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Plan to End Homelessness SC Packet Table of Contents

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**CONCORD PLAN TO END HOMELESSNESS
STEERING COMMITTEE PLANNING MEETING
OCTOBER 17, 2017 2-4 PM**

ARRIVAL	1:45-2:00
SETTING THE STAGE FOR TODAY	2:00-2:05
WARM UP: WHAT'S STUCK WITH YOU FROM LAST DISCUSSION?	2:05-2:15
ABOUT OUTCOME BASED GOALS AND STRATEGIES	2:15-2:30
DEVELOPING NEW STRATEGIES FOR THE PLAN'S GOAL AREAS	2:30-3:50
WRAP UP AND NEXT STEPS	3:50-4:00

REVIEW IN ADVANCE:

1. Goal-setting document
2. Plan to End Homelessness – the Strategies (pp 13-15)
3. Notes from prior meetings



Outcome-Based Goals

Outcome-based goal setting is a model that moves an organization past counting its routine activities into articulating its desired *impact* in the community, and measuring whether it has achieved this effect. Working on the outcome-based goal model focuses the group on the *ultimate focus of the work*, rather than all the *activities* it is used to thinking about doing.

Phrasing a goal based on the outcome desired, rather than an activity, also sets the organization up for meaningful evaluation. We will focus on the *what*, not the *how*.

Outcome based goals are *time-specific, measurable, and identify to what end* the work will take place. Here is one example:

Example: Activity-Based Home Ownership Program Goals:

Host six first-time home buyer education seminars per year, averaging 10 households per class, and graduating eight households per class.

Example: Outcome-Based Home Ownership Program Goals:

Increase the number of moderate income first time home-buyers in the city by five percent over five years.

What are the Differences?

1. *Activities are Fluid to Meet the Need*
 - a. Under example 2, focusing on the outcome lets you see there could be any number of means to reach the end. If, in 2 years, the traditional course model being taught is not keeping the organization on track for the goal, the organization can (and should) change activities to something effective.
 - b. Requires attention and change: Other activities or tactics that might get the organization closer to the goal, such as providing down payment assistance, developing partnerships with banks for special lending products, or building inexpensive homes.

2. *Data Collection Measures Impact – Harder but of More Value*

- a. Under the activity based model the organization tracks classes, participants and graduates.
- b. Under the outcome-based model, the organization tracks home purchases of its graduates as well. It will be harder to track this information – it will come in other places.

3. *Evaluation is of Core Work, not Activity*

- a. At the end of five years, what does the organization want to know? If it has executed 30 classes over five years, so what? The organization will have no idea if it has actually facilitated more home buying under the activity-based model.
- b. Under the outcome-based model, the organization will be able to say to the community that it has *impacted society* in its intended way.

Results

By using this model of strategy and goal-setting, the organization will be able to tell internally whether it is achieving the impact it seeks to make. As importantly, it will be able to communicate a much more exciting message to partners.

Activity Based Evaluation:

The organization taught six classes per year, with a total of 270 students and 250 graduates, a 92% success rate.

Outcome-Based Evaluation:

The organization increased the number of moderate income families who became home owners in the city by four percent. Each of these 75 families has now accessed the stability and wealth growing potential of home ownership and has become a long-term member of the community.

Concord's Plan to End Homelessness

Concord Steering Committee to End Homelessness
March 2014

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I. INTRODUCTION

On April 9, 2012, the Concord City Council unanimously adopted a resolution supporting and endorsing the creation of a “Ten Year Plan” to end homelessness in the City of Concord, NH. (A copy of the Resolution is attached as Appendix A.)

Mayor Jim Bouley created the Concord Steering Committee to End Homelessness in January of 2013 and charged it with developing a recommended plan for submission to the City Council that would guide the community in its efforts to address and, if possible, eliminate homelessness in Concord.

In appointing the Concord Steering Committee to End Homelessness, the Mayor attempted to include representation from across a broad range of interests and communities, all of whom are impacted by homelessness in Concord. Thus, in addition to representation from the homeless service providers, the Steering Committee included representation from Concord’s public safety system (police and fire); the public and private housing development sectors; the business, banking and legal communities; mental health service providers; funders of the non-profit sector; and the state agency for homeless services. The City Council was provided a list of the Steering Committee members in January 2013.

The members of the Concord Steering Committee to End Homelessness were:

Jim Bouley, Mayor, City of Concord

Patrick Tufts, President & CEO, Granite United Way, Co-Chair

David Frydman, Esq, HealthTrust Inc, Co-Chair

Dan Andrus, Fire Chief, City of Concord

Bill Davis, Truncellito & Davis Insurance & Financial Services, LLC

John Duval, Police Chief, City of Concord

Peter J. Evers, President/Chief Executive Officer, Riverbend Community
Mental Health Inc

John Hoyt, Executive Director, Concord Housing Authority

Jerry Kingwill, President, Cobb Hill Construction

Cathy Kuhn, Director of Research and Training, Families in Transition/NH
Coalition to End Homelessness

Ralph Littlefield, Executive Director, Belknap Merrimack County CAP

Jerry Madden, Executive Director, Friends Program

Paul Rizzi, President & CEO, Merrimack County Savings Bank

Maureen Ryan, Administrator, DHHS-Bureau of Homeless and Housing
Services

Nicole Schultz-Price, Attorney, Sulloway & Hollis

Tim Sink, President, Concord Chamber of Commerce

Major Jerry Stinson, Salvation Army

Shannon Swett Bresaw, Director of Public Health Services & Prevention,
Granite United Way

Jackie Whatmough, Human Services Director, City of Concord

Committee Staff:

Maggie Fogarty, Associate Director of the NH Program, American Friends
Service Committee

Val Guy, Community Impact/Community Building, Granite United Way

Susan Howland, Director of Homeless Services, Granite United Way

Consultants:

Amy Lockwood, Principal, Full Circle Consulting

NH Listens, The Carsey Institute, University of NH

Ray Peterson, North Chelmsford, MA

Funding to support the work of the Concord Steering Committee to End Homelessness was generously provided by the Granite United Way, the New Hampshire Charitable Foundation, the Rotary Club of Concord and the American Friends Service Committee.

