
    - Phlegm Production
    - Chills
- Have you seen a doctor?
  - If the answer is no, ask:
    - What assistance do you need?
  - If the answer is yes:
    - Has a family member or friend been contacted? If so what is their name and contact information?
- Did the doctor test for COVID-19?
- Are you following the doctor's orders?
- If the doctor ordered you to self-quarantine, what date did you begin?
- HACC will notify local health officials, staff, and residents immediately of a possible case while maintaining confidentiality as required by the Americans with Disability Act (ADA)
- If a HACC becomes aware of an occupant with COVID-19, the Housing Authority will engage a 3<sup>rd</sup> party sanitation vendor to complete a thorough cleaning and disinfecting of the floor and the apartment.

### PROCUREMENT

HUD has issued the following guidance regarding procurement policies for PHAs to meet COVID-19 response needs (EP5): In accordance with Federal Regulations at 2 CFR § 200.320

DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.

permits a PHA to solicit a proposal from one source only when one or more of the following circumstances apply:

1. An item is available only from a single source;
2. A public exigent or emergency for the requirement will not permit a delay resulting from a competitive solicitation;
3. HUD expressly authorizes noncompetitive proposals in response to a number of sources;  
or
4. Competition is determined inadequate after solicitation to a number of sources.

Eligible use of Operating and Capital Funds for activities and purchases supporting COVID-19 responses (EU1):

- Staff labor hours for emergency planning and response
- Personal protective equipment (PPE)
- Cleaning supplies such as disinfectants and sanitizers
- Contracted services for cleaning
- Transportation of staff to perform essential functions and assist residents
- Capital expenditures designed to improve the safety of residents such as improved ventilation systems and high-grade filters, portable air filtration equipment, and portable humidifiers
- Necessary equipment to protect people engaged in modernization activities
- Public health training
- IT equipment and upgrades
- Sanitation equipment for common areas

Activities and purchases that can be supported with Housing Choice Voucher Administrative Funds (EU2)

- Staff labor hours for emergency planning and response
- Personal protective equipment (PPE)
- Cleaning supplies such as disinfectants and sanitizers
- Transportation of staff to perform essential functions and assist residents
- Cost to upgrade equipment or technology to facilitate electronic communication and reduce reliance on in-person meetings and transactions

In case where HACC has an existing contract with a vendor/contractor we will utilize their services and supplies. However, prudence demand that we simultaneously identify alternative suppliers for critical goods and services, as some goods and services may be in higher demand or unavailable. HACC will review all vendor agreements regarding facilities management and

DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.

maintenance to ensure alignment with required services due to COVID. A few of the needs include:

Supplies:

- Sanitizer
- Decontamination and protective supplies
- Waste management supplies and services
- Masks
- Gloves
- Portable Response Emergency Response Apps

Equipment:

- Hand Sanitizer Dispenser
- No touch thermometers
- Electrostatic vapor disinfectant sprayers
- Ultra violet lights
- Protective equipment
- Work from home electronic devices such as laptops, tablets, cellphones, printers, etc.
- An assortment of technology infrastructure (services, hardware, software, office automation, personnel and training)
- Infection control (equipment, supplies, personnel and training)
- Doorbells with video access for remote entry
- Locked mail boxes
- Intercoms
- Levers to replace doorknobs
- Touch-reducing amenities – double swinging doors, motion sensor lights

## CLEANING AND DISINFECTING

According to the CDC:

*“Cleaning* refers to the removal of dirt and impurities, including germs, from surfaces. Cleaning alone does not kill germs. But by removing the germs, it decreases their number and therefore any risks of spreading infection.

*Disinfecting* works by using chemicals, for example EPA-registered disinfectants, to kill germs on surfaces. This process does not necessarily clean dirty surfaces or remove germs. But killing germs remaining on a surface after cleaning further reduces any risk of spreading infection. “

**DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.**

Two CDC publications are attached:

- Cleaning and Disinfecting Your Facility (Everyday Steps, Steps When Someone is Sick, and Considerations for Housing Authority; and
- Cleaning and Disinfection for Community Facilities (Interim recommendations for U.S. community Facilities with Suspected/Confirmed Coronavirus Disease 2019 (COVID-19))

Both contain relevant and sometime overlapping information. Their focus mirror required training topics for HACC staff. The areas covered include:

- How to Clean and Disinfect
- Soft surfaces
- Electronics
- Linens, Clothing and other items that go in the laundry
- Cleaning and disinfecting your building or facility if someone is sick
- Cleaning and disinfecting outdoor areas
- Staff best practices
- Alternative disinfection methods
- Special instructions for facilities that house people overnight
- Personal Protective Equipment (PPE) and Hand Hygiene

### **Enhanced Cleaning Practices**

Maintenance crews will be trained to thoroughly address each common area and sanitize such as but not limited to door handles, handrails, counter tops, and common area bathrooms. This sanitation will be in addition to our normal schedule of janitorial work at these locations. Special attention will be given to "high-touch surfaces, including, but not limited to door handles, faucets, toilet handles, light switches, elevator buttons, handrails, countertops, chairs, table, remote controls, shared electronic equipment, and shared exercise equipment.

Personnel responsible for cleaning and disinfecting must follow the manufacturer's instructions for all cleaning and disinfection products (e.g. concentration, application method and contact time, necessary personal protective equipment, etc.). A list of products that are Environmental Protection Agency (EPA) approved for use against the virus that causes COVID-19 is attached. As needed, HACC will procure the services of industrial hygiene experts.

Site Management will establish a disinfection routine to ensure all contact surfaces are disinfected regularly. A checklist will be used as an audit system to track when and how cleaning is conducted.



Elevators can be a problem, says George Rutherford, professor of epidemiology at the University of California, San Francisco, since it is nearly impossible to keep an appropriate distance from other people in such a small space. Everyone should be wearing masks. And "face the wall so you're not breathing in someone else's breath," he says.

- Surfaces like elevator buttons, doorknobs and printer buttons should be disinfected regularly. Even so, employees should use a tissue or paper towel to handle them and immediately use sanitizer or wash their hands, says Dr. Poland. "Every hard surface should be considered potentially contaminated," he says.

