

Saint Joseph's Carpenter Society Strategic Plan 2024 - 2029



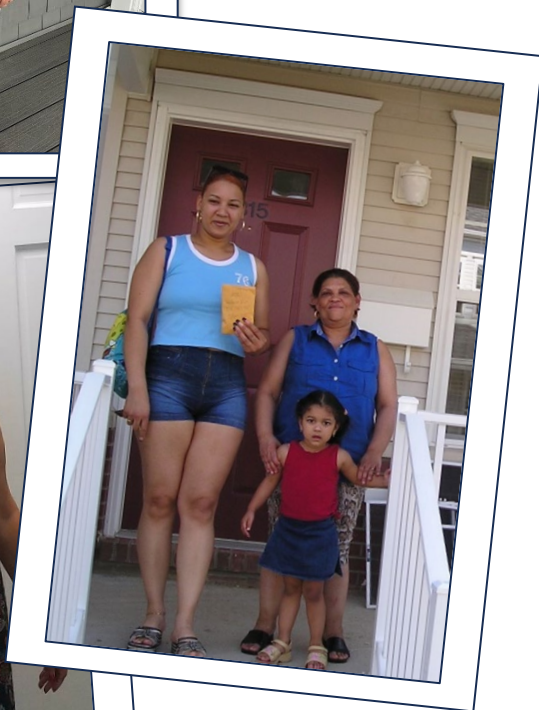
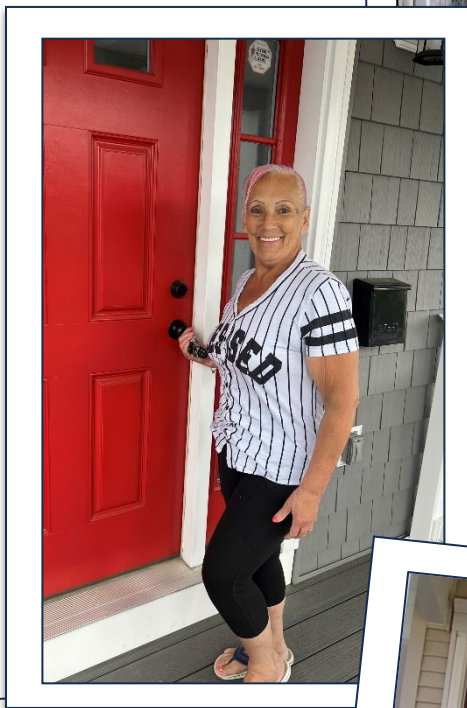
**Stable
housing
opens more
than one
door...**

Housing-Plus Model

Saint Joseph's Carpenter Society's model of wealth creation, building, and preservation is housing-based. It is predicated on low-income families having a stable and affordable home and, in many cases, purchasing their principal residence. This housing work has grown to include HUD-certified housing counseling, housing development, owner-occupied housing preservation, and property management. It has also expanded beyond the Camden city limits. Over the past 38 years, Saint Joseph's Carpenter Society has

created nearly 1,050 homes and worked with homeowners to repair over 650 homes.

Our commitment remains to Camden, and East Camden more specifically. This commitment to Camden is place-based and homeownership is not the only means of wealth-building. Saint Joseph's Carpenter Society has grown to refine its neighborhood-based model to include the other opportunities that come from vibrant neighborhood services and resident engagement. This work has engaged Saint Joseph's Carpenter Society in small business support, community building and engagement, workforce development models, expanded education offerings, and recent immigrant resources. However, this Housing-Plus model is firmly rooted in the City of Camden, with Saint Joseph's Carpenter Society solely offering these additional services within target neighborhoods in the City of Camden, addressing poverty and increasing equity comprehensively.





Theory of Change in Target Neighborhoods

The Housing-Plus Model lends itself to the articulation of Saint Joseph's Carpenter Society's Theory of Change which is rooted in three important factors, coming together under the active engagement of residents to create a neighborhood of opportunity, building wealth for community members.

