



**Plan to End Homelessness
Strategic Plan Refresh in Support of Achieving Functional Zero
Years 2018 to 2021**

Outcome	Outcome Indicators	Outputs	Activities	Timeline	Production Responsibility
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Plan Goal I: Increase Access to healthy, safe environments for all homeless and precariously housed members of the Concord Community:

Housing First Opportunities are expanded, the Concord Winter Shelter for Individuals is Operated Successfully and the Unmet Needs of Homeless Families in Winter are Assessed (Priority # _____)

<p>Housing First Caseworker funding and rental assistance is increased.</p>	<ul style="list-style-type: none"> ▪ The \$\$\$s available in support of 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 or 	<ul style="list-style-type: none"> ▪ The # of people receiving ongoing caseworker support from the Concord Coalition to End Homelessness or other providers in Concord ▪ Rental assistance in support of chronically homeless 	<ul style="list-style-type: none"> ▪ Sources of funding in support of the provision of additional caseworkers are identified ▪ Grant applications are submitted. ▪ Rental assistance, beyond that which is currently available, is secured. 		<p>Concord Coalition to End Homelessness (NOTE- FIT, CAP or Harbor Homes could provide PSH in the Concord area)</p>
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	other providers.	individuals is increased.			
The unmet housing needs of homeless families in winter are assessed, and recommendations generated for meeting those needs, for implementation in the winter of 2018/2019, are made.	<ul style="list-style-type: none"> A report on the unmet needs of homeless families in winter, with recommendations for meeting those needs with a family winter shelter or through other means. 	<ul style="list-style-type: none"> The City of Concord Plan to End Homelessness Steering Committee is informed with respect to the unmet needs of homeless families in winter, and a recommendation for meeting those needs through a winter shelter or other means. 	<ul style="list-style-type: none"> Provider focus group is assembled in support of assessing the need. Supporting documentation is prepared. Summary report is prepared Report is disseminated to all interested parties. 		Concord Coalition to End Homelessness.
The Concord Winter Shelter for	<ul style="list-style-type: none"> The Concord Winter Shelter is financially 	<ul style="list-style-type: none"> Appropriate funding is secured. 	<ul style="list-style-type: none"> Sources of operating funding are identified. 		Concord Coalition to End Homelessness



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individuals being constructed at 238 N. Main Street continues to receive operating support from the City of Concord and Merrimack County.	sustainable on an annual basis.		<ul style="list-style-type: none"> ▪ Grant applications are submitted in a timely manner. 		
The Steering Committee and CCAEH are informed of mechanisms for the creation of Supportive Housing Opportunities for people leaving NH Hospital, and a recommendations are made	<ul style="list-style-type: none"> ▪ A report is prepared that outlines the available programs in existence the creation of Supporting Housing Opportunities. 	<ul style="list-style-type: none"> ▪ The number of programs identified. 	<ul style="list-style-type: none"> ▪ Invite guest speakers from organizations that provide funding/programs in support of the creation of Supportive Housing Opportunities to attend Steering Committee meetings. ▪ 		Peter Evers Rosemary Heard

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<p>Plan Goal I: Increase Access to healthy, safe environments for all homeless and precariously housed members of the Concord Community; and/or Plan Goal II: Increase the number of quality, permanent, affordable rental units for very low income individuals and families: Create and Enhance an Environment That Fosters The Support of Both For-Profit and Non-for Profit Developers Agreement to Participate in Setting Aside Apartments in Support of Chronically Homeless (Priority #_____)</p>					
<p>The availability of housing units that are affordable to Low-Income (LI), Very Low-Income (VLI) and Extremely Low-Income (ELI) that exist within the City of Concord is assessed, the unmet need for such units is assessed, and mechanisms for increasing the number of units available, if needed, are recommended.</p>	<p>Report on availability of existing rental housing units affordable to Low, Very Low and Extremely Low Income households; income levels in Concord and corresponding need for units at these different levels, and mechanisms for increasing the number of units available, if needed.</p>	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 		<p>Concord Coalition to End Homelessness and NH Coalition to End Homelessness NH HFA</p>

FOR DISCUSSION



Plan to End Homelessness Strategic Plan Refresh in Support of Achieving Functional Zero Years 2018 to 2021

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<p>Mechanisms and/or incentives to increase the number of developers/landlords participating in housing chronically homeless people are explored.</p> <p>Partnerships are created with landlords within existing housing stock.</p>	<p># of incentives created. # of developers and landlords willing to participate in a set-aside for units in support of chronically homeless. # of chronically homeless people housed in apartments as a result. # of landlords willing to accept tenants coming out of chronic homelessness.</p>	<ul style="list-style-type: none"> ▪ # of incentives created that have the potential to foster landlord participation ▪ # of landlords approached to participate, ▪ # of partnerships entered into with existing landlords 	<ul style="list-style-type: none"> ▪ Host a focus group around possible incentives. ▪ Invite development community to participate in a discussion are identified incentives. ▪ Develop collateral materials in support of outreach, i.e., Frequently Asked Questions ▪ Create a list of potential partners ▪ Meet with landlords to their willingness to participate. 		<p>Concord Coalition to End Homelessness and NH Coalition to End Homelessness (Note: some caseworkers have found better success in bringing specific individual to a landlord rather than promoting the program generally)</p>

