

Concord's Plan to End Homelessness  
Concord Steering Committee to End Homelessness  
November 2013

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## 1 INTRODUCTION

The Concord Steering Committee to End Homelessness was created by Mayor Jim Bouley in January, 2013. The Steering Committee was charged with developing a plan which would guide the community in the elimination homelessness in Concord.

### Concord Steering Committee to End Homelessness

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

David Frydman, Esq., HealthTrust Inc., Co-Chair

Jim Bouley, Mayor, City of Concord

Dan Andrus, Fire Chief, City of Concord

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 Kingwell, 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, Department Head, Concord Welfare Office

Committee Staff:

Maggie Fogarty, Economic Justice Project Coordinator, 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

Ray Peterson, North Chelmsford, MA

The Steering Committee to End Homelessness met between March and September, 2013. All meetings were posted on the City website and open to the public. As part of the planning process, the Committee conducted numerous listening sessions with people representing many organizations from the private, public and non-profit sectors. Sessions were held with members of the Chamber of Commerce, Intown Concord, the Concord Coalition to End Homelessness, homeless service providers, and the homeless and recently homeless. A survey was also conducted to gain additional community input. A summary of this survey is located in Appendix C. Several themes emerged from the planning process.

1. There is a need to obtain more information about homelessness in Concord, including the services available to assist the homeless, costs to the community, and future needs of the homeless and those in jeopardy of becoming homeless. This information should be made known to the public.
2. A continuum of homeless services needs to be in place to combat homelessness, from temporary crisis relief 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.
3. There is a need to increase the number of housing units in Concord for very low income individuals and families as well as for those who are chronically homeless. Additional public and private sources of funding will be required to accomplish this task.
4. 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.
5. Greater collaboration among local service providers is needed for more effective service delivery to the homeless in Concord.
6. A high-level visible committee must be in place to lead the community in efforts 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 their homelessness. The Committee identified several subgroups of the homeless requiring particular attention: unsheltered persons, the chronically homeless, homeless families, and groups of individuals causing disruptions.

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.

According to the New Hampshire's plan to end homelessness the chronically homeless comprise 10% 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.

## 2 CONCORD'S STRATEGY

The Committee 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 the homeless.

A continuum of services should be in place to deal with both short-term and long-term needs, and have a strategy to intervene to prevent homelessness from occurring. Prevention (such as food pantries and rent assistance), short term services (such as emergency shelter and case management), and long term solutions (such as permanent affordable housing with support 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 the homeless 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 "at the table" to accomplish the goals expressed in the plan. It is important to increase membership in the Concord Coalition to End Homelessness to represent this broad spectrum of groups.

### 3 WHY ARE PEOPLE HOMELESS IN CONCORD?

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

- Being unemployed with limited job prospects
- Not completing high school
- Having spent time in correctional facilities. Concord is in a unique 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
- Having undergone a home foreclosure
- Not receiving public benefits (such as unemployment assistance, childcare, and food stamps) for which they are eligible
- Being a low income person or part of a family with limited means, and not able to make payments for rent and related costs.

For the homeless 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 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)

### 4 PORTRAIT OF THE HOMELESS IN CONCORD

At the present time we have limited data about those who are homeless in the Concord area. We do not have a definitive count of the homeless, 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 23<sup>rd</sup> 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 should be factored into the homeless count (estimate from Concord Police). 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 that 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 winter season shelter at First Congregational Church (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 the homeless 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. During the winter of 2011-2012, an additional 24 beds were made available at South Church.

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 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 that are homeless).
- More "first time" homeless and young adult homelessness
- Encampments became more crowded, with more tension, stress, fighting, and more police interventions
- People being discharged from hospitals and prisons/jail into homelessness

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

Year	Sheltered Individuals	Sheltered Individuals	Unsheltered Individuals	Unsheltered Individuals	Doubled up Individuals	Doubled up Individuals in Families	Total Homeless
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

	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: First Congregational Church winter shelter, the Salvation Army's McKenna House, and The Friends Emergency Housing.  
Source: NH Bureau of Homeless and Housing Services

## 5 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 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.

- Any costs 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.

Thank you for your work and leadership in this area.