#### Common office electronics (e.g., phone, printer, keyboard, mouse, and personal devices)

- Use disposable products when possible
- If reusable products are used, ensure that these products are maintained, handled and cleaned per product instructions
- Office personnel must remove items and personal effects and other items from surfaces before leaving work each day to facilitate surface cleaning
- Identify items with likely surface contact that are difficult to clean and remove or replace with alternatives

The American Industrial Hygiene Association has issued the following Reopening Guidance for General Office Settings:

#### General Office Space Configuration

- Prior to re-occupancy, perform a detailed review of the configuration of your workspaces
- Consider eliminating reception seating areas and requesting that guests phone ahead or install a plastic partition at the reception area
- Review floor plans and remove or reconfigure seats, furniture and workstations as needed to preserve recommended physical distancing in accordance with guidelines
- Reconfigure workstations so that employees do not face each other, or establish partitions if facing each other cannot be avoided
- Temporarily replace amenities that are handled with high contact frequency, such as water coolers, coffee makers, and bulk snacks and replace them with alternatives

**DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.**

- Consider using signage to deter use of amenities
- If vending machines are used, provide and require cleaning and disinfectants to wipe down after each use
- Reduce tasks requiring large amounts of people to be in one area. Design work to reduce or eliminate trade stacking in the same area
- Employees should be encouraged to use virtual meeting tools, including phone and virtual teleconference, in lieu of in-person meetings, whenever possible
- If in-person meetings are essential, consider limiting meetings to 10 people or less depending on local, state, and federal guidelines

#### **Conference Rooms**

- Conference rooms that are used should be disinfected on a daily basis at minimum
- Disinfectant wipes or spray should be left in each conference room and employees should be encouraged to wipe down all surfaces and equipment (e.g., mouse, keyboard, and phone) touched during conference room meetings
- Consider limiting in-person meetings to 10 people or less, if virtual meetings are not feasible
- If meetings are to occur in person, they should be conducted in a quick manner
- Lingering and socializing before and after meetings should be discouraged

#### **Lobby and Common Areas**

- Common areas (e.g., lobby, security check-in) should be cleaned and disinfected on a daily basis at minimum
- Regulate the use of common areas with clear signage (including maximum occupancy) and physical distancing measures in accordance with public health rules and guidelines
- Provide cleaning supplies for employees to utilize before/after they use common spaces and contact surfaces
- Encourage staff not to linger or socialize in common areas
- If physical distancing is not possible, then partitions can be placed between desks

DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.

- Disinfect all surfaces and commonly touched equipment (e.g., check-in tablets)
- Housing Authority should not provide communal meals to employees, and should not make food available in common areas where employees may congregate

### **Kitchen**

- Kitchen areas should be cleaned and disinfected on a daily basis at minimum
- Kitchen equipment should also be cleaned on a routine basis
- Coffee machines, refrigerator handles, and the ice machine handles should be disinfected at least three times per day
- The outside of dishwashers should be cleaned at the beginning and end of each shift
- All silverware and dinnerware should be cleaned in the dishwasher. This helps ensure thorough cleaning and disinfection
- Silverware should be stored in a way so that adjacent silverware is not easily touched when a worker is retrieving a piece
- Ice machines that require a handheld scoop should not be used, as it is difficult to control potential contamination in this case
- Water/beverage faucets that require workers to operate them with their hands should also be disinfected three times per day
- If silverware and dishes cannot be kept clean and covered, disposable options are recommended
- Congregating in kitchen areas should be discouraged

### **Restrooms**

But it is the office bathroom that is the real hot zone, says Dr. Poland. Some research has found that the novel coronavirus is present in stool and can remain in the digestive tract long after it has been cleared from the respiratory system. Many company bathrooms have removed the lids from toilets so "when they flush, it causes a plume cloud and any virus that was in that stool is now on every surface you can culture, the air ducts, the ceilings, the floors and you," he says. Dr. Poland suggests waiting until no one else is in the bathroom to use it. Avoid the hand dryers, too, since the forced air "very effectively disseminates virus everywhere," he says.

DRAFT - This is a working document for the purposes of information only and in no way represents the content and format for the final document.

- Doors to multi-stall restrooms should be able to be opened and closed without touching handles if at all possible
- Place a trash can by the door if the door cannot be opened without touching the handle
- For single restrooms, provide signage and materials (paper towels and trash cans) for individuals to use without touching the handles, and consider providing a key so disinfection measures can be better controlled
- Place signs indicating that toilet lids (if present) should be closed before flushing
- Place signs asking employees to wash hands before and after using the restroom
- Provide paper towels in restrooms and disconnect or tape-off hand air dryers
- Double efforts to keep bathrooms clean and properly disinfected

### Ventilation

- Ensure there is an adequate flow of fresh air to workspaces and optimize the ventilation system settings. Some ways to do this are:
  - Maximize fresh air through your ventilation system
  - Ensure restroom is under negative pressure
  - Ensure that the proper filtration is being used for not only normal office use but also what is recommended to control SARS-CoV-2 transmission.
  - Clean and disinfect all HVAC intakes and returns daily
  - Consider seeking an HVAC professional and see ASHRAE updates for more information
  - If fans such as pedestal fans or hard mounted fans are used, take steps to minimize air from fans blowing from one person directly to another
  - If fans are disabled or removed, Housing Authority should remain aware of, and take steps to prevent, heat hazards

WATER FOUNTAINS/COOLERS MUST BE DISCONNECTED AND NOT AVAILABLE AS A SOURCE FOR DRINKING WATER.

## COMMUNICATIONS

(RH3) – PHAs should maintain up-to-date contact information for everyone in the chain of communications and identify platforms appropriate for the communication need and size of the organization.

HUD has authorized the use of alternative means for public meetings (see OC13). PHA's can use alternative methods (email, mail, or phone) to collect information for new admissions and interim reexaminations for reduced wages or hardship exemptions. "For example, a resident may call to report they have been laid off from a restaurant job. The PHA should attempt to verify this with the landlord. If the PHA cannot obtain this verification, they can document their attempts and continue with the process to adjust the tenant payment."

PHAs that continue with public meetings should follow the latest CDC, state, or local health department guidance. PHAs are permitted to hold meetings remotely or online provided they can accept and post answers to questions submitted during the meeting. In selecting a streaming service, PHAs must ensure they can comply with Section 504 of the Americans with Disability Act." (OC14)

Using accurate, clear, and timely multiple methods of communications are critical to sharing information to employees, residents, vendors, contractor, and the public. HACC must ensure that information is provided in a useful manner for individuals with low or no-English proficiency and low literacy persons.

It is important to provide residents, staff, and others accessing our sites reliable and effective information. Our current priority is basic information about COVID-19, how to protect them, prevent the viruses spread, and where to find more information, especially from health officials. It shall be the policy of HACC that all communications issued by HACC related to operations be preapproved prior to publication by the Executive Director or his/her designee.

HACC needs to create a notification strategy/campaign to manage the expectations of staff and residents when the Housing Authority reopens.

Adopt a communication policy that emphasizes transparency that is customized to your organization.

Establish formal and informal routes of communication for employees to express concerns, questions, comments, and feedback as it relates to IEQ.

Without appropriate and timely communications it could potentially be a chaotic recovery for the Housing Authority thus creating a public relations nightmare.

Without it they may assume that all operational activities will resume as always, like flipping a switch.

### Topics

Communicate to employees what is being done to mitigate the spread of COVID-19 (e.g., disinfection routine, health policies for staff, and health & safety measures in place). Information on cleaning and disinfectant products is included in HACC's communication training.

Communicate that Housing Authority may limit office hours and close-off or prohibit public access if needed.