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<p>Plan Goal III: <i>Increase knowledge about homelessness in Concord, costs to the community, services available, and future needs:</i></p> <p>The City of Concord, Including its Administration, Elected Officials, and Broader Community are Appropriately Informed on Matters Pertaining to Homelessness (Priority # _____)</p>					
The costs associated with homelessness in the community are identified and quantified.	An analysis of the costs associated with homelessness within the City of Concord.	The Steering Committee for Concord's Plan to End Homelessness is informed with respect to the costs associated with homelessness in the City of Concord.	<ul style="list-style-type: none"> ▪ Identify and secure project partners ▪ Identify agreed upon data collection parameters/data sets ▪ Gather data ▪ Analyze data ▪ Share data with the Committee for Concord's Plan to End Homelessness and others 		The Carsey Institute College Intern Others in partnership with the Concord Coalition to End Homelessness.
The impact of state institutional discharges in the community are	An analysis of the impact of discharges from state facilities is completed including men's and	The Steering Committee for Concord's Plan to End Homelessness is	<ul style="list-style-type: none"> ▪ Responsible party for data collection is identified. ▪ Institutions from whom data will be collected is identified. 		Greater Concord Chamber of Commerce/Tim Sink



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identified and quantified. State policy-makers are educated about the disproportionate impact to Concord from releases from these institutions, and an equitable allocation of resources is recommended and advocated for.	women’s prisons, the County jail, and NH State Hospital.	informed with respect to both the human and financial impact of discharges from state facilities within the community.	<ul style="list-style-type: none"> ▪ Analysis is completed. ▪ Analysis is shared with the Committee for Concord’s Plan to End Homelessness, and others as appropriate. 		
The costs and associated benefits of the Housing First program in Concord are identified and evaluated.	An analysis of the costs associated with the benefits of Housing First is completed.	The Steering Committee for Concord’s Plan to End Homelessness is informed of the associated benefits of Housing First in	<ul style="list-style-type: none"> ▪ Responsible party for data collection is identified. ▪ Institutions from whom data will be collected is identified. ▪ Analysis is completed. ▪ Analysis is shared with the Steering Committee for 		Concord Coalition to End Homelessness State of NH Carsey Institute

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<p>An accurate confidential count of chronically homeless individuals, by name, in the City of Concord, is created.</p>	<p>An accurate confidential by-name list of chronically homeless individuals within the City of Concord is created, and updated on an agreed upon schedule.</p>	<p>Concord. An accurate confidential byname list of chronically homeless, is maintained by the Concord Coalition to End Homelessness in collaboration with the State of New Hampshire Bureau of Homeless and Housing Services (BHHS).</p>	<p>Concord’s Plan to End Homelessness.</p> <ul style="list-style-type: none"> ▪ Identify methodology for obtaining an accurate list of chronically homeless people. ▪ . ▪ Compile list of chronically homeless people. ▪ Share the accurate count of chronically homeless with the Steering Committee for Concord’s Plan to End Homelessness. 		<p>Concord Coalition to End Homelessness and State of New Hampshire</p>

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Plan Goal III: Increase knowledge about homelessness in Concord, costs to the community, services available, and future needs:					
Advocacy Efforts are Increased (Priority # _____)					
Forums on homelessness are hosted.	# of individuals that believe that homelessness is a solvable problem.	# of forums hosted.	<ul style="list-style-type: none"> ▪ Prepare an outline/content for future forums. ▪ Conduct outreach to community partners to determine when and where. ▪ Conduct forum(s) 		Concord Coalition to End Homelessness
Broader ownership and understanding of the challenges, solutions, and strategies, as well as a county-wide sense of possibilities are achieved.	# Of communities within Merrimack County that are informed about the plight of homelessness, and associated challenges and solutions.	# of town meetings hosted that focus on the plight of homelessness, along with associated challenges and solutions.	<ul style="list-style-type: none"> ▪ Establish community-based relationships in support of scheduling town meetings. ▪ Schedule town hall-style meetings throughout Merrimack County, with appropriate pre-event marketing. 		Concord Coalition to End Homelessness and NH Coalition to End Homelessness Housing Action NH
Articles and Op-Eds are written.	# of articles and op-ed focused on homelessness.	# of op-eds and articles published in local print media, Facebook,	<ul style="list-style-type: none"> ▪ Create a marketing and outreach plan focused on outreach around the plight of homelessness. 		Concord Coalition to End Homelessness



