

**Committee for Concord's Plan to End Homelessness**

June 17, 2025

2:00-3:30 PM

**Location:** Concord Chamber of Commerce, 49 South Main St., Concord NH 03301

**The public is invited to attend.**

**Draft Meeting Agenda**

Agenda Item	Suggested Action	Attachments
1. Call to order		
2. Review and approval of <a href="#">April 15 2025 Minutes</a>	Approve	
3. Funding review		
a. Funding update	Info	
b. Project Manager Job Description and hiring process	Approve Description	A. Job Description
4. Data summary		
a. Latest Data Report	Info	B. Client Dynamics....
b. Graphical displays	Info	C. PowerPoint
5. Draft Cold Weather Emergency Operations Plan	Discuss	D. Cold Weather Plan
6. Reports of Working Groups		
a. Homeless Veterans	Info	
b. Matching 100 units of housing		
i. Persons housed	Info	See PowerPoint
ii. Concord Flex Pool proposal	Discuss, advise full workup	E. Flex Pool Proposal
c. Reducing unsheltered homelessness		
i. Healy Park clearing update		
ii. Sanctioned encampment proposal	Discuss, advise full workup	F. Sanctioned Encampment
iii. Other transitional housing options	Discuss, propose further work	
d. Communication and engagement		
e. Common operating system–no report		
7. Other business/Public Comments		
8. Adjourn		

**Note:** Next meeting June 17, 2025, 2:00-3:30 PM

Committee website:

<https://www.concordnh.gov/1201/Committee-for-Concords-Plan-to-End-HomeI>

All City of Concord public meetings are accessible for persons with disabilities. Any person who feels that he or she may be unable to participate in a City of Concord public meeting due to a disability should, to the extent possible, call (603) 225-8570 at least 48 hours prior to the meeting so that a reasonable accommodation can be arranged.

Attendance:

<b>Members</b>	<b>Role/Organization</b>	<b>April 15, 2025</b>
**Byron Champlin ex officio	Mayor, City of Concord	
Barrett Moulton	Dept. Chief, Concord Police Department	
Beth Heyward	Dir. of Strategy and Planning, Community Action Program Belknap-Merrimack	
Gwen Whitney-Gill	Community Health Coordinator, Concord Hospital	
Jim Schlosser	City Council Representative	
Julie Palmeri	Exec. Dir., Concord Housing + Development	
Kara Coffey	Director, Merrimack County Human Services	
Karen Emis-Williams	Director, Concord Human Services	
Karen Jantzen	Exec. Dir., Concord Coalition to End Homelessness	
Linda Lorden	President, Merrimack Saving Bank	
Lisa Madden	CEO, Riverbend	
Peteris Surmanis	Community Representative	
Rabbi Robin Nafshi	Temple Beth Jacob	
Rosanne Haggerty	Chair	
Ruth Perencevich	Community Representative	
Thomas Furtado	CEO, CATCH Neighborhood Housing	
Tim Sink	President, Concord Chamber of Commerce	
Valerie Guy	Exec. Dir., The Friendly Kitchen	

## Concord NH Homelessness Steering Committee

### Project Manager

The principal function is to manage and coordinate prioritized projects contributing to ending homelessness in the City of Concord. The work is performed under the supervision and direction of the Chair of the Committee to Monitor Concord's Plan to End Homelessness ("Steering Committee"), but extensive leeway is granted for the exercise of independent judgment and initiative to achieve the outcomes defined in the Committee's plan. The nature of the work performed requires that the employee establish and maintain effective working relationships with service providing organizations, Steering Committee members, business and community groups, City officials, representatives of the media and the public. The principal duties are performed in a general office environment.

### Overview

Project Manager will be responsible for the day-to-day implementation of Concord's Plan to End Homelessness.

### Responsibilities

- **Builds and maintains strong relationships** with key stakeholders, including direct service providers, government agencies, the business community, persons with lived experience of homelessness, and housing providers,
- **Models and promotes the use of continuous quality improvement methods** to achieve the goals of Concord's Plan to End Homelessness and improve the City's homelessness response system to measurably reduce homelessness
- **Develops community feedback and communication loops** to have broader community involvement in implementing the plan, greater public awareness of progress and barriers and to incorporate the wisdom and insights of the broader community, including those experiencing homelessness.
- **Enables accountability for results.** Follows up on Committee and working group action items, supports communication among key implementation organizations, sets and facilitates meetings, and monitors data quality to accelerate reductions in homelessness, enable efficient use of resources, identify logjams, and track and communicate overall progress to the community.
- **Supports providers in testing and measuring improvement projects** aimed at permanently reducing homelessness.
- **Connects these efforts to other "systems"**, such healthcare and job training, to prevent homelessness and make it easier for those in a housing crisis to get back on their feet.

## **Performance Summary**

- Achieve the goals of the Committee's plan.
- Strengthen collaboration among key organizations and agencies.
- Establish strong, shared infrastructure for achieving ongoing community-wide reductions in homelessness.
- Effectively communicate goals, progress and challenges to the community, reinforcing confidence in Concord's ability to make homelessness rare and brief.

## **Qualifications:**

1. Experienced project manager. Demonstrated success in organizing and motivating efforts that require significant collaboration
2. Strong working knowledge of Excel and Google Suite products. Experience with data management is required. Experience with data visualization is a plus.
3. Excellent oral and written communication skills.
4. Strong public speaking and coaching skills.
5. Excellent quantitative measurement and data analysis skills.
6. Five or more years of previous work experience in a professional environment.
7. Ability to handle multiple tasks in a dynamic team environment and demonstrate a willingness to shift easily between various responsibilities with diverse stakeholders.
8. Experience with HMIS (Homeless Management Information System) a plus.
9. Strong consideration for those with lived experience of homelessness.