If the workplace is located in a multi-tenant location, consider establishing a communication pathway with other tenants to inform of confirmed COVID-19 cases present in the building. Sharing facts about COVID-19 and ensuring that residents, workers, and visitors are aware of the symptoms, health conditions that may put them at a higher risk of becoming sick with COVID-19, and what to do if they become ill.  
Post tips and links to social media sites  
List resources

Update residents and voucher holders with recent information about operational changes that affect them such as, eviction prevention, social distancing, personal preparedness, etc.  
Communicate relevant events, documents, and other information with landlords and partners

- HACC can support residents who have no or limited access to the internet by:
- Providing digital devices with training/instructions
- Delivering print materials to their residence
- Providing easy to understand (multiple languages) signage in high-visibility areas
- Platforms for communicating with employees could include emails, texts, automated phone calls, texts, websites, and signage

HACC should create a YouTube Channel to showcase new protocols for staff and residents. Also, the Housing Authority must create and consistently update contact information for all staff and residents for electronic distribution of information. Paper distribution is an effective vehicle for infection and waste. Door to door distribution of notices is strictly prohibited. The Housing Authority must respond to local, county, state and federal requirements due to uncertainty.

The Housing Authority must obtain and enhance technology to support current and upcoming communications and work challenges created by COVID

## Signage

One of the easiest ways to continuously communicate meaning advice is through clear, concise, well-worded and placed signage. The CDC has developed a series of printable materials and posters that will keep staff, residents, and visitors mindful of safety, good respiratory hygiene, cleaning recommendations, social distancing, and symptom checks. A sample copy is attached. Areas for posting include:

- Bulletin Boards
- Community Room Doors
- Computer Lab Doors
- Lobbies
- Facility entrances
- Exterior benches
- Conference / meeting rooms
- Elevators
- Common area furniture that has not been removed

HACC should consider purchasing multiple LED monitors to display repeating posters that can replace all bulletin boards and tacky homemade posters. The same digital information can be displayed across all locations and be consistent with HACC branding and providing central points of information to residents and staff.

## Social Media

The Center for Disease Control and Prevention (CDC) has published a "Social Media Toolkit" is attached. It includes sample social distancing, stop the spread, face covering, what to do if you're sick, testing, protecting older adults, stress, tips for parents, and protecting yourself while buying gas, and safety practices for critical workers messaging for use with various platforms, including:

- HACC's Webpage
- Facebook
- Instagram
- Twitter
- YouTube



## Virtual Meeting / Video Chat Platforms

COVID-19 has dramatically increased the need to use remote communications for staff, residents, partners, vendors and contractors. The need for residents in particular, to navigate this technology is painfully obvious as related to stay-at-home instructions. Medical, shopping, socialization, general information all require a familiarity with virtual meeting platforms. Costs associated with subscriptions and digital devices, internet services present major hurdles for residents. Solutions must be found and offered. In any event a few of the more popular meeting applications include:

- Skype
- Microsoft Teams
- Zoom
- Google Duo/Meet
- Cisco WebEx

HACC personnel who engage in "video chats" should be mindful of the following recommendations from the American Association of Retired Persons (AARP).

**Use the best device** – Laptops or tables with stands – not smartphones – are best for video calls.

**Get the right angle** – Point the camera down slightly: no one wants to look up a person's nose. Angle the camera towards your eyes.

**Check your background** – Avoid backlit glare from windows and harsh lights, which will cast you as a shadowy silhouette. Also, avoid walking around with your device.

**Improve your sound** – Use earbuds with a built-in mic to help your voice carry more clearly.

**Plan your call** – Before a group call, designate someone to lead and consider using hand rising to control the conversation. Avoid the urge to jump in; it muddles the sound. To reduce noise, ask participants to put themselves on mute when they are not speaking.

## Communications Officer / Specialist

**CONCEPTS** - (Website, Social Media, Virtual Meetings, Portable App, Experience vs. Degree, Innovative, creative (Draft Job Description)- Serve as the staff person responsible for responding to CIVD-19 concerns.

APPENDIX (illustrative documents to be attached to final draft)

DRAFT - This is a working document for the purposes of information only and  
in no way represents the content and format for the final document.

VOCABULARY – (To be attached to final draft)

REFERENCES – (To be attached to final draft)

RESOURCES – (To be attached to final draft)

# HACC COVID-19 Health and Safety Procedures

Effective immediately, all employees on HACC property must follow the below steps prior to beginning all shifts.

## I. PRIOR TO EMPLOYEE BEGINNING WORK

### STEP 1: Questionnaire and Temperature Check

Employee must report to one of the three senior towers—Kennedy Towers, Mickle Tower, or Westfield Tower— or their respective department where they will be working that day to have their temperature checked by Security Staff or designated staff. Employee's temperature must be 100.3 Degrees or below to begin shift.

Staff must record employee's temperature on Employee COVID-19 Questionnaire that has been provided at Security Desk. The fully completed questionnaire must be retained in Security Desk file according to the department in which the employee works.

### STEP 2: Personal Protective Equipment

Once employee is approved to work shift by Supervisor and Security Staff, employee must retrieve Personal Protective Equipment (PPE) from their respective Departments for wear during shift. At minimum, PPE consists of masks and gloves which must be worn during entire shift.

### STEP 3: Sanitize

Employee must utilize provided disinfectant to sanitize work area prior to beginning work.

### STEP 4: Maintain Social Distancing

Employee must maintain social distancing which consists of remaining six (6) feet apart from all others. Employees should remain in their offices and/or ensure that they are in separate areas during their shifts. Employees must not be in direct contact with any other employees, residents, tenants, or visitors.

### STEP 5: Complete Work Tasks

Employee commences work tasks while ensuring that they follow the procedures outlined herein.

### STEP 6: Sanitize

Sanitize work area and any other open area and devices/equipment that employee has been in contact with. Such includes work space, printers/copiers, and high touch areas. Employee can then end shift.

# HACC COVID-19 Health and Safety Procedures

## STEP 7: Dispose of PPE

Employee must dispose of all used PPE at the end of their shift.

**IMPORTANT: If employee has symptoms of COVID-19 at any time during shift, employee must leave HACC Property immediately and advise supervisor of such symptoms.**

Employee's Supervisor shall then complete Incident Report and advise Human Resources Department and/or Executive Office of the Employee's reporting. The Report must be submitted to Human Resources Department and filed.

**HACC**

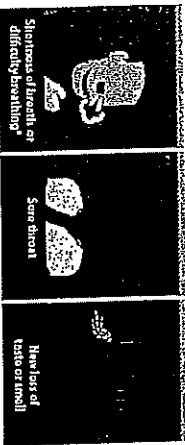
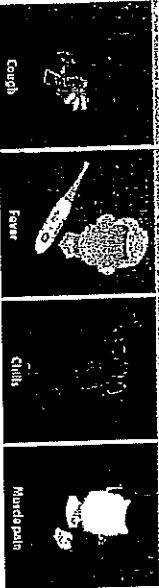
**Back to Office Orientation**

**July 28, 2020**

# Symptoms of COVID-19

## Symptoms of Coronavirus (COVID-19)

Know the symptoms of COVID-19, which can include the following:



Symptoms can range from mild to severe illness, and appear 2-14 days after you are exposed to the virus that causes COVID-19.

