

March 19, 2019 meeting: Discussion question for Steering Committee on setting goals for ending homelessness in Concord. CCEH's mission, and mission of Steering Committee, are aligned in many ways:

Excerpts from CCEH Strategic Plan adopted June 2018:

Our Long-Term Vision for Our Community: We envision a day when every person in the greater Concord community has a safe, decent, stable and affordable place to live.

What It Will Take To Achieve This Vision ("Theory of Change")

CCEH alone cannot make this vision a reality. Success depends on our community, as a whole. In order to achieve this vision we must all join together to create and maintain a robust Homeless Response System that includes the following six elements:

- 1. A Community-Wide Vision and Commitment.** A robust system is built on a community-wide understanding that ending homelessness is possible and a shared commitment to working together to make that happen.

Our Mission

The mission of CCEH is to end homelessness in the greater Concord community.

We do this by working with our community to:

- Eliminate chronic homelessness;
- Support and quickly re-house people who have recently become homeless; and,
- Build a system that effectively responds to the diverse needs of people experiencing homelessness.

Ending Chronic Homelessness

Goal: Steadily reduce the number of people in the greater Concord community who are chronically homeless.

Strategies

1. Strengthen and expand the *Housing First Concord* services we provide to individuals who are struggling with chronic homelessness.
2. Create more permanent housing options for people in our community who are chronically homeless.

From Steering Committee Refreshed Priorities:

An accurate, confidential, by-name list of chronically homeless individuals within the City of Concord is completed and maintained by CCEH in collaboration with the NH Bureau of Homeless and Housing Services.

The availability of housing units within the City of Concord that are affordable to Low-Income (LI), Very Low-Income (VLI) and Extremely Low-Income (ELI) people is assessed. The unmet need for such units is assessed, and mechanisms for increasing the number of units available, if needed, are recommended

- A report on the # of households who are at LI, VLI and ELI within the Concord area is completed.
- Report on availability of existing rental housing units affordable to those populations is completed.
- A review of the mechanisms to meet identified needs is conducted.

Funding for Housing First caseworkers, as well as rental assistance is increased.

- The funding available to support hiring additional caseworkers is increased.
- The # of chronically homeless people provided with on-going case worker support, either by the Concord Coalition to End Homelessness (CCEH) or other providers is increased.
- Rental assistance in support of chronically homeless individuals is increased.

Mechanisms and/or incentives to increase the number of developers/landlords participating in housing chronically homeless people are increased. Partnerships are created with landlords within existing housing stock.

- Increased # of incentives created
- Increased # of developers and landlords willing to participate in a set-aside for units in support of chronically homeless people.
- Increased # of chronically homeless people housed in apartments as a result.
- Increased # of landlords willing to accept tenants coming out of chronic homelessness.

A Housing Choice Voucher Priority is in place in support of housing chronically homeless people within the City of Concord.

- Increased # of chronically homeless people who are housed as a result of access to a Housing Choice Voucher that otherwise would not have been accessible.

All of these Steering Committee goals support the overarching goal of ending homelessness in Concord and achieving “functional zero” or an “effective” end to chronic homelessness, as has been achieved by 3 communities in the United States (Bergon County, New Jersey; Lancaster, PA, and Rockford, IL) The first 2 Steering Committee goals focus on getting an accurate picture of where we stand now. The next 3 goas are strategies to reduce homelessness.

Leadership Capacity Scale from NH Charitable Foundation

Capacity Elements	1	2	3	4
Overarching Goals	Vision (if it exists) not explicitly translated into set of concrete goals, though there may be general (but inconsistent and imprecise) knowledge within organization of overarching goals and what it aims to achieve	Vision translated into a concrete set of goals; goals lack at least two of following four attributes: clarity, boldness, associated measures, or time frame for measuring attainment; goals known by only a few, or only occasionally used to direct actions or set priorities	Vision translated into small set of concrete goals, but goals lack at most two of following four attributes: clarity, boldness, associated measures, or time frame for measuring attainment; goals are known by many within organization and often used by them to direct actions and set priorities	Vision translated into clear, bold set of (up to three) goals that organization aims to achieve, with specific time frames and concrete measures for each goal; goals are universally known within organization and consistently used to direct actions and set priorities
Overarching Strategy	Strategy is either non-existent, unclear, or incoherent (largely a set of scattered initiatives); strategy has no influence over day-to-day behavior	Strategy exists but is either not clearly linked to mission, vision, and overarching goals, or lacks coherence, or is not easily actionable; strategy is not broadly known and has limited influence over day-to-day behavior	Coherent strategy has been developed and is linked to mission and vision but is not fully ready to be acted upon; strategy is mostly known, and day-to-day behavior is partly driven by it	Clear, coherent medium- to long-term strategy that is both actionable and linked to overall mission, vision, and overarching goals; strategy is universally known and consistently helps drive day-to-day behavior at all levels of the organization

Question:

Should the Steering Committee set bold goals with specific timeframes and concrete measures for ending homelessness? Should we engage other players (Mayor, businesses, etc.). Should we attempt to make this a statewide effort and engage the major homeless providers, and other partners, from across the state, similar to what was done for ending Veterans Homelessness in the state? (Manchester and Seacoast- Families in Transition, Crossroads House, Seacoast Coalition to End Homelessness; Nashua area: Harbor Homes and Partnership for Successful Living; Keene and western regions: Southwest Community Services; and State Bureau of Housing Supports, Governor’s office.)