The Steering Committee to End Homelessness met between March 2013 and January 2014. It gathered data regarding the scope and impact of homelessness in Concord. It also studied approaches implemented in other cities to respond to homelessness. All meetings were posted on the City website and open to the public.

In order to obtain input from across Concord, the Committee conducted numerous listening sessions with people representing many organizations from the private, public and non-profit sectors. Such sessions were held with members of the Chamber of Commerce, InTown Concord, the Concord Coalition to End Homelessness' Homeless Service Providers Network, the Greater Concord Interfaith Council, and individuals who are homeless and recently homeless. The Committee also conducted a survey to gain additional community input. (A summary of the survey is located in Appendix D).

After issuing a draft plan, the Committee conducted a public hearing on December 10, 2013 in the City Council Chambers. The Committee also accepted written public comments through December 31, 2013.

2. THEMES

Several themes emerged from the planning process.

1. The impact of homelessness in Concord has increased dramatically over the last decade. The negative consequences of homelessness in Concord have affected both individuals who are homeless and those who are not. Most Concord citizens have personally felt the effects of homelessness in the city as the systems designed to address homelessness in Concord have not kept pace with the need over the years. As a result, the impact of homelessness ripples through almost every facet of the Concord community, including as follows:
 - a. Increases in homeless camps dispersed across the entire city;
 - b. Increased deaths of homeless individuals;
 - c. Reports by shopkeepers of negative impacts to their business due to the loitering and behavior attributed to homeless individuals;
 - d. Reports by individuals of feeling unsafe in public places, individuals who are homeless themselves and those who are not;
 - e. Significant costs to the emergency service system (police/fire/emergency medical) to respond to incidents involving homeless individuals, including homeless people as victims of violence;
 - f. Increased costs to the health care system, particularly Concord Hospital, as a result of the use of emergency room care by homeless people instead of preventative care;
 - g. Increase in the number of homeless children in Concord and increases in the number of homeless children in the Concord school system;
 - h. Significant increase in Concord of panhandling which negatively impacts the sense of well-being for many Concord residents and is often attributed to homeless individuals;
 - i. Concord Library becoming a de-facto day center for homeless individuals;
 - j. Increased burden on certain churches that a decade ago created short-term emergency winter shelters, coupled with the desire of many other local religious communities wanting to find effective ways to respond to homelessness across the city.

2. Concord needs to expand its Homeless Resource Center where homeless individuals can gather during the day and at which they can access all the various supports and services available to assist them. The expanded center needs to be managed as a collaboration of the homeless service providers and designed to provide those who are homeless and the homeless service providers alike the following opportunities:
 - a. A central location to gather and access all homeless services available in the city;

- b. A safe place during cold weather with resources of internet, trainings, public restrooms, mailboxes, showers, laundry facilities, case management, one stop shopping for services and supports;
 - c. A place for the faith communities in Concord to distribute needed goods to homeless people and offer volunteer opportunities;
 - d. A place where those who are recently homeless can access rapid rehousing assistance, where those at risk of homelessness can access prevention services, and where longer term and chronically homeless people can access longer term services and learn about shelter/housing first opportunities.
3. The need to create additional permanent and affordable housing, Housing First units, and/or shelter opportunities for individuals who are homeless. Housing and shelter options need to be available to those who are free of substance abuse as well as to chronically homeless people who may be struggling with substance abuse as well as mental illness.
4. A continuum of services needs to be in place to combat homelessness, from temporary crisis relief/rapid rehousing to long term solutions, and include programs that prevent homelessness in the first place. Appropriate case management should exist to help make the response system work effectively. These services need to be integrated, efficient and easily accessible. Greater collaboration among local service providers is needed for more effective service delivery to homeless people in Concord. The use of an integrated resource center to provide services, as well as the governance of that center by a coalition of the service providers will lead to more integrated approach to utilizing available resources and services.
5. There is a need to obtain and disseminate more information about homelessness in Concord, including the services available to assist people in need, costs to the community, and future needs of those who are homeless and those in jeopardy of becoming homeless. This information should be made known to the public.
6. There is a need to increase the number of housing units in Concord that are affordable for very low income individuals and families as well as for those who are chronically homeless. In order to maintain the current balance of ownership verse rental housing stock in Concord, the City may want to consider linking the growth of these two distinct types of housing which serve different markets.
7. There is a need to address the situation impacting Downtown Concord brought about by the interaction of some disorderly individuals (perceived to be homeless) with people engaged in the everyday life and commerce. Public Safety Officers should assist homeless individuals to access the expanded Resource Center and its services rather than loitering downtown or in the library.