## **Environment:**

The venue of this position is a general office environment that is clean, well lighted, environmentally comfortable, free of fumes or airborne particles, and only minimally exposes employees to office solvents limited to those relative to copier equipment. This position requires the ability to:

1. Minimal requirement to reach at or above shoulder level; occasional reaching below shoulder level required
2. Hand manipulation - equipment and controls, frequent; grasping and handling, occasional
3. Ability to travel throughout the community required
4. Ability to work a flexible schedule, which may include night and weekends
5. Ability to tolerate prolonged sitting and/or standing and to lift up to approximately 50 pounds to waist high level whenever necessary.
6. Mobility includes regular sitting, some standing and walking.

**Salary Range:** \$65,000-\$72,500

*Draft 6/13/25*



- Head of Household (Yes / No):**  
Set to **Yes** to get household counts.
- Veteran Status:**  
Set to **Yes** to report only on veterans.
- Chronically Homeless at Project Start - Household:**  
Set to **Yes** to report only on chronically homeless households at project start.
- Age of Oldest HH Member:**  
Set to **<=24** to report on youth households.

# Client Dynamics and Demographics

Entering, Exiting, and Outcomes

5/1/2025 - 6/1/2025

611

# Served Clients

323

# Actively Homeless Clients

38

# Clients with an Entry

37

# Clients with an Exit

- \*\* This is an unduplicated client count.
- \*Served Clients: Clients active at any time within the reporting period.
- \*Actively Homeless Clients: Clients currently experiencing homelessness, including those in Street Outreach, Emergency Shelter, Safe Haven, Transitional Housing, or PH programs without a housing move-in date. It also includes clients active in coordinated entry after living in shelters or non-habitable places, and those who exited coordinated entry to a Not Housed situation.
- \*Entering Clients: Program start date within the reporting period.
- \*Exiting Clients: Program exit date within the reporting period.

## New and Returning Clients (Entering)



- \* This tile categorizes entering clients based on their recidivism over a two-year lookback period. If a client exited to Permanent Housing (PH) within the last two years, they are marked as "Returning From Housing (2 Years Lookback)." If they exited to any other destination within the last two years, they are marked as "Returning (2 Years Lookback)." If neither condition is met, they are marked as "New."
- \*\* This is an unduplicated count of clients, and it only considers the client's first enrollment in the reporting period.

## Client Exits by Outcome (Exiting)



- \* This categorizes exits into Positive, Excluded, and Other based on project type and destination. For a more detailed breakdown, please see Appendix A: Exit Destinations in the APR specifications.
- \*\* This is an unduplicated count of clients, and it only considers the client's last enrollment exit information in the reporting period.

Average # of Days to Return

156.1

Median # of Days to Return

56

This shows the average and median days from the client's previous exit to the first enrollment start date for returning clients.

Average Days in Project - Stayers

344.8

588 Stayers

Average Days in Project - Leavers

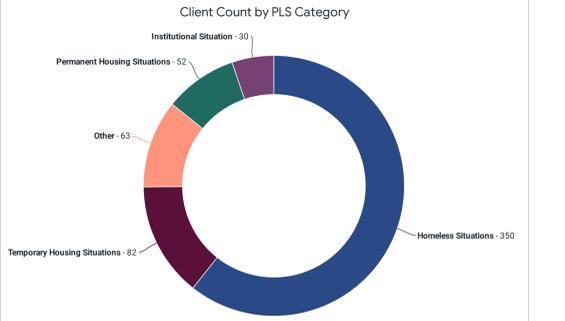
191.5

37 Leavers

- \* This shows the average days in the project for both stayers and leavers. Stayers are clients who are active at the end of the reporting period, while leavers are those who exited during the reporting period.

## Prior Living Situation

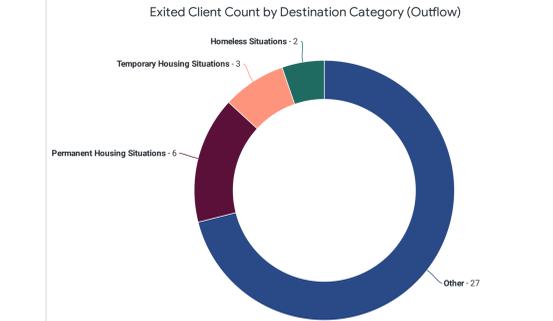
### Client Count by PLS Category



- \* Clients will be counted multiple times if they have multiple enrollments with different PLS categories in the reporting period.
- \* This includes only clients/enrollments with a known PLS.

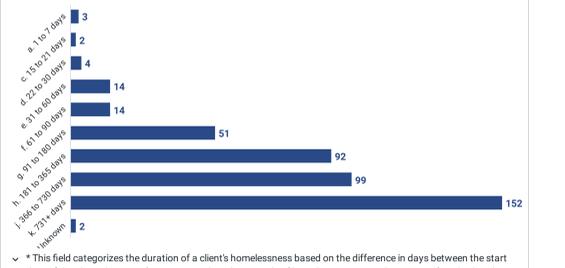
## Destination (Exiting)

### Exited Client Count by Destination Category (Outflow)



- \* Clients will be counted multiple times if they have multiple exits with different destination categories in the reporting period.

## Client Count by LOT Categories (NOT SPM 1)



- \* This field categorizes the duration of a client's homelessness based on the difference in days between the start date of their homelessness (approximate date this episode of homelessness started, 3.91TAB.3) and either their housing date (if housed) or the reporting period end date.
- \* This only includes clients/enrollments where the approximate date this episode of homelessness started is answered.

## Housed Clients (Exiting)



- \* Housed clients are those exiting to "Permanent Housing Situations" within the reporting period or having a household move-in date within the reporting period.
- \* Average Days from Enrollment to Exit to PSH is the average number of days from enrollment to exit for clients who exited to "Permanent Housing Situations" within the reporting period.

