



**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
---------	--------------------	---------	------------	----------	---------------------------

Priority #1

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

Housing First Caseworker funding and rental assistance is increased.	<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 other providers. 	<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 individuals is increased. 	<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. 		Concord Coalition to End Homelessness (NOTE- FIT, CAP or Harbor Homes could provide PSH in the Concord area)
--	---	---	--	--	--



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
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.	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.	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, including, but not limited to the City of Concord Human Services, Families in Transition, Family Promise, and Friends Program, 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. Ruth Perencevich Kara Wyman
The Concord Winter Shelter for individuals being constructed at 238 N. Main Street continues to receive operating support	The Concord Winter Shelter is financially sustainable on an annual basis.	Appropriate funding is secured.	<ul style="list-style-type: none"> ▪ Sources of operating funding are identified. ▪ Grant applications are submitted in a timely manner. 		Concord Coalition to End Homelessness



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
from the City of Concord and Merrimack County.					
The Steering Committee and CCEH are informed of mechanisms for the creation of Supportive Housing Opportunities for people leaving NH Hospital, and recommendations are made	A report is prepared that outlines the available programs in existence the creation of Supporting Housing Opportunities.	The number of programs identified.	Invite guest speakers from organizations that provide funding/programs in support of the creation of Supportive Housing Opportunities to attend Steering Committee meetings.		<ul style="list-style-type: none"> • CATCH/Rosemary Heard • Riverbend/Peter Evers



**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
---------	--------------------	---------	------------	----------	---------------------------

Priority #2

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 Not-for Profit Developers' to Engage in Seeking Solutions to Proving a Range of Housing Options for Homeless People.

<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</p>	<ul style="list-style-type: none"> • A report on the # of households who are at LI, VLI and ELI within the Concord area. • Report on availability of existing rental housing units to those populations. • A review of the mechanisms to meet identified needs. 				<ul style="list-style-type: none"> • CATCH • Concord Coalition to End Homelessness • NH Coalition to End Homelessness • NHHFA
--	--	--	--	--	---



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
<p>increasing the number of units available, if needed, are recommended.</p>					
<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>	<ul style="list-style-type: none"> • # 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. 	<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 around identified incentives. ▪ Develop collateral materials in support of outreach, i.e., "Frequently Asked Questions." ▪ Create a list of potential partners. ▪ Meet with landlords to determine their willingness to participate. 		<ul style="list-style-type: none"> • Concord Coalition to End Homelessness • NH Coalition to End Homelessness



**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
---------	--------------------	---------	------------	----------	---------------------------

Priority #

Plan Goal III: *Increase knowledge about homelessness in Concord, costs to the community, services available, and future needs:* The City of Concord, including its Administration, Elected Officials, and Broader Community are Appropriately Informed on Matters Pertaining to Homelessness

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 		<ul style="list-style-type: none"> The Carsey Institute College Intern Others in partnership with the Concord Coalition to End Homelessness.
The impact of state institutional	An analysis of the impact of discharges	The Steering Committee for	<ul style="list-style-type: none"> Responsible party for data collection is identified. 		<ul style="list-style-type: none"> Greater Concord Chamber of



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
<p>discharges in the community are identified and quantified (SB 393). 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.</p>	<p>from state facilities is completed including men's and women's prisons, the County jail, and NH State Hospital.</p>	<p>Concord's Plan to End Homelessness is informed with respect to both the human and financial impact of discharges from state facilities within the community.</p>	<ul style="list-style-type: none"> • Institutions from whom data will be collected is identified. • Analysis is completed. • Analysis is shared with the Committee for Concord's Plan to End Homelessness, and others as appropriate. 		<p>Commerce/Tim Sink</p> <ul style="list-style-type: none"> • Kara S. Wyman/Merrimack County DOC • Peter Evers/Riverbend • Steve Duprey/The Duprey Companies
<p>The costs and associated benefits of the Housing First program in Concord</p>	<p>An analysis of the costs associated with the benefits of Housing First is completed.</p>	<p>The Steering Committee for Concord's Plan to End Homelessness is</p>	<ul style="list-style-type: none"> • Responsible party for data collection is identified. • Institutions from whom data will be collected is 		<ul style="list-style-type: none"> • Concord Coalition to End Homelessness • State of NH