8. A high-level visible committee must be in place to lead the community in efforts to effectively respond to the growing impacts of homelessness on Concord.
9. The continued commitment from the City and other partners, with increased efforts to secure additional federal and private funding, is needed to effectively address homelessness. Potential sources for such additional funding include Community Development Block Grant (CDBG), the US Department of Housing and Urban Development (HUD), the Community Development Finance Authority (CDFA), NH Housing Finance Authority (NHHFA), Granite United Way and private charitable foundations. Concord serves as the regional hub for services and assistance to those in need. Individuals and families facing homelessness from the surrounding communities migrate to Concord to obtain needed services. Thus, it will be important to engage the surrounding communities, both through individual and municipal contributions and involvement, to contribute to the success of the Plan to End Homelessness.

Being homeless is confusing, exhausting and frightening. Homelessness is a complex problem with no single solution. Persons who are in this predicament often have multiple challenges which contribute to their homelessness. The Committee identified several subgroups of homeless people requiring particular attention: unsheltered persons, chronically homeless people, homeless families, and groups of individuals causing disruptions. The committee was also urged to address unmet needs of runaway youth and homeless veterans.

The U.S. Department of Housing and Urban Development (HUD) defines a person to be "homeless" if they are 1) staying in an emergency shelter or transitional housing, or 2) living in a place not meant for human habitation such as on the street, in a camp, in a car, or in an abandoned building. HUD defines someone who is "chronically homeless" as either, (1) an unaccompanied homeless individual with a disabling condition who has been continuously homeless for a year or more, or (2) an unaccompanied individual with a disabling condition who has had at least four episodes of homelessness in the past three years. The U.S. Department of Education's definition includes children and youths "who are sharing the housing of other persons due to loss of housing, economic hardship, or similar reason."

According to the New Hampshire's Bureau of Homeless and Housing Services' 2013 data, chronically homeless people comprise 18% of all homeless persons in the state, but consume 50% of available homeless resources (The Governor's Interagency Council on Ending Homelessness).

There is good news that throughout the preparation of this plan, people have expressed a willingness to help address homelessness. How the people of the city plan, coordinate, allocate resources, communicate, and advocate will be vital for an effective response.

3. CONCORD'S STRATEGY

The Steering Committee to End Homelessness has met with many stakeholders concerned about homelessness. Many ideas and concerns have been expressed, and numerous suggestions have been made. Service delivery models have been put forward for consideration. What remains now is to select how best to move forward, focusing on addressing the risk factors and types of issues faced by homeless people.

A continuum of services should be in place to deal with both short-term and long-term needs, and to intervene to prevent homelessness from occurring. Prevention (such as food pantries and rental assistance), rapid rehousing, short term services (such as emergency shelter and case management), and long term solutions (such as permanent affordable housing with supportive services) are important for a systematic response.

It is necessary to collect and analyze data in order to track the local situation and measure progress in ending homelessness. Proper case management and targeted outreach must exist to connect with homeless individuals and families with local health and human service agencies, wherever homeless people are located-- downtown, on highway ramps, by the river and at make-shift camps.

More advocacy will be needed to end homelessness in Concord. A broad array of groups and stakeholders will need to continue to be fully engaged to accomplish the goals expressed in the plan. It is important to continue to increase membership in the Concord Coalition to End Homelessness to represent this broad spectrum of groups.

It is imperative that Concord respond to the growing challenges of homelessness with both immediate and longer term strategies to address the issue.

4. WHY ARE PEOPLE HOMELESS IN CONCORD?

There are many reasons why people become homeless. Risk factors include:

- Lack of housing affordable to low-wage earning households;
- Being unemployed with limited job prospects;
- Not completing high school;
- Having spent time in correctional facilities (Concord is in a special position among New Hampshire towns because it has a county jail, state prison, and soon, a women's prison);
- Having healthcare, addiction and mental health issues, and lack of access to appropriate medical care and treatment;
- Having undergone a home foreclosure;
- Not receiving public benefits (such as unemployment assistance, childcare, and food stamps) for which they are eligible;

Insufficient funding for state and federal poverty relief programs such that low-income households cannot achieve or maintain economic security in a high cost state.

For homeless people and for those threatened by homelessness, wages earned are not keeping pace with the cost of housing. Data from the New Hampshire Housing Finance Authority found that the median rent for apartments in Concord during 2013 was \$873 for a one bedroom apartment, \$1,068 for a two bedroom apartment, and \$1,257 for a three bedroom apartment. NH Housing Finance Authority also surveyed 2013 vacancy rates in the city and determined that 2.9% for all housing units were vacant and only 1.4% of two bedroom apartments were vacant.

The National Low Income Housing Coalition has calculated that to live in a two bedroom apartment with utilities in Merrimack County, and without paying more than 30% of income on housing, a person would have to make \$19.69 per hour. At the area's mean wage rate of \$10.91 an hour, it would take 1.8 people working full-time to make such an apartment affordable. At the minimum wage in New Hampshire of \$7.25 per hour, it would require 2.7 persons working full-time to make a two bedroom apartment affordable. Over the last ten years rental prices have increased more than 24% statewide and utility costs have jumped 57% (NH Bureau of Homeless and Housing Services).

5. PORTRAIT OF HOMELESSNESS IN CONCORD

At the present time there is limited data about those who are homeless in the Concord area. What is needed is a definitive full count of homeless people, routinely taken, across all providers of shelter and related services, and which avoids a duplicated tally. A one day Point-In-Time count (PIT) is conducted annually to attempt to identify persons in homeless situations. The 2013 PIT was conducted on January 23rd and at that time 263 individuals were documented to be homeless in Merrimack County. The approximately 30 people who inhabited the make-shift camps during 2013 are factored into the homeless count. It is very difficult to locate other homeless people because they may not be connected with a local agency or not be known by public safety officials.