## Counts by ZIP Code

Town and zip code client is currently receiving services	# Served Clients	# Actively Homeless Clients	# Entering Clients	# Exiting Clients
1 Concord-03301	498	258	29	31
2 Franklin-03235	25	15	1	2
3 Concord-03303	21	14	0	0
4 Loudon-03307	11	4	0	0
5 Merrimack-03054	8	0	1	0
6 Tilton-03276	8	8	0	0
7 Henniker-03242	7	6	4	0
8 Hooksett-03106	7	2	0	1
9 Pittsfield-03263	6	2	0	1
10 Concord-03305	5	4	0	0
11 Bow-03304	4	4	0	0
12 Warner-03278	4	1	3	0
13 Laconia-03246	3	2	0	1
14 Londonderry-03053	3	2	0	0
15 Allenstown-03275	2	1	0	0
16 Contoocook-03229	2	1	0	0
17 Keene-03435	2	0	0	0
18 Manchester-03103	2	2	0	0
19 Canterbury-03224	1	0	0	0
20 Claremont-03743	1	0	0	1
21 Colebrook-03576	1	0	0	0
22 Gilsum-03237	1	1	0	0
23 Keene-03431	1	0	0	0
24 Manchester-03101	1	1	0	0
25 Manchester-03111	1	0	0	0
26 Nashua-03062	1	1	0	0
27 New London-03257	1	0	0	0
28 Newbury-03255	1	0	0	0
29 Newport-03773	1	0	0	0
30 Salisbury-03268	1	1	0	0
31 Springfield-03284	1	0	0	0

This is not a deduplicated count; a client may be served in multiple zip codes.

## Housing Queue



## Clients on the Queue by Community Queue Name (Pending Referral)

Community Queue Name	Clients Currently on a Community Queue	Average of Days Since Referral Added to Queue
1 NH Queue	209	444

This tile shows the count of clients with pending referrals that are currently on a queue, categorized by queue name.

## Clients Removed from Queue by Reason (Completed Referral)

Community Queue Name	Removed From Queue Reason	Removed From Queue Subreason	Clients Removed from a Community Queue Within the Reporting Period
1 NH Queue	Automated Removal	Housed with Community Inv...	7
2 NH Queue	Other		0
3 NH Queue	Reassessed	As A Family	0
4 NH Queue	Reassessed	As A Single	0
5 NH Queue	Self Resolved	Housed with Community Inv...	0
6 NH Queue	Whereabouts Unknown	Left Area - Still Homeless	0
7 NH Queue	Whereabouts Unknown	No Contact In 90 Days	0

- \* This tile shows the count of clients removed from the queue by reason for completed referrals within the reporting period. The data is categorized by community queue name and provides detailed reasons and subreasons for the removal.

## Demographics

### Client Count by Gender

Gender	# Served Clients	# Actively Homeless Clients	# Entering Clients	# Exiting Clients
1 Man (Boy, if child)	317	181	17	18
2 Woman (Girl, if child)	243	132	21	19
3 Data not collected	43	5	0	0
4 Non-Binary	3	2	0	0
5 Transgender	2	2	0	0
6 Client doesn't know	1	1	0	0
7 Client prefers not to ans...	1	0	0	0
8 Man (Boy, if child), Non-B...	1	0	0	0

This is a deduplicated count

### Client Count by Race/Ethnicity

Race and Ethnicity	# Served Clients	# Actively Homeless Clients	# Entering Clients	# Exiting Clients
1 White	456	252	34	30
2 Data not collected	54	12	0	0
3 Multi-Racial	45	27	3	2
4 Black, African American...	29	14	0	2
5 Hispanic/Latina/e/o	12	9	1	2
6 American Indian, Alaska...	7	4	0	0
7 American Indian, Alaska...	6	3	0	0
8 Client doesn't know	1	1	0	1
9 Native Hawaiian or Pac...	1	1	0	0

This is a deduplicated count

### Client Count by Age

Age Tier	# Served Clients	# Actively Homeless Clients	# Entering Clients	# Exiting Clients
1 Below 0				
2 0 to 17	59	25	7	3
3 18 to 24	50	24	1	8
4 25 to 34	86	49	4	4
5 35 to 44	144	81	12	5
6 45 to 54	95	63	7	7
7 55 to 64	104	45	5	8
8 65 or Above	62	27	2	2
9 Undefined	11	9	0	0

\* This is not a deduplicated count; clients may be counted in multiple age categories if they transition from one age category to another at different enrollment start dates during the reporting period.

### Client Count by Vet Status

Veteran Status	# Served Clients	# Actively Homeless Clients	# Entering Clients	# Exiting Clients
1 No	462	274	29	32
2 Yes	64	32	7	3
3 Data not collected	42	3	0	0
4 Yes	42	13	2	2
5 Client prefers not to ans...	1	1	0	0

This is a deduplicated count

### Client Count by Chronically Homeless at Project Start Status

Chronically Homeless Project Start - Household	# Served Clients	# Actively Homeless Clients	# Entering Clients	# Exiting Clients
1 Yes	297	179	22	22
2 No	181	116	6	12
3 Missing	166	29	9	2
4 DK/Pending	21	8	1	2
5 Other	6	6	0	0

\* This is not a deduplicated count; clients may be counted multiple times if their chronically homeless status changes from one enrollment to another.