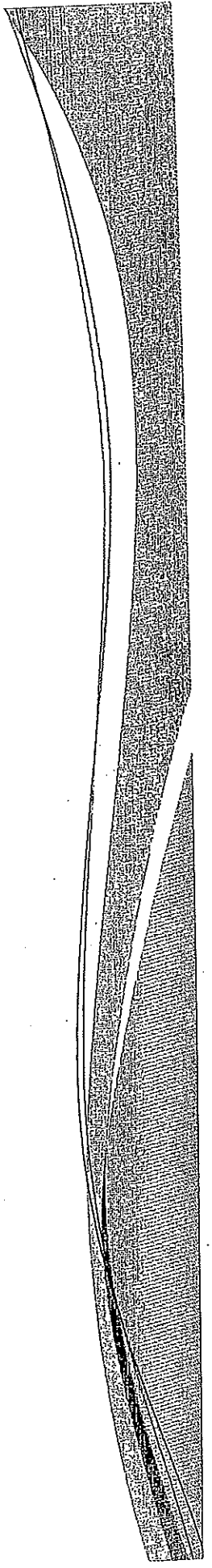
- Seek medical care immediately if someone has emergency warning signs of COVID-19.
- Trouble breathing
  - Persistent pain or pressure in the chest
  - New confusion
  - Inability to wake or stay awake
  - Bluish lips or face

This list is not all possible symptoms. Please call your medical provider for any other symptoms that are a cause of concern to you.



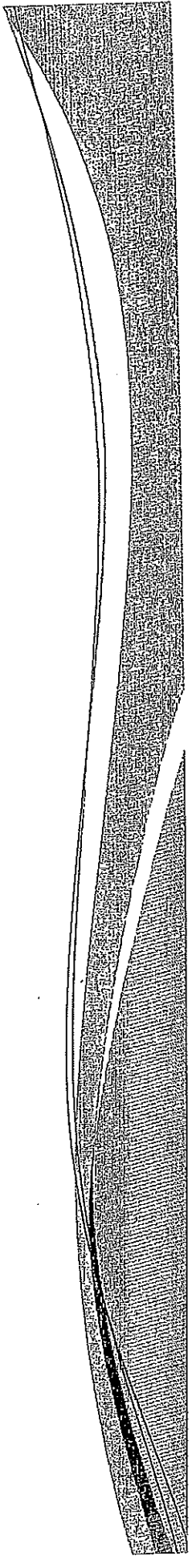
[cdc.gov/coronavirus](https://www.cdc.gov/coronavirus)

10/24/2020 12:30:41



# Factors in the Spread of COVID-19

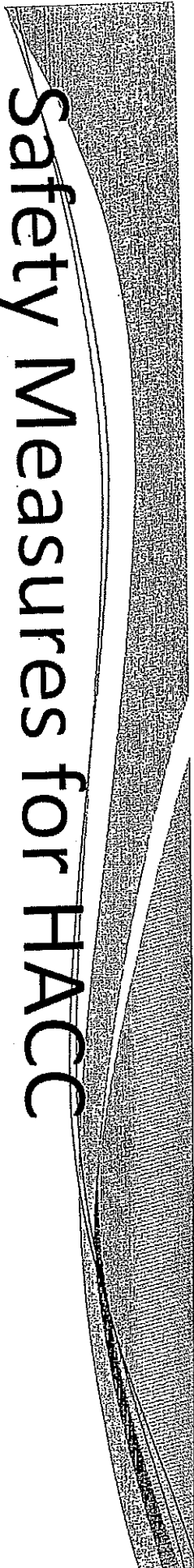
- Time (2 to 14 Days)
- Space (6 feet apart)
- People (Symptomatic or Asymptomatic)
- Place (Greater chance indoor than outdoor)



# Avoid Close Contact

- Close Contact is being within 6 Feet or 2 Arm-lengths for 10 minutes or more and that is when individuals are wearing masks!



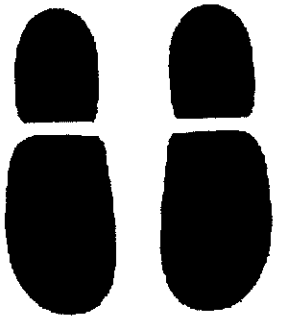


# Safety Measures for HACC Buildings and Facilities

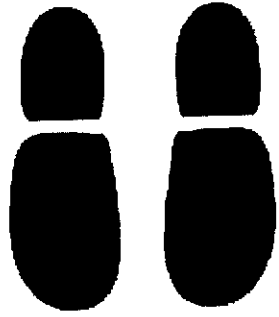
- Employee COVID-19 Self-Health Questionnaire
- Must wear a Mask to enter an HACC Building
- Thermo-scanned before entering the Building/area
- Good hygiene especially when moving about
- Maintaining safe distance from others

# SOCIAL DISTANCING

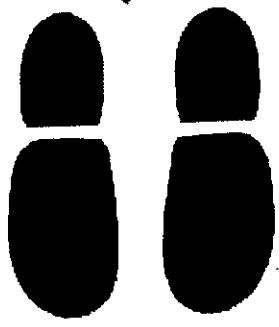
Help prevent the spread of COVID-19



6 feet (2 meters)



6 feet (2 meters)



Stand at least 6 feet (2 meters) away from others! Thank you!



# MASK UP!

Reduce Risk of Transmission

COVID-19 Carrier

Others



HIGHEST RISK



HIGHER RISK

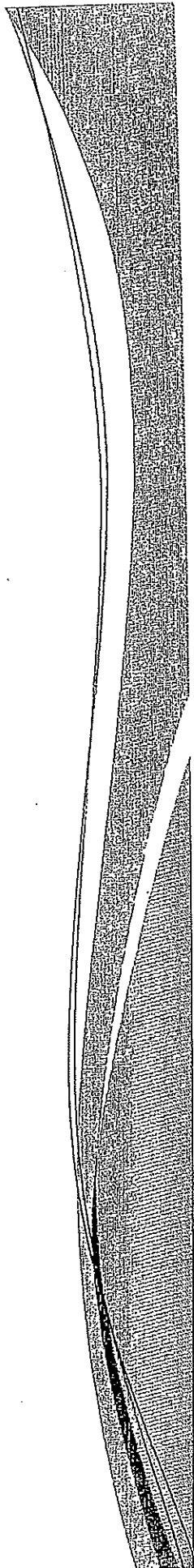


LOWER RISK



LOWEST RISK





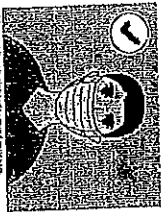
# Mask Policy

- Indoors-Common Areas
- Outdoors-NJ Governor's Executive Order
- Face Coverings vs. N95 or K99
- HAACC will provide Masks as needed and available
- Face Shields

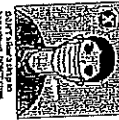
# How to Properly Wear a Mask

## Facemask Do's and Don'ts For Healthcare Personnel

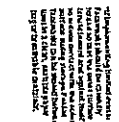
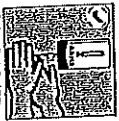
Clean your hands and put on your facemask so it fully covers your mouth and nose.