In addition, statistics are maintained on the number of individuals and families who are served by local service providers. Based on services reimbursed by the NH Bureau of Homelessness and Housing Services, 508 homeless individuals were sheltered in Concord facilities during fiscal year 2012-2013, comprising 11% of those sheltered statewide.

During fiscal year 2012-2013, 468 individuals were housed in the city's three emergency shelters. The shelters include the Concord Cold Weather Shelters at First and South Congregational Churches (149 persons sheltered), the Friends Emergency Housing Program (122) and the Salvation Army-Concord's McKenna House (197). Taken together this comprised 22,413 nights of shelter for the year (NH Bureau of Homeless and Housing Services).

Existing beds for homeless people in Concord consist of 52 year-round emergency shelter beds, 62 winter season emergency beds, 24 transitional housing beds, and 66 permanent supportive housing beds.

In the discussions with the providers of homeless services they report:

- Longer shelter stays (6-9 months) with shelters frequently at capacity;
- Some homeless people coming to Concord for services;
- Increase in need, but resources are few. There has been a reduction of federal benefits and considerable strain on the local welfare department.
- The numbers coming to the Friendly Kitchen have been steadily increasing;
- Decreased public use of library due to usage as an informal hang out place for homeless people;
- Greater use of emergency services to meet health care needs;
- More substance abuse and mental illness;
- More violence, particularly between those who are homeless;
- Encampments became more crowded, with more tension, stress, fighting, and more police interventions;
- More "first time" homeless;
- More young adult homelessness;
- Unmet needs of runaway youth;
- Unmet needs of homeless veterans;
- People being discharged from hospitals and prisons/jail into homelessness.

Concord's Point-In-Time Counts 2011-2013

Year	Sheltered Individuals	Sheltered Individuals in Families	Unsheltered Individuals	Unsheltered Individuals in Families	Doubled up Individuals in the Community	Doubled up Individuals in Families	Total Homeless Individuals: Sheltered & Unsheltered
2013	86	84 (26 families)	61	18 (6 families)	2	12 (4 families)	263
2012	117	107 (35 families)	48	9 (2 families)	16	3 (1 family)	300
2011	94	53 (17 families)	61	2 (1 family)	18	17 (4 families)	245

Source: NH Bureau of Homeless and Housing Services. 2013 one-day counts taken on January 23, 2013; January 25, 2012; January 26, 2011

Homeless Individuals Sheltered in Concord
State Funded Programs, Fiscal Years 2011-2013

Year	Sheltered Individuals	Sheltered Individuals in Families	Transitional Housing (Individuals)	Total Concord Individuals in Shelters & Transitional Housing	Statewide Total Individuals
2013	346	122	40	508	4,732
2012	360	103	43	506	4,825
2011	283	126	42	451	4,942

Reporting Programs: Concord Cold Weather Shelters, the Salvation Army's McKenna House, and Friends Emergency Housing. Source: NH Bureau of Homeless and Housing Services

6. COSTS TO THE COMMUNITY

In examining costs to emergency services in a community it is important to know that the figures represent largely fixed costs and would not substantially diminish even if homelessness were eradicated. They do, however, represent a use of resources that could be redirected to meet other community needs. These costs are ultimately at the expense of the person who has to wait longer for a more distant ambulance, the crime victim who has a longer wait for a police response, and the person who cannot get in to see a very busy caseworker.

Costs of Homelessness for Selected Community Agencies

Agency	Basis of Measurement	Total Cost Estimate
Concord Fire Department	<p>96 calls for service for homeless persons = 1.34% of total call volume of 7,182 requests for service. With an annual Fire Department budget of \$12,456,624, the cost of services for homeless persons is \$166,504.</p> <p>Additionally, the City loses revenue from ambulance transport costs that are written off. Write offs for homeless patients amounted to \$63,122 for 2012.</p>	\$229,626
Concord Hospital	Concord Hospital provides care to approximately 40 patients identified as being homeless annually. Hospital staff estimate that there is probably twice that number of homeless patients, but they are not identified as such.	\$200,000
Concord Human Services	<p>Homeless clients represent 26% of the office's caseload. With an annual budget of \$748,689, this is equivalent to \$194,659.</p> <p>Direct grants for services to homeless persons total \$110,720.</p>	\$305,379
Concord Police Department	1,043 calls for service for homeless persons are equal to 1.70% of 61,389 calls for service annually. With an annual Police Department budget of \$10,809,924, the cost of services for homeless persons is \$183,661	\$183,661

The committee acknowledges that in addition to what can be documented, there are additional costs externalized to individuals and systems which are more difficult to quantify. These costs include:

Those borne by the larger criminal justice system for prosecution and incarceration of homeless individuals.

The cost of catastrophic health events in the future resulting from failures to provide adequate preventive health services now.

The exponential cost to the mental health care system and future impacts to law enforcement and criminal justice from children who are raised in homelessness.

The full cost of the many community agencies, including imputed costs for volunteer labor that are working to alleviate the effects of homelessness.

7. DESIGNING CONCORD'S APPROACH TO ENDING HOMELESSNESS

Current resources are insufficient to solve the problem of homelessness. Some of the issues experienced in Concord will require changes to state and federal government policies. However, local actions are critical to impacting the problem. Solutions must be sought that are not merely band-aids, but comprehensive and enduring. It is necessary to engage the state's congressional delegation in next steps because additional federal funding is essential for the housing component of the Plan.