### Client Count by Disability Info

Disability Info	# Served Clients	# Actively Homeless Clients	# Entering Clients	# Exiting Clients
1 Mental Health Disorder	327	194	20	21
2 Substance Use Disorder	215	137	5	14
3 Physical Disability	209	128	10	13
4 Chronic Health Condition	207	119	14	13
5 No Disability	190	72	12	7
6 Developmental Disability	123	77	3	7
7 HIV/AIDS	6	4	0	0

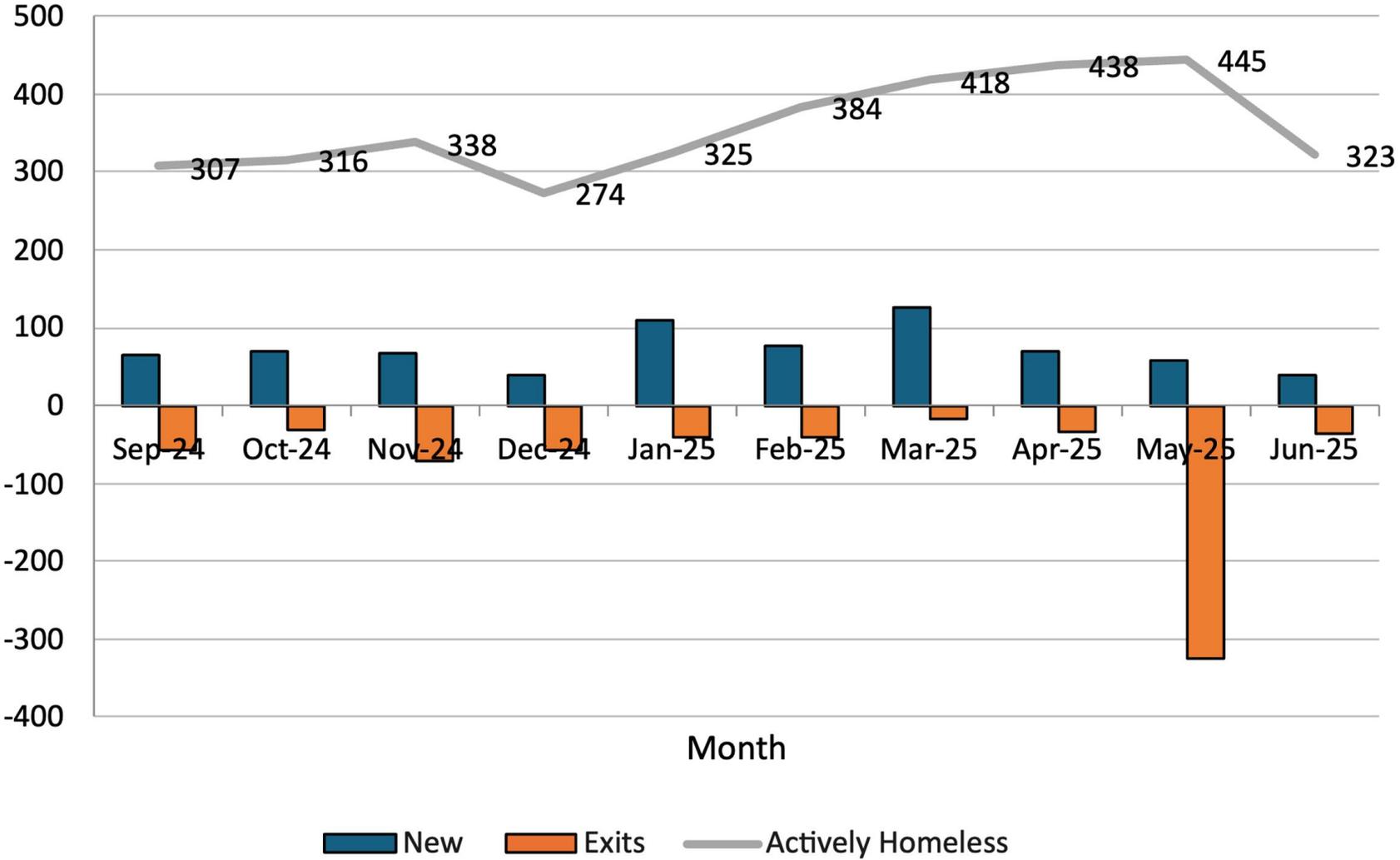
This is not a deduplicated count; clients may be counted multiple times if they provide different answers in different enrollments