**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
are identified and evaluated.		informed of the associated benefits of Housing First in Concord.	identified. <ul style="list-style-type: none"> • Analysis is completed. • Analysis is shared with the Steering Committee for Concord’s Plan to End Homelessness. 		<ul style="list-style-type: none"> • Carsey Institute
An accurate confidential count of chronically homeless individuals, by name, in the City of Concord, is created.	An accurate confidential by-name list of chronically homeless individuals within the City of is completed.	An accurate confidential by name 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).	<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. 		<ul style="list-style-type: none"> • Concord Coalition to End Homelessness • State of New Hampshire



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
---------	--------------------	---------	------------	----------	---------------------------

Priority #					
Plan Goal III: Increase knowledge about homelessness in Concord, costs to the community, services available, and future needs: Advocacy Efforts are Increased					
Broader ownership and understanding of the challenges, solutions, and strategies, as well as a county-wide sense of possibilities are achieved.	# 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
	# 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. 		<ul style="list-style-type: none"> Concord Coalition to End Homelessness Housing Action NH NH Coalition to End Homelessness Pam Puleo/Concord Hospital



**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
---------	--------------------	---------	------------	----------	---------------------------

					<ul style="list-style-type: none"> Steering Committee Membership
	# of articles and op-ed focused on homelessness.	# of op-eds and articles published in local print media, Facebook, membership organizational newsletters, etc.	<ul style="list-style-type: none"> Create a marketing and outreach plan focused on outreach around the plight of homelessness. Create a corresponding outreach schedule. 		Concord Coalition to End Homelessness

Priority #

Plan Goal IV: Increase public and private funding available to Plan strategies: Funding in Support of Housing Chronically Homeless is Increased

A Housing Choice Voucher Priority is in place in support of housing chronically homeless people within the City of Concord.	# 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.	# of Housing Choice Vouchers set aside for housing the chronically homeless population within the City of Concord.	<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. Actively work with: 		Concord Coalition to End Homelessness
---	--	--	---	--	---------------------------------------



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
---------	--------------------	---------	------------	----------	---------------------------

			<ul style="list-style-type: none"> ○ Concord Housing Authority. ○ New Hampshire Housing Finance Authority. <p>Department of Housing and Urban Development staff.</p>		
--	--	--	--	--	--

Priority #

Plan Goal V: *Ensure broad representation and engagement of stakeholders in the implementation of the Plan to End Homelessness*: Clear Governance Structure Exists for the Governance of the Concord Plan to End Homelessness Steering Committee

<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 	<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 		<ul style="list-style-type: none"> ● Byron Champlin ● City of Concord Plan to End Homelessness Steering Committee ● Claudia Walker ● Pam Puleo ● Rosemary Heard
--	---	---	--	--	--



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
	<p>members, as well as Members of the Board of Directors of the Concord Coalition to End Homelessness are likewise clear on their respective roles, and areas of partnership.</p>		<p>understood.</p>		
<p>Leadership of the City of Concord's Plan to End Homeless Steering Committee is clearly outlined and agreed upon.</p>	<p>Staff liaison is appointed by the City of Concord to the City of Concord Plan to End Homelessness Steering Committee.</p>	<p># of staff hours dedicated to the support of the City of Concord Plan to End Homelessness Steering Committee.</p>	<p>Outreach to Mayor Jim Bouley and the City Council in support of a request for a staff liaison.</p>		
<p>Implementation of the Plan is supported by the City of Concord, possibly with accompanying</p>		<p># of staff hours dedicated to the support of the City of Concord Plan to End Homelessness Steering Committee.</p>			



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
---------	--------------------	---------	------------	----------	---------------------------

resources.					
Priority #					
Plan Goal V: <i>Ensure broad representation and engagement of stakeholders in the implementation of the Plan to End Homelessness</i> : Membership of the Steering Committee for the Concord Plan to End Homeless is Appropriately Diverse					
Additional stakeholders are identified and nominated to the Concord Plan to End Homelessness' Steering Committee.	# of Steering Committee members is increased, with appropriate representation across relevant sectors.	# 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: 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 		



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
			families <ul style="list-style-type: none"> • Prison System • State Hospital • The Steering Committee approves the list of suitable additions to the committee, and reaches out to identified members to invite them to join the committee. • The Steering Committee submits the names to the City Council for its approval. 		