The Committee identified the need for additional data collection, including:

- 1) More specific data regarding who is currently served through the Concord Homeless Resource Center;
- 2) Number of people from Concord and not from Concord who are homeless and/or use homeless resources in the Concord community;
- 3) Number of people at risk of homelessness released from Merrimack County jail each year;
- 4) Number of homeless people released from the local hospital annually;
- 5) Who is using which community services and to what degree;
- 6) Criminal and disruptive activity that is and is not perpetrated by homeless individuals;
- 7) Cataloguing policies and regulations that affect homelessness and related issues in order to provide clarity on what the legislative issues are and where to prioritize efforts.

Several program models were reviewed by or recommended to the Steering Committee during the planning process. More detailed information on these programs is located in Appendix E.

Rapid Rehousing

Expansion of the Concord Homeless Resource Center

Keene's Second Chance of Success

Preble Street's Logan Place, Portland, Maine (permanent supportive housing and Housing First)

Family Justice Center in Strafford County

Surrounding/sending towns contribute to fund services to assist homeless persons coming from their particular community, similar to school districts paying for out-of-district services for their students with special needs

SHARE- Milford, NH

St. Vincent de Paul Society, Exeter, NH

8. GOALS

The Concord Steering Committee to End Homelessness has developed five goals to help the community begin the implementation process to eliminate homelessness:

- I. Increase access to healthy, safe environments for all homeless and precariously housed members of the Concord community.
 - A. Create an expanded Homeless Resource Center in Concord - where homeless individuals can gather during the day and where they and those at risk of homelessness can have easy access to all homeless and homeless related services.

The goal of this Center is to increase the likelihood of achieving rapid rehousing for recently homeless and permanent housing for chronically homeless people.

Services should include increased case management, housing resources, job training, mental health services, addiction counseling, benefits eligibility assistance and other targeted services.

Additional support services should include opportunities for laundry, mail, internet, restrooms, showers and storage of belongings.

Center should be in a central location.

Center should offer the faith communities in Concord an opportunity to distribute needed goods and provide volunteer service.

- B. Target outreach activities to connect homeless individuals throughout Concord (including downtown, at highway exit/entry ramps, near the river, at homeless camps) to available resources in Concord.
- C. Create additional Housing First units and/or shelter opportunities for individuals who are homeless.

These housing and shelter options need to be available to those who are free of substance abuse as well as to chronically homeless

people who may be struggling with substance addictions, mental illness and other situations that make the current homeless shelter options unavailable to them.

II. Increase the number of quality, permanent, affordable rental units for very low income individuals and families.

Research innovative models for housing homeless and very low-income people;

Work with non-profit and for-profit developers and funders of affordable housing (NH Housing Finance Authority, Community Development Finance Authority, NH Community Loan Fund, Federal Home Loan Bank and local banks) to encourage the development of innovative and affordable permanent housing for homeless as well as very low-income families and individuals;

Advocate for state and federal funding agencies to prioritize the need for affordable housing for very low-income people;

Work with landlords to increase access to privately owned and unsubsidized affordable rental stock;

Develop supportive relationships to help clients gain/remain in housing;

Retain balance in the housing stock in the city through possible linkage programs whereby increased units are created to serve all socioeconomic levels within the city.

III. Increase knowledge about homelessness in Concord, costs to the community, services available and future needs.

Develop communications plan;

Identify a clear set of homelessness-related data to be measured and shared annually, as well as establish baselines;

Conduct training for referral agencies (police, fire, schools, downtown merchants, human services offices, etc.);

Align targeted service providers working with homeless people to ensure collection of accurate data.

IV. Increase public and private funding available for plan strategies.

Increase and leverage existing state and federal funding for homeless services, and to construct and operate the expanded Homeless Resource Center and expand affordable housing/shelter opportunities;

Develop comprehensive assessment of existing funding resources for reducing homelessness in Concord, including shelter, supportive services, permanent housing, job training and related services; Cultivate new funding opportunities to include public and private sources;
Develop and implement comprehensive funding plan for strategies identified in Concord's Plan to End Homeless.

V. Ensure broad representation and engagement of stakeholders in the implementation of the Plan to End Homelessness.

A. Expand Concord Coalition to End Homelessness.

Expand active membership in the Concord Coalition to End Homelessness so it can:

Serve as a multi-sector coordinating entity to maximize efficient services and identify evolving needs;
Oversee the expanded Homeless Resource Center;
Engage members in the implementation of the Plan.

B. Establish Executive Level Steering Committee to Advise Plan Implementation.

Create committee to include representation from government, business, services, health and public safety sectors;
Continuously monitor Plan goals and successes;
Assist in advocacy with state and federal representatives.

Homelessness is a complex problem, but many people have said they are interested in working toward the solution. In a survey conducted by the Steering Committee, nearly half of those surveyed indicated that they would be willing to help implement a Plan to End Homelessness in Concord. Of those who said they would help, many reported that they would be willing to volunteer, donate items, and donate money. Respondents included people from business; the staffs from homeless service agencies, mental health programs and substance abuse services; and those who were homeless at the time of the survey.

As a follow-up to the creation of this plan, an implementation process will be established. Options and strategies will be further developed; key stakeholders to implement strategies will be identified and their commitments confirmed; and a timetable will be created to operationalize the goals of this plan.

The Steering Committee to End Homelessness wishes to thank all those who have participated in developing this plan.