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 are probably twice that number of homeless patients, but they are not identified as such.	\$200,000
Concord Human Services	Homeless clients represent 26% of the office's caseload. With an annual budget of \$748,689, this is equivalent to \$194,659.  Direct grants for services to homeless persons total \$110,720.	\$305,379
Concord Police Department	1,043 calls for service for homeless persons is 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

## 6 DESIGNING CONCORD'S APPROACH TO ENDING HOMELESSNESS

Resources are insufficient to solve the problem of homelessness. Some of the issues will need to include State and Federal government policies. However, local actions are critical to impacting the problem. We must seek solutions that are not merely band-aids, but comprehensive. It is necessary to engage our congressional delegation in our next steps because additional federal funding is essential for the housing component of the plan.

The need for additional data collection was identified. The Committee found that having this data would be important to collect:

- 1) Count of how many individuals are 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 of the city
- 3) Number of people released from county jail each year
- 4) Number of homeless people released from the local hospital annually

- 5) Flow of homelessness--what populations are using community services and to what degree
- 6) Criminal and disruptive activity is and is not perpetrated by the homeless
- 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 our efforts.

Several program models were reviewed by the Steering Committee in creating Concord's Plan. More detailed information on these programs is located in Appendix D.

- Rapid Rehousing
- Expansion of the Concord Homeless Resource Center
- Keene's Second Chance of Success
- Preble Street's Logan Place, Portland, Maine
- 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

## 7 CONCLUSIONS

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

Increase access to healthy, safe environments for all homeless and precariously housed members of the community of Concord

- Work to expand hours/services/operating space of the Concord Resource Center
- -Offer services provided by a wide range of existing services agencies that enhance the likelihood of achieving permanent housing to include: job training, mental health, addiction counseling, benefits eligibility assistance and other targeted services.
- 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
  - Oversees the expanded day center to provide access for all providers to provide services on site and set policies for the day center
  - Coordinate implementation of the Plan

- Target outreach activities to connect homeless individuals throughout Concord (downtown, highway exit/entry ramps, river, camps) to available resources in Concord

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

- Research innovative models for housing the homeless
- Advocate for statewide and federal funding agencies to prioritize the need for affordable housing for very-low income people
- Work with landlords increase access to privately owned and unsubsidized affordable rental stock
  - Develop supportive relationships to help clients gain/remain in housing

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 established baselines
- Conduct training for referral agencies (police, fire, schools, downtown merchants, human services offices, etc.)
- Align targeted service providers working with the homeless to ensure collection of accurate data, gain agreement on types of data to promote
  - Define data points, homeless definitions, etc.

Increase public and private funding available for plan strategies

- Identification of current funding sources
  - Develop comprehensive assessment of existing funding resources for reducing homelessness in Concord
  - Include shelter, service, permanent housing, job training and other services
- Cultivate new funding opportunities to include public and private sources
- Develop comprehensive funding plan for strategies identified in Concord's Plan to End Homeless

Establish executive level steering committee

- Identify lead responsible for plan implementation
- Create committee to include representation from government business, services, health and public safety sectors
- Continuously monitor plan goals and successes

Homelessness is a complex problem, but many people have said they are interested in working toward the solution. In a survey conducted by the Committee, 92% of respondents said 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 A

Housing for the Homeless in Concord

Emergency Shelter

Organization	Program	Number of Beds	Type *
First Congregational Church	Winter Emergency 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 Co.	23	SMFC
Total		66	

## Definitions

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

## Additional resources:

\*There are additional beds and housing assistance for populations such as domestic violence victims and persons with AIDS (HOPWA).

\*\*South Church with 24 beds provided 24 emergency shelter beds during the winter of 2011-2012.

Source: NH Bureau of Homelessness and Housing Services, 2013

Appendix B

CONCORD'S HOMELESS SERVICES

SERVICE CATEGORY	AGENCIES	AGENCIES
Emergency Shelter	McKenna House	First Congregational Winter Emergency Shelter
	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	
<b>PREVENTION</b>		
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



SERVICE CATEGORY	AGENCIES	AGENCIES
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	Friendly Kitchen Soup 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	
	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



**Survey Respondents**

	<b>Response Percentage</b>
I own a business in Concord	7.5%
I own or work at a business in Downtown Concord	29.9%
I am homeless or have recently been homeless	4.5%
My work involves supporting/ assisting homeless people	70.1%
My work involves supporting/ assisting people with mental health issues	40.3%
My work involves supporting/ assisting people with substance abuse issues	29.9%
<i>Answered question 67</i>	
<i>Skipped question 65</i>	