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		membership organizational newsletters, etc.	<ul style="list-style-type: none"> Create a corresponding outreach schedule. 		
<p>Plan Goal V: <i>Ensure broad representation and engagement of stakeholders in the implementation of the Plan to End Homelessness:</i> Clear Governance Structure Exists for the Concord Plan to End Homelessness Steering Committee – Governance (Priority # _____)</p>					
<p>The roles of both the Concord Coalition to End Homelessness and the City of Concord Plan to End Homelessness Steering Committee are clearly identified.</p>	<ul style="list-style-type: none"> Community members are clear about the differences between the Steering Committee and the Concord Coalition to End Homelessness. Steering Committee members, as well as Members of the Board of Directors of the Concord Coalition to End Homelessness are likewise clear on their 	<p># of people/organizations that have a clear understanding of the organizational roles, responsibilities and goals.</p>	<ul style="list-style-type: none"> A discussion is undertaken around the creation of a formal leadership structure within the Steering Committee Job descriptions are defined for leadership roles. Roles, responsibilities, and priorities are reviewed, and understood. 		<p>City of Concord Plan to End Homelessness Steering Committee</p>



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	respective roles, and areas of partnership.				
Leadership of the City of Concord's Plan to End Homeless Steering Committee is clearly outlined and agreed upon.	<ul style="list-style-type: none"> Staff liaison is appointed by the City of Concord to the City of Concord Plan to End Homelessness Steering Committee. 	# of staff hours dedicated to the support of the City of Concord Plan to End Homelessness Steering Committee.	<ul style="list-style-type: none"> Outreach to Mayor Jim Bouley and the City Council in support of a request for a staff liaison. 		
Implementation of the Plan is supported by the City of Concord, possibly with accompanying resources.	Staff liaison is appointed by the City of Concord to the City of Concord Plan to End Homelessness Steering Committee.	# of staff hours dedicated to the support of the City of Concord Plan to End Homelessness Steering Committee.	<ul style="list-style-type: none"> Outreach to Mayor Jim Bouley and the City Council in support of a request for a staff liaison. 		

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Plan Goal V: *Ensure broad representation and engagement of stakeholders in the implementation of the Plan to End Homelessness:*

Membership of the Steering Committee for the Concord Plan to End Homeless is Appropriately Diverse (Priority # _____)

<p>Additional stakeholders are identified and nominated to the Concord Plan to End Homelessness' Steering Committee.</p>	<p># of Steering Committee members is increased, with appropriate representation across relevant sectors.</p>	<ul style="list-style-type: none"> ▪ # of additional sectors and/or organizations represented. 	<ul style="list-style-type: none"> ▪ A list of additional committee members is developed, including, but not limited to representatives from : <ul style="list-style-type: none"> ▪ Bureau of Homeless and Housing Services ▪ Concord Housing and Redevelopment ▪ Education System ▪ The Friends Program, Family Promise, or other organization representing the interests of homeless families ▪ Prison System ▪ State Hospital ▪ The Sitting Steering Committee 		<p>(NOTE: Big discussion point here on what is ideal representation- by organization or soliciting individuals, and "provider" focused or broader.</p>
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			<p>approves the list of suitable additions to the committee, and reaches out to identified members to invite them to join the committee.</p> <ul style="list-style-type: none">▪ The Steering Committee submits the names to the City Council for its approval.		

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**Plan Goal IV: Increase public and private funding available to Plan strategies:
Funding in Support of Housing Chronically Homeless is Increased (Priority # _____)**

<p>A Housing Choice Voucher Priority is in place in support of housing chronically homeless people within the City of Concord.</p>	<p># of chronically homeless people that are housed as a result of access to a Housing Choice Voucher that they would not have otherwise been able to access.</p>	<p># of Housing Choice Vouchers set aside for housing the chronically homeless population within the City of Concord.</p>	<ul style="list-style-type: none"> ▪ Utilizing data sets obtained as a part of this plan's strategic priorities, develop a case statement for use in advocacy in support of a Housing Choice Voucher set-aside. ▪ Schedule a meeting with the Concord Housing Authority. ▪ Schedule a meeting with New Hampshire Housing Finance Authority. ▪ Schedule a meeting with local Department of Housing and Urban Development staff. 		
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Research New Models for Low-Cost Housing (Priority # _____)					
New models for low-cost housing are identified.	# of chronically homeless housed in creative low-cost housing.	# of low-cost housing models identified.	<ul style="list-style-type: none"> ▪ Conduct research on low-cost housing models nationally, including, but not limited to: <ul style="list-style-type: none"> ○ Shipping containers¹² ○ Tiny Homes³ 		Concord Coalition to End Homelessness and NH Coalition to End Homelessness

¹ <https://finance.yahoo.com/news/shipping-containers-transforming-housing-homeless-201520707.html>

² <http://www.nhregister.com/business/article/Deeply-affordable-development-in-Stamford-a-new-12300404.php>

³ <http://kut.org/post/heres-what-austins-newest-housing-chronically-homeless-looks>

FOR DISCUSSION