Notes

The National Low Income Coalition, Out of Reach, 2013

NH Bureau of Homeless and Housing Services "Homeless in New Hampshire: A Report," July 1, 2011 –June 30, 2013, released October, 2012

The Governor's Interagency Council on Homelessness, "A Home for Everyone, New Hampshire's Ten-Year Plan to End Homelessness," October 2006

NH Bureau of Homeless and Housing Services, "Homeless in New Hampshire", 2012

NH Listens Summary Report for the Concord Steering Committee to End Homelessness, October 2013

Appendix B
Housing for Homeless People in Concord

Emergency Shelter

Organization	Program	Number of Beds	Type *
First and South Congregational Churches	Concord Cold Weather Shelter	62	SMF
The Friends Program	Friends EHP	26	HC
The Salvation Army	McKenna House	26	SMF
Total		114	

Transitional Housing

Organization	Program	Number of Beds	Type
Families in Transition	FIT - Concord THP	18	
Child & Family Services	TH Concord	6	SMF
Total		24	

Permanent Supportive Housing

Organization	Program	Number of Beds	Type
Families in Transition	Concord Community Leasing Program	11	SMFC
Families in Transition	Concord Community Permanent Housing Program	11	SMFC
Families in Transition	Concord Permanent Housing Program	9	SFC
Families in Transition	FIT - Concord Community Leasing Program II	12	SMFC
VAMC - Manchester	VASH - Merrimack County	23	SMFC
Total		66	

S=single individuals, M=males, F=females, C=households with children.

*There are additional bed for other populations such as domestic violence victims and persons with AIDS.

Source: NH Bureau of Homelessness and Housing Services, 2013

Appendix C
CONCORD'S HOMELESS SERVICES

SERVICE CATEGORY	AGENCIES	AGENCIES
Emergency Shelter	McKenna House	Concord Cold Weather Shelter (at First and South Congregational Churches)
	Friends Emergency Housing Program	
Daytime Services	Concord Homeless Resource Center	
Mental Health	Riverbend Community Mental Health	
Mental Health-Teen	Child and Family Services	Riverbend Community Mental Health
	Cornerbridge/New Concord Peer Support	
Domestic Violence	Crisis Center of Central NH	NH Coalition Against Domestic & Sexual violence
Homeless Children in School	Public School Contacts (McKinney-Vento Liaisons)	Fellowship Housing Opportunities
Transitional Housing	New Hampshire Hospital	Belknap/Merrimack County Community Action Program
	Families in Transition Inc.	
Transitional Shelters	New Start Program	
Homeless Outreach	Belknap/Merrimack County Community Action Program	Riverbend Community Mental Health Services-PATH
	NH PATH Program Homeless & Housing Services	
Veterans	Veterans Affairs Medical Center	Harbor Homes SSVF
Permanent Housing	Families in Transition Inc.	Community Services Council of NH
	Fellowship Housing Opportunities	
PREVENTION		
Utility Assistance	Belknap/Merrimack County Community Action Program	
Emergency Cash	Assistance & TANF	
Welfare Offices	City & Town Welfare Offices	

Employment	NH Employment Security	NH Vocational Rehabilitation
Other Prevention Services	Merrimack Valley Assistance Program	Belknap/Merrimack County Community Action Program
	New Start Program	Community Services Council of NH
	NH Legal Assistance	NH Pro Bono Referral Program
SOUP KITCHENS, PANTRIES & CLOTHING		
Soup Kitchens	Friendly Kitchen	FOFC Soup Kitchen
	Seventh Day Adventist Food Pantry/Soup Kitchen	
Food Pantries	Numerous	
Clothing Etc.	Open Hands Resource Center	Rise Again Outreach
HOUSING AUTHORITIES & OTHER HOUSING		
	Concord Housing Authority	CATCH-Concord Area Trust For Community Housing
	NH Housing Finance Authority	

2-1-1 NH Telephone Information and Referral - 2-1-1 is a telephone number that connects callers, at no cost, to information about critical health and human services available in their community. 2-1-1 NH is an initiative led by United Ways of New Hampshire, in partnership with Public Service of New Hampshire (PSNH), and the State of New Hampshire. Residents in New Hampshire can contact 2-1-1 NH toll-free by dialing 2-1-1 in state or 1-866-444-4211 from out of state.

Appendix E

Models/Organizations/Strategies Reviewed by Concord Steering Committee to End Homelessness

Rapid Rehousing

Housing and Urban Development Model/program-helps eligible homeless families and individuals to secure housing with short-term financial assistance and case management .

Rapid re-housing has become a major emphasis in communities' strategies to end homelessness. Rapid re-housing is also an emphasis in the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act. The priority for rapidly ending homelessness, when it occurs, is now a national one.

Rapid re-housing is a strategy that has been successfully used by many communities to reduce homelessness. Today, most households become homeless as a result of a financial crisis that prevents them from paying the rent, or a domestic conflict that results in one member being ejected or leaving with no resources or plan for housing. Most households who become homeless today have already lived in independent permanent housing, and they can generally return and remain stably housed with limited assistance. And homelessness itself is associated with a host of negative outcomes that can be minimized by limiting the period of time people experience it. By helping homeless households return to permanent housing as soon as possible, communities have been able to reduce the length of time people remain in homeless shelters. This opens beds for others who need them, and reduces the public and personal costs of homelessness.

www.endhomelessness.org

Expansion of the Concord Homeless Resource Center

Extensive conversations took place during the planning process on the need to expand hours and services of the existing Concord Homeless Resource Center. Initial ideas are to acquire a larger space, and work with local service providers and volunteers to offer a wider variety of targeted services that will help homeless people in Concord to move forward in their lives.