When wearing a facemask, don't do the following:



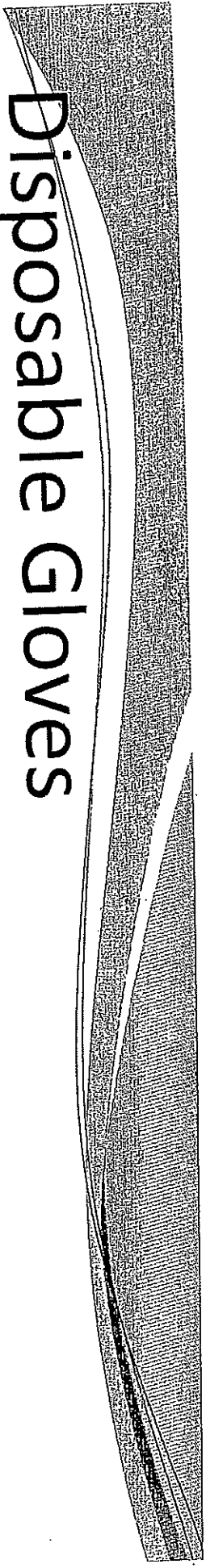
Clean your hands and remove your facemask touching only the straps or ties.



Additional information is available about how to safely put on and remove personal protective equipment, including facemasks. <https://www.cdc.gov/donors/donors/donors/donors.html>

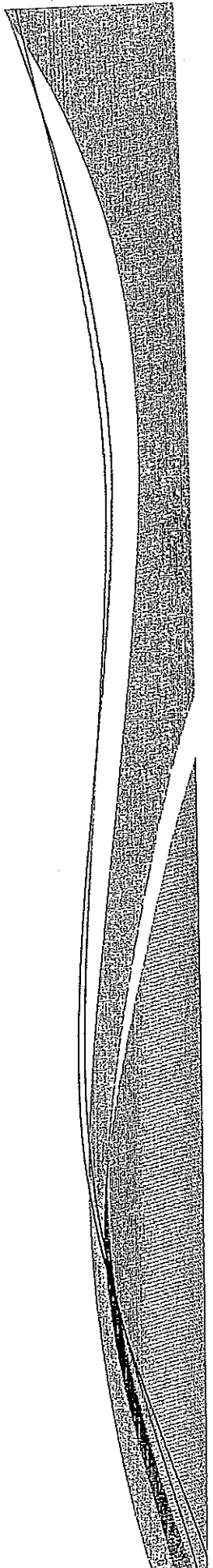


Additional information is available about how to safely put on and remove personal protective equipment, including facemasks. <https://www.cdc.gov/donors/donors/donors/donors.html>



# Disposable Gloves

- Should be worn for handling money or documents provided by the public or when entering a resident's/tenant's unit
- Gloves can be cleaned with sanitizer between uses
- Bear in mind there is a PPE Shortage and the HAACC staff must be mindful when disposing of "reusable" PPEs including gloves



# Handwashing

- Must be for 20 seconds or more
- Frequent Handwashing Breaks
- Must use Sanitizer that is at least 60% Alcohol



# Working in the New Normal

## Communications

- There can be no Fist Bumps, Handshakes, Hugs or close contact with other people
- Employee must tell Supervisor of exposure to someone who has the symptoms of COVID-19 or has tested positive for COVID-19
- If anyone becomes sick or has the symptoms of COVID-19, the Supervisor must be told immediately
- Supervisor must report/document all violations immediately to management
- Avoid in-person meetings, instead use e-mail, telephones and teleconferencing. If in-person meeting is unavoidable it is to be by appointment only!

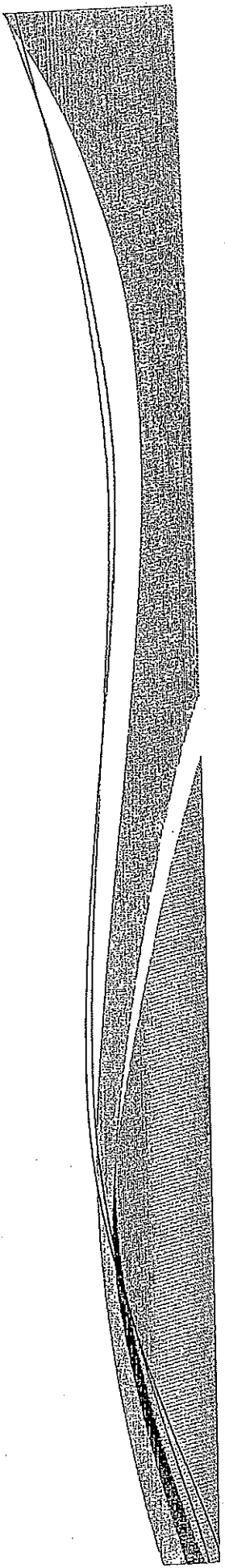




# Working in the New Normal-page 2

## Office Equipment

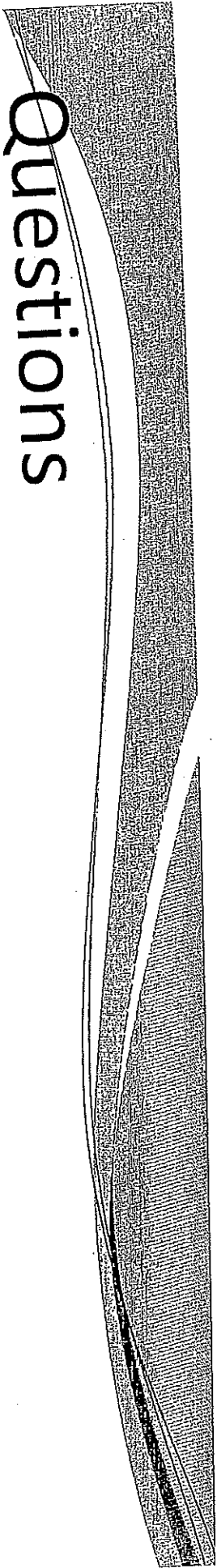
- Do not share Office Equipment including pens, pencils, computers, desks, phones, etc.
- Communal Machines i.e. Copier, Scanner, Refrigerator, Microwave and Keurig-MUST be SANITIZED in the Morning and you should sanitize your hands before and after use
- In addition to what HAACC is currently doing, you will need to develop a cleaning plan for your work area-the frequently touched surfaces should be sanitized daily
- The HAACC will provide Disinfecting Wipes and Sanitizer



# Working in the New Normal page 3

## Lunch areas

- No food can be brought in to share with co-workers unless it is individually wrapped and pre-packaged.
- All hotplates, coffee pots, air fryers, toasters and toaster ovens will be stored until the public health emergency ends.
- Hands must be sanitized before and after using the Water Cooler.
- Eating in a lunch area will be limited to 1 or 2 people at a time subject to Social Distancing. Directors have discretion regarding employees eating at their desks.



# Questions

I hope this was helpful and now it is Time for  
Questions and Answers

If you think of additional questions later or want to ask  
your question privately, please

- Ask your Supervisor

OR

- Reach out to HR at [jkostyal@camdenhousing.org](mailto:jkostyal@camdenhousing.org)



**Attachment E**

**CSS**

**COMMUNITY  
SERVICE & SELF  
SUFFICIENCY**

## Resident Initiatives Annual Report

The Resident Initiatives Department provides the Housing Authority Public Housing residents an array of services for, seniors, adults and youth. The Department oversees several grant funded program which gives the staff the opportunity to assist residents with supportive services for residents of (5) Family sites and (4) Senior sites. These services range from education, employment, training, health, wellness, economic and social service. Our goal is to help residents achieve self-sufficiency and help senior residents age in place.