# Concord Homelessness Data

June 17, 2025

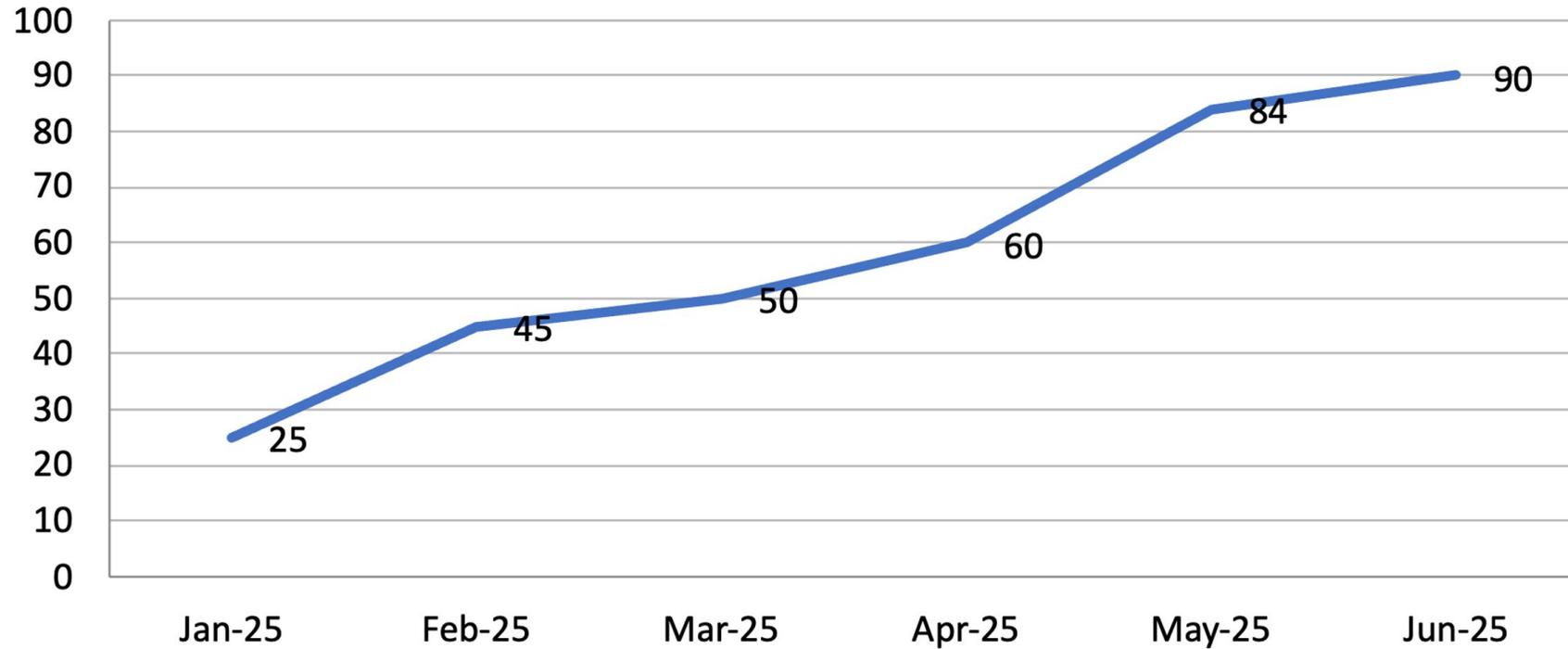
# Merrimack County Homeless, by month

Data Source: NH HMIS



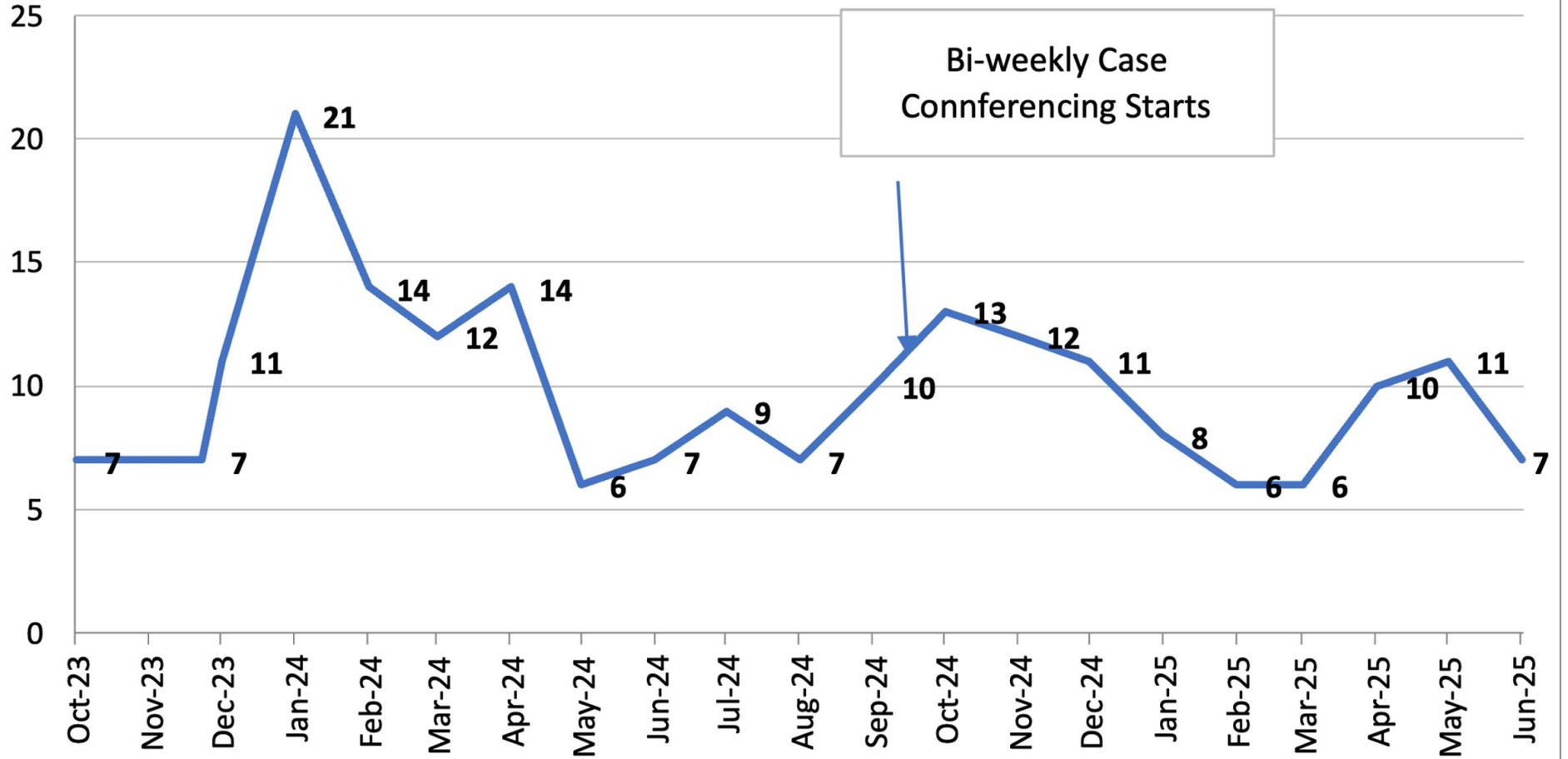
*Note: large drop in Actively Homeless and the number of Exits in May due to data clean up.*

## Cumulative No. of Homeless Persons Housed\* 2025



\*Exits to Permanent Housing Situations as defined by HUD.