Keene's Second Chance of Success

"Second Chance for Success" is run by Keene-based Southwestern Community Services in an effort to stabilize offenders' lives being released from Cheshire County Corrections and steer them in a new direction so they don't end up behind bars again. The ultimate goal is to stop recidivism by helping offenders overcome obstacles like recovery from drug and alcohol addictions, homelessness, unstable living environments, unemployment and financial instability by providing them with resources and support.

Participants in the program live in one of the 12 beds of the six-unit house that also has an office for a full-time case manager who will oversee their progress. The

house, which cost more than \$1 million to build, is located on 6 acres of the Cheshire County-owned land adjacent to the county jail on Route 101 in Keene.

Southwestern Community Services funded the project with an approximately \$600,000 grant from the N.H. Housing Finance Authority and a \$465,000 Community Development Block Grant sponsored by Cheshire County. Keene Sentinel, www.scshehelps.org

Preble Street's Logan Place, Portland, Maine

Logan Place provides efficiency apartments and 24 hour on-site support for 30 adults who had been persistently homeless. Logan Place is a model for a real solution to the problem of homelessness in our communities.

The goal of Logan Place is to provide people who have lived in shelters and on the streets for much of their lives with a chance for a permanent and safe living situation that will support their stability and independence and offer them a chance for a productive and fulfilling future.

http://www.preblestreet.org/logan_place.php

Family Justice Center in Strafford County

This program is where victims of domestic violence, sexual violence and stalking can go to talk to a confidential advocate, plan for their safety, meet with a police officer, meet with a representative from NH Legal Assistance, speak with a prosecutor, receive information on shelter, and get help with additional available resources in one location.

Services available at the Center: A Safe Place, Sexual Assault Support Services (SASS), NH Legal Assistance, Law Enforcement. Off-site partnerships with several agencies currently exist and we are working to add more. If you require assistance from any of these agencies or others we will work to get you connected with them.

www.scfjc.com

Surrounding/sending towns contribute to fund services to assist homeless persons coming from their particular community, similar to school districts paying for out-of-district services for their students with special needs.

SHARE, Milford, NH

The mission of the SHARE Program is to provide food, clothing, and emergency financial assistance to area families in need who do not qualify for government assistance or for whom that assistance is insufficient or delayed in coming. SHARE also collaborates with other organizations to provide access to services and information, with a goal to promote self-reliance while maintaining the dignity of clients.

www.sharenh.org

St. Vincent de Paul Society, Exeter, NH

The St. Vincent de Paul Society, Exeter NH Conference serves the needs of the poor in Exeter, Stratham, Newfields, E. Kingston, Kensington and Brentwood NH. The

Conference operates an area-wide Community Assistance Center and food pantry that serves those communities as its primary focus. Among other services, the Society provides an "Advocacy Program" which renders budget coaching, referral guidance and emergency financial help for those individuals and families who need assistance.

www.svdpeXeter.com

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Call to Order: Ellen Groh called the meeting to order at 2:10 pm

Attendance: Maggie Fogarty, Karen Emis-Williams, j st.hilaire, Ellen Groh, Byron Champlin, Ruth Perencevich, Ellen Fries, Rosemary Heard, Tim Sink, Steve Duprey, Pamela Puleo

Absent: Kara Wyman, Nicole Schultz-Price, Peter Evers, Claudia Walker, Ron White, Lew Feldstein

Guests: John Hoyt, Concord Housing+Redevelopment; Elisa Margolin, Housing Action NH; Dee Pouliot, NH HFA

Facilitating: Maggie Fogarty, CCEH Board of Directors/AFSC

Maggie greeted and introduced the group and the purpose of the meeting – Refresh the priorities within Concord’s Plan to End Homelessness

From previous meeting, the group had expressed a desire to look at specific data, as local as possible, on housing availability, income levels, advocacy, etc.

As an FYI: Amy Lockwood will meet with us again in the future to refine our work.

Agenda Today:

Thoughts/comments from folks from last meeting:

Confusion between CCEH and City Plan to End Homelessness - low on list of issues, but some concern about this process of refreshing the Plan, and whether the City will accept this.

Having Karen here as a representative of the City a great thing. There is an important opportunity, after this Steering Committee is done with refreshing the priorities under Plan, to go back to the City Council for approval, having first sat down with the Mayor, etc.

Question: are these “Public” meetings?

Yes, they are. Ellen Groh has posted the meeting dates with the city and most of our minutes from meetings with the City, and will be going to the training this week and make sure all the rules are being followed.

Comment: need to include the *Regional* needs and activities

Ellen G: reminder that this process is to *update the priorities under the existing plan*, not changing the actual plan.

Comment- It will be better to have someone from the Steering Committee present the updates to the City of Concord, not CCEH.

Previous Meeting - opportunities for funding under medicaid
Housing extremely low income people

NH Housing website and rental cost data statewide:

Discussion:

Merrimack county/City - To afford rents, a person needs to earn at least \$23/hour. Wages just now starting to increase. Rental costs have been steadily rising all along. Need to earn over \$50,000 a year for a 2 bedroom.

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Looking at closing of year round campgrounds - What do we do about housing those with criminal records, sex offenders?

CCEH's Housing First program prioritizes those most difficult to house. Some landlords will take those with a criminal record since they have a caseworker - this makes a huge difference.