December 2019 the Resident Initiatives Department staff moved into the Community Supportive Services Building 150 Boyd Street Camden, NJ 08105, aka Success Learning Academy. Relocating to this location placed Resident Initiatives in a better position to serve all the residents of HACC, because the office is less than a mile away for the HACC Executive offices and at the center of all the PHA Sites. In addition to location the added staff was a support top the Success Learning Academy staff that work to provide services in education to residents of HACC and the surrounding community.

The following are the programs overseen by the Department:

**Choice Neighborhood Implementation (CNI) – Branch Village** – awarded in 2016 for a duration of (5) years to provide residents of Branch Village supportive services. Up-to-date (198) households have been relocated and given the Housing option of either other Public Housing sites or Housing Choice Vouchers. Over 60% of residents that were relocated and wanted to return after being temporarily relocated, have returned. The next phase that will be taking place in year 2021-2022, will be (10) Homeownership opportunities. Residents who meet the homeownership criteria have been referred for Financial Literacy and Homeownership training in preparation of this final phase.

The CNI Branch Village Program has partnerships with over (20) local and state organizations, in efforts to ensure a delivery of needed services, for the former and new residents of Branch Village. Originally Case Management services was provided to 198 Households, however the number of residents living on site has increased once the Branch Village phases have been completed.

Choice Case Management services focus on four core areas: education, employment and training, health & wellness and financial literacy. In 2020, the Choice Grant funding was extended from 2021 to 2022, until the final phase is completed in September 2022.

**Resident Opportunity Supportive Services (ROSS):** awarded in 2019, continues to provide supportive services to (25) residents of Baldwin's Run, (25) residents at both Mickle and Westfield Towers. The program has (2) Social Services Coordinators and (1) Social Service Coordinator Intern who participate annually in Nan McKay's Social Service Coordinator Training. Annual assessments are completed and entered in the HUD Approved Grant Solutions Software and results lead to addressing needed supportive services and referrals in health, financial literacy and education.

### Adult Basic Skills (ABS)

The NJ Department of Labor awards the Camden County College annual funds to operate as a Consortium that sub-contracts with various partners to provide Basic Skills Classes (formerly GED). CCC has been a long standing partner of HACC to provide Academic Instructions to help participants obtain

the High Equivalency Diploma. The classes are conducted by the ABS Instructor, who is responsible for participant recruitment, instructional classes, reporting and programming.

### **Board of Education Camden City District - Alternative Program**

The Board of Education has contracted with HACC to provide high school youth grades 9-12 academic instruction. The program is designed to provide youth that are at-risk and with difficulty attending a larger academic setting to attend an alternative program in a smaller setting of (25) students each academic year. This contract is renewed on an annual basis.

### **JOBS PLUS**

**1.7 million** was awarded to the Housing Authority City of Camden on August 23, 2018

This program provides employment, training and education assistance; in addition, it gives residents a "Financial Incentive" known as the Jobs Plus Earned Income Disregard (JPEID). Once residents enroll in the program, their rent is locked and there will be **no increase** in rent due to employment income during those four years of the grant funded program. To-date a total of 171 residents have become "members" of the Jobs Plus Program. Exceeding our overall goal of 160 residents enrolled in the Jobs Plus program.

The AV Rising Team consist of a (1) Jobs Plus Coordinator, (1) Job Developer, (1) Career Case Manager, (1) Community Coach. Three Community Coach positions have been open to help residents get on the job hands on training throughout the various departments of HACC. These positions will be filled by 2021.

Jobs Plus is focused on resident's employment needs with the overarching goal to transition unemployed and under-employed Ablett Village residents into full-time living wage employment career paths and health benefits, thereby reducing or eliminating dependence on means tested assistance.

### **VISION**

The Housing Authority's Vision is to link and leverage public and private resources to create a community where neighbors share a mutual interest in the increased freedom of choice born from economic self-sufficiency and personal self-reliance. Up to date over (30) Community Partners are committed to see this vision come to pass.

### **OVERALL GOAL**

1. Create a culture of work for the community.
2. Outreach to those least likely to participate in the program
3. Support the households who currently have earned income with supportive services.
4. Provide job supports to ensure maximum job retention with at least 75%, of work-able, assessed residents retaining a job for at least six months.
5. Connect residents to resources that will provide financial incentives
6. Afford youth the opportunity to gain exposure to the workforce and career paths through after-school, weekend and summer career development and work opportunities.
7. Provide Financial Literacy on money management and encourage enrollment in the Individual Development Account (IDA) \$1.50 - \$1.00 match funds saved from earnings program.



8. 8. Develop and sustain effective partnerships to leverage resources to enhance the lives of families as they become employed.

#### **CHOICE NEIGHBORHOOD PLANNING & CHOICE NEIGHBORHOOD IMPLEMENTATION (CNI)**

HACC received a HUD Choice Neighborhood Planning Grant in the amount of \$350,000 in September 2018. The Resident Initiatives Department was the Lead for the People Component of this grant. The Grant was awarded for the Ablett Village (Cramer Hill) Neighborhood and ended in 2021. In 2020 HACC applied for the Choice Neighborhood Implementation (CNI) Grant in the hopes to be award \$35 million to redevelop the Ablett Village Community. The \$35 million grant was awarded to the HACC and the Resident Initiatives Department was selected as the People Lead to carry out the supportive services component for the duration of the grant 2021-2027. The CNI would address (3) Core Components: Housing, Neighborhood and People. The plan is a comprehensive effort comprised of local, county and state organizations -partnering with the HACC to fulfill the HUD mandated requirements.

The CNI award will allowed each component to develop a Implementation plan based on the needs of all 3 components. The Resident Initiatives, People component consisted of completing an Ablett Village resident survey; completed by 168 residents; 60% of the overall Household population, meetings and workshops with residents and meetings and workshops with local partners, consisting of business owners, social service agencies, local universities, health and wellness entities and employment services. In total we have over 30 agencies that partnered with the CNI for Ablett. We are scheduled to implement the program based on the HUD Grant Agreement and Timeline.

A Case Management Team will be put together to serve the people of Ablett Village for a period of (6) years. The Team will consist of Program Coordinator, Case Managers, Outreach Workers, Clerk, Driver and a People Partner Coordinator which will be contracted to work with our partners. The plan is to have a team in place by November 2021. The Choice Ablett Team will be based out of the Success Learning Academy, which is less than a mile away from the Ablett Village and provides the space to hold programming and services to the residents and surrounding community of Cramer Hill.