## Concord/Merrimack Homeless Veteran Count



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## **Concord Cold Weather Emergency Homeless Operations Plan**

Draft 6/12/25

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**Aim:** Create Concord Cold Weather Emergency Homeless Operations Plan

### **A. Activation Process**

- Activation will occur when the temperature is forecast to be at or below 28 degrees F with rain/sleet, snow and/or wind chill, with a forecast of one day or more, contingent on the decision of the Friendly Kitchen (FK) and Concord Coalition to End Homelessness (CCEH).
  - Additional open hours will be decided by FK and CCEH leadership
- FK and CCEH will communicate decisions every Monday during the season and will update as needed.

**B. Communication Notification Process:** An email chain will be created and used when necessary to notify partners and responsible parties (e.g. [Severeweather@CAPBM.org](mailto:Severeweather@CAPBM.org) all are invited to recommend additions for list).

CCEH and Friendly Kitchen—decision makers

- NH 211
- City of Concord--Mayor
- Concord--City Manager
  - Human Services
  - Police Department
  - Fire Department
  - General Services
  - Public Library
- Merrimack County--Human Services
- Community Action Program of Merrimack-Belknap Counties (CAP-BM)
  - Capital Area Street Outreach Collaborative ([CASOC@CapBM.org](mailto:CASOC@CapBM.org))
  - Concord Area Transit
- Riverbend Community Mental Health, Doorway, Emergency Services
- Concord Hospital and Emergency Department
- Waypoint
- Interfaith Council

### C. Funding

- Additional hours for CCEH Resource Center and Friendly Kitchen would cost approximately \$100/hr. This depends on the number of Cold Weather Emergency hours activated.
- County may know in July of state/county funding availability.
- City currently in budget review.

### D. Space Plan

- The warming space will ensure that basic needs of each individual are met, at a minimum, providing a safe, protective and sanitary environment on a short-term emergency basis with no pre-conditions for entry during cold weather. Terminations from shelter will only be due to threats to the safety of the individual, or others.
- Joint Hosts:
  - CCEH Resource Center and Shelter-Karen Jantzen
  - Friendly Kitchen-Valerie Guy

Schedule When Activated:

**Note:** There will be a lead staffer from the agency on every shift.

	<b>AM</b>	<b>PM</b>	<b>Overnight</b>
Sunday	FK	CCEH	Winter Shelter
Monday	FK/CCEH Joint decision	FK/CCEH Joint decision	Winter Shelter
Tuesday	FK/CCEH Joint decision	CCEH	Winter Shelter
Wednesday	FK/CCEH Joint decision	FK/CCEH Joint decision	Winter Shelter
Thursday	FK/CCEH Joint decision	CCEH	Winter Shelter
Friday	FK/CCEH Joint decision	FK/CCEH Joint decision	Winter Shelter
Saturday	FK	CCEH	Winter Shelter

**E. Outreach**--Outreach workers will search for potentially at-risk persons and inform of warming/safety options:

- CASOC ([CASOC@CAP-BM.org](mailto:CASOC@CAP-BM.org))--Freeman Toth

- Barrett Moulton and Nicole Petrin, Concord Police
- Veterans Outreach workers (VA, Harbor Care, Veterans Inc., Veterans Count)

**F. Supplemental Volunteers** for CCEH

- A group of volunteers (in the summer) will be recruited to be trained in the off season with some key skills needed to safely staff a warming center. The intention is to pair a trained volunteer with a trained staff member and leverage the trained staff to cover more hours.
- Volunteer Training for CCEH (Sept/Oct time frame)--Minimal orientation and training requirements (Jantzen and Toth to discuss)
  - MOAB training (managing aggressive behavior)
  - Operational requirements, working under agency staff
  - Harm reduction, Narcan
  - Mental health first aid

**G. Other issues**

**Families in need of Emergency Shelter:**

Friends Program and Family Promise will work with BM CAP Street Outreach to create a simple referral process for unsheltered families. Both organizations will communicate with CAPSO on available openings for families, throughout the year.

- Training will be provided by Freeman Toth to SO staff based on eligibility and process information supplied by Friends Program and Family Promise.
- Both family shelter programs will offer case management to all referred families with the goal of meeting family needs as quickly as possible while waiting for shelter availability or housing. Case management for families includes the usual supports provided to individual adults and will also ensure that children can be connected to medical care, childcare, developmental supports, and school supports for which they are eligible. Families will receive assistance with applying for benefits, custody or guardianship processes, and DCYF communication, if needed.
- By May of 2026, the Steering Committee will have additional data available on families referred and served through this process during the winter of 25-26 to inform future Cold Weather planning for families.
- Year-Round Note
- CAP Street Outreach is not receiving regular information about shelter openings in the Capital Region and is currently only able to refer folks to 211. Note that both Friends Program and Family Promise are willing to provide Freeman with opening data in (as close as possible to) real time. Ideally, we'd like to put together a working group with Concord Human Services, McKenna House, Friendly Kitchen, and Concord Coalition to End Homelessness to determine how

we can communicate more effectively with CAP Street Outreach about available openings.

- CAP Street Outreach will check statistics for engagement with unsheltered families this past year and provide that data to Friends Program and Family Promise in the near future. This is not considered definitive of the unmet need but will assist both family agencies with planning for next year.

**Response to more extreme conditions**, would be activated by Concord Emergency Operations, Capital Area Public Health Network

**How to handle Winter Shelter overflow**—not currently addressed

**H. Hold for this year because of funding uncertainties--Extending Winter Shelter hours**

- Recommend extending the Winter Shelter additional 4 weeks (Mid-Nov to Mid-April)
  - Would improve community perception
  - Estimate \$100k for additional 4 weeks for the CCEH
  - CCEH Would need new zoning variance
- FK traditionally runs a winter breakfast when the CCEH Winter Shelter is open but adding more days w/ winter breakfast would require planning and funding.

## Flexible Housing Subsidy Pool (FHSP) Policy Supplement: Concord, NH

Draft 6/7/25

This document outlines the procedures and guidelines for the **Flexible Housing Subsidy Pool (FHSP)** program in **Concord, NH**. It details how the program provides rental subsidies and supportive services to individuals experiencing homelessness.