**How has homelessness in Concord affected you, your family or business? 79 respondents**

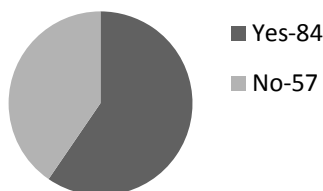
21-volunteers 26- Work w/ homeless (8-healthcare, 7-Education) 2- Homeless 2-Family member is homeless

- Numbers of homeless children are rising
- Numbers in general-families, individuals rising
- Makes Concord feel less safe
- Shows there is a lack of services
- Need housing
- Several indicated it has moved them to become active volunteers
- Several indicated it has inspired them to give items
- More needs to be done
- People need to work together
- Concord is a draw because surrounding communities have no services-2

**Panhandling--different views:**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>-They need to feed their families</li> <li>-Sees it as a teachable moment with her children</li> <li>-People doing it are not from our community</li> <li>-Do not like it</li> <li>-Conflicted-passionate about support for homeless/tough love for panhandlers</li> <li>-Increasing</li> <li>-Get a job</li> </ul> | <ul style="list-style-type: none"> <li>-Scares my business away, always drunk, rude &amp; begging</li> <li>-Leave garbage everywhere</li> <li>-Bothers people</li> <li>-Looks bad</li> <li>-Not good for tourism</li> <li>-People come in vans full of people from other areas and drop them off in different locations</li> </ul> |
|--|--|

**Have you or anyone you know personally experienced homelessness?**



**What successes have you seen in Concord in terms of reducing homelessness? What made these efforts successful in your eyes? 80 Responses**

Resource Center	15
Collaboration	15
Cold weather shelter	14
Wrap Around Services	11
Friends	9
Nothing	8
Awareness	7
Prevention	6
Families in Transition	5
Steering Committee	5
McKenna	4

**What tools or ideas do you have for reducing homelessness in Concord more effectively? Responses-80**

Permanent Supportive Housing-	11
Shelter-	9
Substance Abuse Assistance-	6
Mental Health-	6
Affordable Housing-	5
Legal Camps-	4
Family Promise-	4
More public relations-	4
Jobs/training-	3
Some place to go during the day-	3
Wrap around services-	2
Homeless youth special programming-	2
Include businesses in CCEH	1
Transportation-	1
Better Discharge Planning from the prison system-	1
Forum focusing on homeless youth-	1
Spend less on those with mental health and substance abuse issues-	1
Broaden CCEH-	1
Establish a rental assistance loan fund-	1

*Comments:*

Establish and fund a mechanism for coordinating the implementation of the plan. A staff person and an organization empowered to coordinate the community effort to reduce homelessness.

There should be an umbrella organization that can help people with housing, getting a job, training, schooling, budgeting, food, clothing etc.

The Concord Homeless Resource Center should have been included in the space that was recently built by The Friendly Kitchen. Since they did not, they should allow other organizations to come in and help people in between meals.

Friendly Kitchen should broaden their mission statement to include helping the homeless. With their resources they could make a difference.

Collective Community Blueprint needs to be created to address the situation. How to reach people, how to help, who can provide which services, how to raise funds and get them to the places that will make a difference etc. Right now the fight against homelessness feels like it's happening on multiple battlefields but no one has a master plan in mind to win the war.

**In your view, who has responsibility for successfully reducing or eliminating homelessness in Concord? 84 Responses**

Everyone-	34
City-	10
Government-	9
State-	7
Community-	7
Homeless-	4
Social Services-	3
Coordinated Effort/Public-Private Partnerships-	2
BHHS-	1
No one without a Plan-	1
Businesses-	1
Surrounding Towns-	1

*Comments:*

Concord houses the state prison, state hospital, regional hospital and only shelters in Merrimack County, seems like the funding pool should be wider than just the city because of this.

The State has chosen to locate and maintain prisons and State Mental Hospital in Concord. This suggests that the State needs to assume some responsibility because many homeless people are those released from those institutions. The recently released have no support systems at all and tend to stay in the area. Further, small towns send their homeless to the Concord area. This is a Statewide issue and cannot be solved only by our little City.