**Attachment F**

**SAFETY CRIME  
PREVENTION**



# Housing Authority of the City of Camden

Attachment nj010f01

## 6.0(08) Safety and Crime Prevention

The Housing Authority of the City of Camden and the Camden County Metro Police Department has a MOU (Memorandum of Understanding) to provide police services to the Authority. The Housing Authority works very closely with the Camden County Prosecutors Office, New Jersey State Police, U.S. Marshalls Service and the Probation and Parole Office. The Housing Authority with the assistance of the Police Department has the following crime prevention measures:

- 1.) Resident Volunteer Program (RVA) - This program allows residents in our senior buildings to act as a town watch within the building. In 2017 we increase the number of Security Guards at the high rises.
- 2.) One Strike Program or lease Violation Program - Information is provided to the Housing Authority concerning drug arrest and past criminal arrests that take place in the City of Camden throughout the city and on Housing Authority Property.
- 3.) Abandoned Vehicle Program - With the assistance of the Camden County Metro Police Department, stolen and abandoned vehicles are removed from all Public Housing sites.
- 4.) The HACC has entered into a MOU (Memorandum of Understanding) with Phoenix Auto Part to tow all abandoned vehicles from all HACC developments.
- 5.) The HACC is attempting to enter into a MOU with Camden Metro Police Department to remove loiters on each of the Asset Management Properties.
- 6.) The Housing Authority was awarded a grant to replace the camera and lighting equipment at Mickle and Westfield Tower.
- 7.) The Housing Authority is attempting to get arrest sheets on a monthly basis.

The Housing Authority also works very closely with the Camden Fire Department on fire safety and code compliance.

**Attachment G**

**ASSET  
MANAGEMENT**

# Housing Authority of the City of Camden

Attachment nj010g01  
6.0(12) Asset Management

## Overview

Over the last fifteen years, HACC has aggressively pursued renovation and redevelopment of a large portion of its low-income public housing inventory. Using a variety of financial and asset management strategies, the Authority to date has redeveloped or is in the process of redeveloping over 70% of its original low-income portfolio of 2,240 rental units. In addition, HACC has created over 350 homeownership opportunities for low-income families and additional units are currently in the homeownership pipeline.

Our focus over the next several years will be preservation of the low-income nature of some of HACC's sites, pursuit of opportunities for redevelopment of the oldest in our inventory, aggressively monitor existing contracts with private management companies, and improve the Authority's asset management and property management capabilities either with best past practices or through the RAD program including a portfolio RAD application.

**AMP 1 Ablett Village:** Ablett Village is the agency's second oldest family development site. The End of Initial Operating Period (EIOP) for this development was December 31, 1943. There are 23 two-story buildings on the site with 306 row-type units. Each unit is individually metered for heating, cooking gas and hot water. Ablett Village is the last site left in HACC's low-income real estate portfolio yet to be completely redeveloped or scheduled for redevelopment.

Recently, as part of a comprehensive strategy to deal with the long term vacant units on the site, various units were rehabilitated using Capital Fund Program monies. As a result, the vacancy rate has been reduced to 3% from 5% just 12 months ago.

Long-term Vision for Property: Hold, Maintain and Upgrade. Consider for future redevelopment by HACC or in conjunction with the City of Camden.

### Strategies:

- Maximize staff and other resources available to address unit turnaround and leasing of units at the property.
- Dedicate Capital Fund Resources for rehabilitating vacant units that require more work than a standard unit turnover.
- Aggressively pursue solutions to the problems identified including occupancy, turnover rate, and overall physical condition of property.
- Continue improvements to further enhance private sector appeal.
- Consider redevelopment. A component of the City of Camden's redevelopment strategy was the inclusion of the site as a part of a \$1.2 billion redevelopment plan in the Cramer Hill section of the City. This would require the relocation of all 306 families and demolition of the site. HUD's Special Applications Center (SAC) has indicated that the City of Camden would have to pay for relocation costs, the replacement housing units, and demolition of the property. Although this plan is currently on hold, the HACC and the City have agreed to continue discussions and planning for this section of the City.



Should the City not proceed with including the site in their redevelopment plan, HACC will maintain the property until 9% tax credits can be applied for. The City of Camden under the state of NJ Qualified Action Plan can only receive three tax credit awards per year. At this time there are over 20 development deals that are waiting to apply for tax credits.

- Ablett Village recently received a Job's Plus Grant. This program is to develop locally based (incentivizing and enabling employment through disregards for working families) job-driven approaches to increase earnings and advance employment outcomes through:

- Work readiness
- Employer linkages
- Job placement
- Educational advancement
- Technology skills, and
- Financial literacy for residents of public housing

Long-term Vision for Property: Property was awarded a Choice Planning Grant and is currently in the process of applying for the Choice Implementation Grant.

#### AMP 2

Branch Village: Branch is the oldest family development site. The EIOP for this development was September 30, 1941. There are 18 two-story buildings that contain 245 row-type units. This property is one of only two properties in HACC's portfolio that has not yet been comprehensively redeveloped. HACC has rehabilitated over 100 vacant units over the last 36 months to reduce the vacancy rate to about 3% from over 16% in the last 36 months. All units were quickly occupied after completion. The demand for affordable housing in this market exceeds the supply.

Long-term Vision for Property: Property was awarded a Choice Grant and is currently undergoing redevelopment activities.

#### Strategies:

- Undergoing redevelopment.

Chelton Terrace - AMP 5: This site's original EIOP was June 1943 and included 200 family units. The site was demolished in 2002 and redeveloped in two phases as reflected below:

#### AMP 3

Chelton Terrace Phase I: This first phase consisted of 66 newly renovated Annual Contribution Contract (ACC) family townhouse units and is currently owned by HACC but managed by a private property management company. The newly renovated units have been occupied for ten years and are well managed and maintained. The property sustains a very low vacancy rate. Demand for the units is high. A new community center was also completed as part of this phase of construction.

Long-term Vision for Property: Hold and Maintain

Strategies: Continue to monitor the management and maintenance of the site as well as the overall operation of the property.

AMP 4

Chelton Terrace Phase II: The second phase of construction was completed in December 2005 and consists of 101 newly constructed ACC family townhouse units. The second phase was a HUD Mixed-Finance development that is privately owned and privately managed by the same company managing Phase I. The units were occupied in January 2006. The property is well managed and maintained. The units are in high demand.

Long-term Vision for Property: Hold and Maintain. HACC is working to transfer the property back to the Housing Authority of the City of Camden or one of its instrumentalities/affiliates.

Strategies: Continue to monitor the management and maintenance of the site as well as the overall operation of the property.

AMP 6

McGuire Gardens: The original BIOP for this site was March 1955. The site originally consisted of 367 family units. McGuire Gardens has been fully redeveloped using a 1994 HOPE VI grant of \$42 million. The site has been occupied for over 11 years. During the period 1999 through 2002, 190 units on the original site were demolished. On-site relocation was part of the redevelopment plan thus necessitating phased demolition. The redevelopment plan created 75 newly constructed ACC family units and another 178 reconfigured and completely rehabilitated ACC family units for a total of 253 units on the site. The units are owned by HACC but are privately managed. Demand for the units is high and the property is always occupied. A newly constructed community center was completed in 2005 and a passive park/town square with a tot lot was completed in 2006.

Long-term Vision for Property: Hold and Maintain and/or convert to RAD

Strategies: Continue to monitor the management and maintenance of the site as well as the overall operation of the property. HACC is planning to request HUD approval to include these 253 units in the Capital Funds Formula to ensure the long-term viability of the property.

AMP 5, 8-12

Roosevelt Manor: The original BIOP for this site was June 1955. The site consisted of 268 family units. HACC received a 2004 HOPE VI grant of \$20 million as part of a \$144 million, 13-phase redevelopment plan for this site and the surrounding neighborhood. All construction phases are complete. All of the residents of the site were relocated as of January 2006 and all units have been demolished in preparation for five on-site phases of development which include both rental and homeownership units. All Phases have been fully occupied. All of the ACC rental units are privately owned and managed pursuant to HUD's Mixed-Finance program.