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### Overview of the Flexible Housing Subsidy Pool

The FHSP is a supportive housing rental subsidy program in **Concord, NH**. Its goal is to provide affordable housing for individuals experiencing homelessness. The program effectively combines **rental subsidies** with **intensive case management** to improve participants' health outcomes and reduce public service costs.

### FHSP Program Objectives and Philosophy

The FHSP operates on the core belief that housing is a vital component of healthcare for homeless individuals. The program aims to:

- **Improve the health and well-being** of vulnerable populations experiencing long-term homelessness.
  - **Reduce public system costs** associated with individuals who frequently utilize public services.
  - Demonstrate a strong **commitment to ending homelessness** in **Concord, NH**.
- 

### Key Partnerships in FHSP Implementation

The success of the FHSP relies on crucial collaboration among several organizations:

- A strong partnership exists between **???**, **Voucher providers (NH Housing Finance Authority–NHHFA and Concord Housing + Redevelopment–CH+R), Concord Coalition to End Homelessness–CCEH, and Landlords**.
- **????** is responsible for locating housing and delivering vital case management services.
- **Voucher Providers** manage financial assistance and tenancy support for participants.

### Roles and Responsibilities

### ???? and NHHFA/CH+R play a vital role by:

- Identifying and securing housing units throughout **Concord, NH**.
- Conducting **unit inspections** and effectively matching units to participants.
- Administering **rental subsidies** and providing **move-in assistance**.

### CCEH

CCEH providers are essential for delivering comprehensive supportive services to FHSP participants. Their responsibilities include:

- **[Participant outreach and]** Ongoing case management.
- Assisting with **linkages to health services**, benefits, and life skills training.
- Providing **housing location** and **eviction prevention services**.

### Landlords

Property providers are vital to the FHSP, offering housing to participants by:

- Providing safe and affordable housing options.
- Collaborating with Voucher providers and CCEH to help maintain housing stability.
- Playing a key role in maximizing the available housing units within the FHSP portfolio.

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### FHSP Application and Housing Process

The FHSP uses two primary methods for housing participants: **Unit Identification** and **Unit Assignment**.

- **Unit Identification** involves CCEH providers actively searching for housing available in the market.
- **Unit Assignment** allows CCEH/CH+R to assign units from their existing portfolio to participants.

### Unit Identification Process Explained

The Unit Identification Process is crucial for finding suitable housing for participants.

- ??? providers lead the search for appropriate housing options.

- All units must comply with FHSP guidelines and successfully pass quality inspections.
- Participants are encouraged to begin this process immediately after their application receives approval.

### **Unit Assignment Process Overview**

The Unit Assignment Process offers additional housing support to some participants.

- It serves as an ancillary service, complementing the Unit Identification Process.
- Assignments are made based on various factors, including household size and location preferences.
- Due to limited availability, not all participants will receive unit assignments.

### **Housing Quality and Financial Guidelines**

#### **Housing Quality and Inspection Standards**

NHHFA/CH+R ensures all housing units meet rigorous quality standards by utilizing the **Housing Quality Inspection Standards (HQIS) Self-Inspection Checklist**.

- Voucher providers conduct inspections to certify that units comply with standards.
- Re-inspections may occur to ensure ongoing habitability and safety.

#### **Maximum Rent Guidelines for FHSP Units**

FHSP units must adhere to specific rent guidelines to ensure affordability.

- Rent caps are determined based on **Fair Market Rent (FMR)** and internal surveys.
- For example, currently the maximum rent for a one-bedroom unit is \$1,284, while a two-bedroom unit is \$1,663.
- Exemptions may be granted under special circumstances.

#### **Rental Application Fees and Processes**

???? covers rental application fees within legal limits.

- Funding can be provided through direct payment, reimbursement, or invoicing.

#### **Renter's Insurance Policy for Participants**

Funding for renter's insurance is provided under specific conditions.

- Insurance is funded only if it's explicitly required by the lease agreement.
  - Coverage is limited to reasonable costs, typically not exceeding \$200 annually.
- 

## Relocation and Rehousing Procedures

### Relocation and Rehousing Definitions

**Relocation** and **rehousing** are distinct processes within the FHSP:

- **Relocation** applies when participants wish to move without losing their current housing.
- **Rehousing** is for participants who are at risk of losing their housing due to an eviction notice.

### Relocation Eligibility and Request Process

Participants must meet specific criteria to be eligible for relocation:

- They must have resided in their current unit for at least 12 consecutive months.
- **Relocation Requests** must be submitted for approval, detailing the need for a new unit.

### Urgent Relocation Requests and Support

In emergencies, xxxICMS providers can facilitate immediate relocations.

- Options include temporary housing solutions like shelters or hotels.
  - Providers must notify ???? of any emergency relocations within one business day.
- 

## Distinction Between Relocation and Rehousing

????? differentiates between relocation and rehousing based on the participant's housing status:

- **Relocation:** Moving to a new residence without the risk of eviction.
- **Rehousing:** Required when a formal notice to vacate has been issued.

- Rehousing eligibility requires agreement from CCEH, Voucher Providers, and the landlord.

### **Rehousing Eligibility and Request Process**

FHSP participants must submit a **Rehousing Request** to be considered for rehousing. The request must include context, desired unit details, and be signed by the participant.

- Eligibility for rehousing requires a formal notice to vacate.
- CCEH can advocate for rehousing through a letter.
- ???? reviews requests based on lease violation, program violation, and rent payment history.

### **Rehousing Services and Unit Assignment**

Approved FHSP participants should utilize the Unit determinants to find housing. ???? may assign units based on various determinants but may not be able to provide assignments to all approved participants due to demand.

- Participants must actively engage in the Unit Identification Process.
- Unit assignments depend on factors like health concerns and household size.