**What opportunities should the Plan to End Homelessness Steering Committee be considering in the Plan? 73 responses**

A shelter	10
Funding	7
Jobs/job skills	6
Affordable Housing	5
Permanent Supportive Housing	5
Collaboration	4
Coordinated Services	3
Family Promise	3
Transportation	2
Utilize vacant state buildings for shelter	2
Public Relations	2
Wrap around services	2
Teach basic life skills	2
Legal Camps	1
One location for all services	1
Revamp system/ look at overlaps	1
Tax credits for landlords	1

*Comments:*

Assign ongoing leadership to executive steering panel, with subcommittees focused on each task, and attack in task force fashion.

Without the support of a senior level group, vocal in the community, transparent and visible, this will not be successful.

**What other comments, concerns or suggestions would you like to share with the Steering Committee? 45 responses**

- Thank you-4
- Jobs are the #1 issue
- Mental Health services need to be expanded
- Special focus on PTSD
- It is important to get "Buy In"
- Keep communicating with us
- Always consider public opinion
- Must be expectations for ALL parties involved
- Youth and unaccompanied youth must be included in the plan
- Don't ignore Family Promise
- Get Concord Hospital included--person also included links to funding opportunities
- Look at effective strategies in other communities
- Keep engaging community

**What would you like to share? (cont.)**

Include everyone, actually listen to what people are saying, don't have a plan in advance, over communicate with people, have this truly be a community discussion, include people who disagree about the direction of the committee, everyone will be heard, but not every idea will be used.

Engage more business leaders that have a large presence in the city (Delta Dental, Lincoln, Malls, Hospital, etc)

Personally, I am most concerned about young people who have no homes and who really could be integrated into the main stream with enough support. Foster children age out of the system and are abandoned, teen-agers are kicked out or leave abusive homes to survive, young people with no family resort to couch surfing which can lead to the streets. My life has been spent working with young adults; these are the ones who haunt me.

**Would you be willing to help implement the Plan to End Homelessness once it's complete?**

Would you be willing to help implement the Plan to End Homelessness once it's complete?		
Answer Options	Response Percent	Response Count
Yes	91.7%	66
No	8.3%	6
<i>Answered question</i>		72
<i>Skipped question</i>		70

If yes, please check the types of help you'd like to offer:		
Answer Options	Response Percent	Response Count
Financial	25.0%	18
Donations of needed items	41.7%	30
Volunteer time	61.1%	44
Professional Assistance	41.7%	30
Other	18.1%	13
Other (please specify)		18
<i>Answered question</i>		72
<i>Skipped question</i>		70

**Where do you live? 82 Responses**

47- Concord, 6- Bow, 3- Loudon, 3-Strafford, 2-Chichester, 2-Epsom, 2-Hopkinton, 2-Manchester, 2-Pittsfield, 2-Webster, 1-Goffstown, 1-Henniker, 1-New Boston, 1-Pembroke, 1-Sutton, 1-Tilton

**Where do you work? 55 Responses**

49-Concord, 2-Manchester, 1-Bow, 1-Loudon, 1-Nashua, 1-Newbury

## APPENDIX D

### MODELS/ORGANIZATIONS/STRATEGIES REVIEWED BY STEERING COMMITTEE

- 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](http://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 Resource Center. Initial ideas are to acquire a larger space, 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.

- 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.

What Housing First Means

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.

[www.preblestreet.org/logan\\_place.php#sthash.eH3FCpDT.dpuf](http://www.preblestreet.org/logan_place.php#sthash.eH3FCpDT.dpuf)

- 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.

The Center can provide a combination of services and interventions, from one location, to help you break the cycle of violence and develop healthy relationships. By working together, we can provide more support to you and your children through improved case management and a more fluid exchange of information and resources. Filling existing gaps increases your access to services and resources and makes the entire process of reporting a domestic violence incident much less overwhelming.

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](http://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](http://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, we provide an "Advocacy Program" which renders budget coaching, referral guidance and emergency financial help for those individuals and families who need assistance. We also connect with the many other agencies offering similar services in our area including the network of St. Vincent de Paul Societies that exist nationwide. The Conference has no paid staff. Thus, all our services and activities are freely offered through the dedication of our volunteers. Our volunteers come from many walks of life. Some are parishioners of St. Michael's Catholic Church in Exeter, some are not.

[www.svdpexeter.com](http://www.svdpexeter.com)