John Hoyt: CH+R is not harsh on criminal records, usually. It depends on what and how long ago. Meth dealer or producer, registered sex offender – cannot be accepted. Others get looked at on a case by case basis. Can become a fair housing issue...

Number of Chronically Homeless individuals in Merrimack County? Trying hard to refine this number, and the whole state is working towards a name by name list.

Guests - welcome and thank you for being here with us to share your expertise!

Elissa Margolin, Housing Action NH: since 2009 - affordable housing policy in NH

Seeking to change policies and get resources through the State

Successes: SGIA increase, other funding increased as well

NH has tiny spending compared to our neighbors in New England.

Met with Gov. Sununu - he believes we should be at about \$40,000,000 to catch up.

Market is very much against you if you are lower income.

Supportive Housing:

Breakdown exists between housing developers and those who can provide need services - where do the service providers get funding? Medicaid money is a possibility.

Tenancy and pre-tenancy support services

See Elissa's presentation power point. Supportive Housing in Medicaid CCEH 091717.pptx

Recovery Housing Taskforce of NH Interagency Council on Homelessness. –this is a new committee - not a lot of rules and standards in place yet. Trying to get everyone in the conversation to make this work as well as possible.

Ellen Groh- description of Built for Zero effort -

A learning collaborative focused on -How can we improve some of our systematic practices for addressing chronic homelessness?

Best practices for getting chronic homelessness to functional zero.

BHHS is participating in this. Creating a by-name list of chronically homeless people and prioritize by vulnerability, rank them.

Everyone agrees on this list and on the rankings, all of those with resources work together on the list.

Tied into coordinated entry and collaboration amongst care providers.

Dee Pouliot, NH HFA and John Hoyt, CH+R

How Section 8 Vouchers are allocated - see handout

Where would you point us for the possibility of the greatest success:

JH - support services (he sees success in working with CCEH clients in CH+R Housing)

DP - ESG program; Rapid Rehousing.

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EM - Status quo not enough - get creative! Call it a pilot, brand it, use resources, package it! Partnerships lead to Changes and success.

Have CCEH get into housing development business. "Service Enriched Model" for people to move into, stabilize, move on.

Next steps: Prioritizing within existing goals.

Amy Lockwood will send email - watch for it! Next steps.

Third Tuesday of the month we will meet: **October 17, 2:00 to 4:00 pm** Chamber of Commerce

Plan to End Homelessness Steering Committee Planning Meeting Aug 9, 2017

The Steering Committee discussed a series of articles and reports members read prior to the meeting.

New or Surprising Information

- Clear information about the relationship structure – CCEH, Steering Committee, Plan to End Homelessness, City
- RPC 2015 report states that housing is a low priority
- We are bound to see an increase in requests/ need because the quality of city services is good
- Medicaid expansion money for supportive services and early housing costs
- How to create new affordable units? Efficiencies?

How Concord's Approach to Homelessness Should Change

- Concord Housing Authority should play a more engaged role
- State rental assistance for coming out of homelessness – preference for homelessness or being at risk of homelessness (see NJ success)
- Strengthen the case management aspect – gather more success stories so we understand them better
- Come to terms: this is an indefinite issue with indefinite funding needs
- Do we control the camps? Should we provide tents/ regulate the camps?
- Gain a better understanding of what the interagency council is doing and how the city plan intersects with it

What Stands out as Most Important from the Literature?

- Housing people will always take companion services to reach success. Maintaining a focus on a Housing First approach is working and should remain the focus.
- Cost impact of medical care for the homeless
- Mental and physical health perspective needs to be here. Think about mental health discharge process.

- Some states have a Medicaid waiver to allow Medicaid funds to be used for housing costs. NH does not but perhaps could.

What we Hear in the Community about Homelessness

- We are NOT hearing much about the housing first success that is occurring
- How will early intervention mental health strategies end up impacting homelessness?
- Strong community support for CCEH and ending homelessness
- Bullying within the homeless population is an issue
- Importance of a thoughtful communications plan
- Increase in young adult homelessness/ increase in trouble
- Campsite debris is upsetting to property owners
- Opioid connection to homelessness – perception that it makes it harder to serve people?
- Business perception: if we're successful at addressing homeless there will be more demand not less, because people will come here for quality services
- How should/ can Concord push back on the state and individuals to get cooperation?
- Counties are getting involved

Other Ideas

- Does the SC need a formal leadership structure? In part so it can relieve CCEH of its full roles running the SC and acting as liaison to the Council, which results in some role confusion
- Be mindful of potential for parallel efforts: CCEH, SC, City/ Mayor – the “who” should be clearer in the next plan
- Are CCEH and City goals always aligned?
- How does city ownership of the plan impact right to know and other process issues?
- Who should own the plan?
- What's the relationship between the city plan and state plans regarding homelessness?

What we Need in Order to Develop Informed Goals

- Executive summary of this discussion
- Engage SC members not present today
- Concord Housing Authority participation
- Tight summary of national successes
- Data to support our instinct about need for affordable housing. What is the “right amount?”
- Current rental cost data
- Information about what’s happening in the NH advocacy world/ plan re: homelessness – from Cathy Kuhn?

Planned Outcomes for the Next Meeting

- The group asked for more information (see above) before they can set informed goals.
- In addition the following outcomes have been planned for subsequent meetings:
 - Identify quantifiable goals for next few years
 - Identify the people and organizations needed at the table to reach the goals
 - Discuss SC roles/ membership changes needed in order to achieve the goals
 - Clarify how recommended new goals get considered/ approved by the city council