### **Urgent Rehousing Requests and Emergency Options**

In urgent situations, ???? providers should immediately explore emergency housing options after a notice to vacate is received.

- Emergency options include shelters, interim housing requests, and temporary hotel stays.
- ?????? providers can relocate participants without prior approval in urgent health/safety situations.
- Notification to the Housing Coordinator is required within one business day of relocation.

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### **General Assistance and Accommodations**

#### **General Assistance Requests and Services**

FHSP participants needing assistance unrelated to their disability can request general assistance from ??????. Various services may be available to support participants.

- **General assistance** can cover past due rent, moving costs, and storage.
- Requests must be submitted through a **General Assistance Request form**.
- Responses to requests are provided within five business days.

### **Reasonable Accommodation Definition and Eligibility**

**Reasonable accommodations** are changes made to policies or practices to assist FHSP participants with disabilities. Participants must submit a **Reasonable Accommodation Request** to be eligible for services.

- Requests must include supporting documentation linking the disability to the accommodation.
- Medical records are not required for the request.
- Accommodations must be reasonable and not impose undue hardship.

### **Reasonable Accommodation Services Overview**

FHSP participants may receive various reasonable accommodation services to support their housing needs. These services aim to improve accessibility and ensure participants can maintain their housing.

- Services may include unit modifications, live-in attendants, and exemptions to policies.
- CCEH advocates for necessary modifications but cannot mandate property providers to comply.
- Not all requests may be granted, and previous approvals do not guarantee future ones.

### **Live-in Attendant Requests and Rights**

A **live-in attendant** is defined as someone essential for the care of a person with disabilities. Requests for live-in attendants must be submitted as a Reasonable Accommodation Request.

- Verification documents are required to justify the need for a live-in attendant.
- Live-in attendants do not have tenancy rights and should not pay rent.
- All live-in attendants must sign a **Release Form**.

### **Service and Companion Animal Definitions and Responsibilities**

**Service animals** are specifically trained dogs that assist individuals with disabilities, while **companion animals** provide emotional support. FHSP participants must obtain documentation for their animals.

- Participants must notify ???? about their service or companion animals.
- Proper documentation includes health verification and animal licenses.
- Property providers cannot discriminate against valid service or companion animals.

### **Voucher Provider and Property Provider Responsibilities**

Voucher providers must ensure FHSP participants obtain necessary documentation for service and companion animals. Property providers have restrictions regarding these animals.

- ????ICMS providers facilitate the documentation process for participants.
- Property providers cannot charge pet deposits for service or companion animals.
- Providers may refuse animals that pose health or safety threats.

# Proposal to Establish a Sanctioned Encampment in Concord, NH

Draft 5/31/25

## Executive Summary

In response to the growing challenges associated with unsheltered homelessness in Concord, we propose the establishment of a sanctioned encampment. This initiative aligns with the U.S. Interagency Council on Homelessness (USICH) principles for addressing encampments and offers a more humane and cost-effective approach compared to current practices. ([NH Business Review](#), [US Interagency Council on Homelessness](#))

## Background

Concord has experienced a significant increase in homelessness, with estimates indicating nearly 450 unhoused individuals in Merrimack County, the majority residing in Concord. The city's current approach involves clearing unsanctioned encampments, which has led to increased expenditures and strain on city services. ([NH Business Review](#))

## Proposal Details

We recommend the city:

- Designate a specific area as a sanctioned encampment equipped with essential amenities such as sanitation facilities, waste disposal, and security measures.
- Collaborate with local organizations to provide on-site services, including healthcare, counseling, and assistance with housing placement. ([home.concordmonitor.com](#))
- Implement a management plan to ensure the safety and well-being of both encampment residents and the broader community.

## Alignment with USICH Principles

This proposal adheres to several USICH principles:

1. **Establish a Cross-Agency, Multi-Sector Response:** Engage various stakeholders, including city departments, healthcare providers, and nonprofits, to coordinate efforts.
2. **Engage Encampment Residents to Develop Solutions:** Involve residents in planning and decision-making processes to ensure the encampment meets their needs.
3. **Conduct Comprehensive and Coordinated Outreach:** Provide consistent support services to assist residents in transitioning to permanent housing. ([home.concordmonitor.com](#))
4. **Address Basic Needs and Provide Storage:** Ensure access to necessities and secure storage for personal belongings. ([capbm.org](#))
5. **Ensure Access to Shelter or Housing Options:** Facilitate pathways to more stable housing solutions.
6. **Develop Pathways to Permanent Housing and Supports:** Offer resources and support to transition residents into long-term housing.
7. **Create a Plan for What Will Happen to Encampment Sites After Closure:** Establish a clear strategy for site management post-encampment. ([US Interagency Council on Homelessness](#))

## Financial Considerations

Implementing a sanctioned encampment can lead to substantial cost savings:

- **Emergency Services:** The Concord Fire Department responds to an average of 58 calls per month related to homelessness. Reducing unsanctioned encampments can decrease these calls, saving resources. ([NH Business Review](#))
- **Cleanup Costs:** In 2022, the city allocated \$35,000 to clear a single encampment due to extensive waste. A managed site would mitigate such expenses. ([New Hampshire Public Radio](#), [NH Business Review](#))
- **Healthcare:** Unregulated encampments often lead to increased emergency room visits. Providing on-site healthcare can reduce these costly visits.

## Regulatory Adjustments

To facilitate this initiative, the city may need to:

- Amend ordinances to permit designated camping areas.
- Adjust zoning regulations to accommodate the sanctioned encampment.
- Allocate funding or seek grants to support infrastructure and services.

## Conclusion

Establishing a sanctioned encampment offers a compassionate and fiscally responsible solution to Concord's homelessness challenges. By aligning with USICH principles and addressing both human and financial concerns, the city can make significant strides in supporting its unhoused population while optimizing resource allocation.