Long-term Vision for Property: Complete redevelopment, Hold and Maintain.

Strategies: The rental phases are privately owned and managed and each will have a separate AMP number.

Westfield Acres: This site's original BIOP was June 1943. The site originally had 514 family units and was demolished in 2000-2001 with the use of a "Demolition Only" HOPE VI grant. The HACC was able to secure a \$35 million HOPE VI Grant in 2000 for this site which has since been demolished and redeveloped. The \$106 million redevelopment plan was carried out in nine (9) phases. Eight (8) of the phases were completed and occupied as of September 2007. The final phase was completed. Since completion, this redevelopment has created 516 new houses both on site and off site in the surrounding neighborhood. Two

hundred and nineteen (219) of the units are owner occupied. The 182 family and senior ACC rental units that are completed are privately owned and managed under HUD's Mixed-Finance program. This development also has a newly constructed community center as well. The four rental phases that replaced the original Westfield Acres are Baldwin's Run, Carpenter's Hill, Baldwin's Run Senior Building and Baldwin's Run II. The four rental phases are described below.

**AMP 13** **Baldwin's Run:** This site's original EIOP was December 31, 2003. This is the first rental phase redeveloped on the former Westfield Acre site. This phase consists of 78 family rental units. The rental units are interspersed with 109 newly constructed homeownership units, constructed in June 2003. The project design received a HUD Secretary Award of Excellence in 2003. The site was financed under HUD's Mixed Finance Program using HOPE VI funds and leveraged tax credit equity. The site is privately owned and managed. The site is located in a very stable section of the City where property values are rising. Demand for these units is very high. A \$30 million elementary school across the street from the site was opened in September 2007.

Long-term Vision for Property: Hold and Maintain. HACC is working to transfer the property back to the Housing Authority of the City of Camden or one of its instrumentalities/affiliates.

Strategies: Continue to monitor the management and maintenance of the site as well as the overall long-term viability of the property.

**AMP 14** **Carpenter's Hill:** The EIOP for this property was March 31, 2003. This is the first off-site rental phase of the Westfield Acres HOPE VI grant and consists of 30 family rental units located across from Baldwin's Run and one block from the new \$30 million dollar school. The 30 family rental units are interspersed with 19 market rate tax credit only rental units. The units are privately owned and managed.

Long-term Vision for Property: Hold and Maintain

Strategies: Continue to monitor the management and maintenance of the site as well as the overall long-term viability of the property.

**AMP 15** **Baldwin's Run II:** These recently newly constructed 73 family units were completed the end of December 2007. These townhouse units are in a very stable neighborhood. These units have a very strong market demand. The units are two blocks from a newly constructed \$30 million school. The site is right next to the new county park. Twenty (20) of the units have been set aside for special needs housing for formerly homeless women and their families. The state has provided \$2 million in Capital Funds for these 20 special needs housing units. Direct services for these families have also been funded. The site will be privately owned and operated.

Long-term Vision for Property: Hold and Maintain. HACC is working to transfer the property back to the Housing Authority of the City of Camden

Strategies: Continue to monitor the management and maintenance of the site as well as the overall long-term viability of the property.

**AMP 16** **Kennedy Tower:** The EIOP for this property was February 1966. There recently were 99 units in this 10-story elevator building. The Authority has converted, with HUD approval, the second floor (11 residential units) for HACC's administrative offices. The administrative offices for HACC's Assisted Living Program are on the first floor in the Kennedy Towers addition. HACC's most recent modernization and physical improvement

activities includes restoration of the building facade; installation of two new elevators; and retrofitting the building with a fire suppression system throughout. HACC has also completed several major energy efficient upgrades throughout the units as part of a HUD approved Energy Services Contract. In order to mitigate fire safety issues HACC has installed smoke and CO detectors throughout the building. HACC has also recently installed a new HVAC system throughout designated as an "Elderly Only" building by HUD facilitated creation of a state approved "Assisted Living" program for the residents of this building.

Long-term Vision for Property: Hold, Maintain and Upgrade

Strategies: This is a well-maintained building. HACC will continue to enhance the amenities provided and routinely maintain and upgrade the physical plant. Strategies to reduce operating costs and increase revenue generated at the site are being developed. HACC will renew designation as an elderly building in the near future.

AMP 17

Westfield Tower: The EIOP for this property was March 1970. There are presently 103 near elderly and disabled units in this 10-story elevator building. As part of its long-term strategy to maintain and upgrade this property, HACC recently completed restoration of the building facade; installation of two new elevators; and retrofitting the building with a fire suppression system throughout. HACC also completed major energy efficient upgrades throughout the units as part of a HUD approved Energy Services Contract. In order to mitigate fire safety issues HACC has installed smoke and CO detectors throughout the building.

Long-term Vision for Property: Hold, Maintain and Upgrade

Strategies: This is a well-maintained building. HACC will continue to enhance the amenities provided at this site and pursue cost reduction and revenue generating strategies. HACC will designate as an elderly only building in the near future.

AMP 18

Mickle Tower: The EIOP for this property was December 1974. Presently there are 104 near elderly and disabled units in this 9-story elevator building. As part of its long-term strategy to maintain and upgrade this property, HACC recently completed restoration of the building facade, installation of two new elevators; and retrofitting of the building with a fire suppression system throughout. In addition, the Authority has completed major energy efficient upgrades throughout the units as part of a HUD approved Energy Services Contract. In order to mitigate fire safety issues HACC has installed smoke and CO detectors throughout the building.

Long-term Vision for Property: Hold, Maintain and Upgrade

Strategies: This is a well-maintained building. The Authority will continue to enhance the amenities provided at this site and pursue cost reduction and income generation strategies. HACC will designate as an elderly only building in the near future.

AMP 19

Baldwin's Run Senior Building: This recently newly constructed 74 unit senior only building was completed in June 2007. The building is fully leased. The property is in a

very stable neighborhood, and the building has many amenities and services including a laundry room on each floor, a library, a room for light gym equipment, a visiting doctor's office, and a community room. There is a very high market demand for these units. The site is privately owned and managed.

Long-term Vision for Property: Hold and Maintain. HACC is working to transfer the property back to the Housing Authority of the City of Camden

Strategies: Continue to monitor the management and maintenance of the site as well as the overall long-term viability of the property. HACC will renew designation as an elderly building in the near future.

AMP 20

Morgan Village: This recently newly constructed 40 unit development was completed in December 2012. The development is fully leased. The property is in a very stable neighborhood, and the building has many amenities. There is a very high market demand for these units. The site is privately owned and managed.

Long-term Vision for Property: Hold and Maintain

Strategies: Continue to monitor the management and maintenance of the site as well as the overall long-term viability of the property.

Through the Faircloth legislation, HACC will continue to increase its unit total back to its original 2,240 through the increase of additional AMP's. HACC will also be incorporating entities, to include but not limited to, current and future to be determined operations and services through corporations and limited liability corporations of the nature of a for-profit and/or non-profit status including 501(C) 3S.