WORKING WITH ENGAGED RESIDENTS TO CREATE A NEIGHBORHOOD OF OPPORTUNITY, BUILDING WEALTH FOR COMMUNITY MEMBERS:

1. Affordable and healthy homes: Everyone needs a place to call home to allow for health, safety, sustainability, resiliency, and growth.
2. Vibrant resources in the neighborhood: The community offers opportunities to support residents and invite visitors in.
3. Strong partnerships: Individuals and stakeholders come together to create and implement the vision for the community.

This Housing-Plus Model in concert with the Theory of Change results in the following services being offered both within target neighborhoods as well as other locations.

Target Neighborhoods

Housing development
Rental – property management
Community Building & Engagement
Housing counseling
Support for abandonment
Weatherization
Repair
Lead remediation/abatement
Small business support
Workforce development
Immigration
Maintenance classes
Internship
Placemaking
Leadership Development
Consulting Services

Outside

Housing Development
Property Management
Housing Counseling
Support for abandonment
Weatherization
Lead remediation/abatement
Consulting Services



This Strategic Plan offers an intended pathway toward success and priorities for competing opportunities for Saint Joseph's Carpenter Society for the next six years, until 2029.

Values

- Cultivate community
- Believe in dignity of all people
- Promote equity and equality
- Hold passion for and commitment to mission
- Conduct business with honesty and integrity

Mission

Saint Joseph's Carpenter Society builds wealth and cultivates community through healthy, affordable homes, vibrant neighborhoods, and empowered residents.

Vision

Saint Joseph's Carpenter Society envisions inclusive communities with access to high quality housing generating wealth and stable neighborhoods offering opportunity.

Guiding Principles

- Engaged, Knowledgeable, and Empowered Residents
- Quality Affordable Housing
- Wealth-Building Investment
- Neighborhoods with Opportunities
- Long-Term Commitment

Tag Line

Rebuilding homes. Empowering futures. Cultivating community.

Strategic Goals & Objectives

1. Strengthen SJCS and our ability to support community residents and neighborhoods
2. Create, preserve and invest in affordable housing and wealth building
3. Foster resident-driven neighborhood vibrancy

Key Outcomes for 5 years

1. Create 100 new affordable and healthy homes
2. Repair 400 homes for existing homeowners
3. Engage with 1,500 residents in counseling and education programming
4. Reach 75% resident satisfaction rate for target neighborhoods
5. Achieve 50% homeownership rate in increased number of target block groups

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Strengthen SJCS and our ability to support community residents and neighborhoods

1. Diversify funding to offer more options for operations and development to ensure effective fiscal management and on-going sustainability.
2. Maintain and expand strong partnerships and coalitions that reflect SJCS values and center residents in the revitalization of their communities.
3. Value a diverse staff offering tools and training to promote and sustain an exceptional workforce.
4. Refine and create systems to promote greater efficiencies across the organization.
5. Emphasize inclusion and equity as driving forces for programs and projects.



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Create, preserve and invest in affordable housing and wealth building

1. Develop healthy and affordable housing (both rental and homeownership) to anchor neighborhood revitalization in the City of Camden.
2. Work with neighboring townships on abandoned properties and affordable housing issues.
3. Re-invest in rental developments to ensure a healthier portfolio with active resident services.
4. Offer repair services to homeowners to ensure asset preservation coupling health and safety improvements with financial counseling.
5. Build community wealth capacity by enhancing financial wellness services through counseling and education programming.



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Foster resident-driven neighborhood vibrancy

1. Further neighborhood plan implementation to ensure that target neighborhoods are comprehensively analyzed, stabilized, and revitalized using resident voices to lead.
2. Engage with and support small businesses to build wealth and grow capacity, improving the commercial corridor and increasing the number of small contractors working with SJCS.
3. Support resident-driven initiatives, offering access to training and tools to build and expand community capacity (workforce, leadership, education) to drive the revitalization of their community.
4. Embed educational offerings in all programming, offering opportunities to residents, stakeholders, and partners to work together.
5. Create intentional workforce development opportunities to improve prospects in the maintenance, handy-man, and small contractor fields.





SAINT JOSEPH'S
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◆ SOCIETY ◆

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