

**Concord Coalition to End Homelessness (CCEH)  
Paths Toward Housing Solutions**

Housing Solution	Calendar Year							Total
	21	22	23	24	25	26	27	
<b>Build Relationships with Existing Apartment Landlords</b>	3	3	3	2	2	2	2	17
<b>Build Relationships with Future Apartment Developers</b>			13	10	5	5	5	38
<b>Manufactured Home Communities</b>	1	2	2	2	2	2	2	14
<b>Purchase Duplex and Triplex Apartments</b>	3	4	4	4	4	4	4	24
<b>Cottage Homes</b>		2	2	2	2	2	2	12
<b>24/7 Supervised Housing</b>				15				15
<b>Individual Creative Solutions</b>		2	2	2	2	2	2	12
<b>Total Potential Housing Solutions 2027</b>	7	13	26	37	17	17	17	134

The above chart illustrates the current paths that CCEH is pursuing to provide housing solutions for the approximate 100-150 long term homeless individuals, in the greater Concord community. The numbers provided are assumptions that are based on current knowledge about what might be feasible. Below, with the exception of “Individual Creative Solutions”, CCEH provides a brief assessment for each of the above paths. As a path for ending homelessness, the category “Individual Creative Solutions”, presumes that CCEH will network with area service providers, such as Fellowship Housing and Community Action Program, Belknap-Merrimack Counties, to provide additional housing.

## Build Relationships with Existing Apartment Landlords

**Scope:** By 2027, establish collaborative relationships with property management companies and landlords whereby cumulatively they are receptive to maintaining housing for 17 individuals that are experiencing homelessness.

**Evaluation:** A relatively immediate and low cost approach to house individuals experiencing homelessness is through relationships with property management companies and existing multi-family landlords. CCEH's commitment to provide case management is an enticement to these landlords. Since most of our clients cannot afford market rents, this solution is dependent on the prospective tenants having a housing voucher. This path does not create very needed additional housing units.

**Status:** Since 8/21, CCEH has reached out to several large property management companies and has not been successful obtaining housing. The lack of housing availability, a past negative experience with a CCEH client and rents below voucher limits have all been factors.

**10/25** CCEH staff is in the final stages of creating a landlord incentive program that in part offers a sign on bonus and additional funds available for damage claims.

**10/25** CCEH Staff has worked to update its list of local landlords.

**Next steps: 10/25** CCEH will reach out to its list of landlords to: validate contacts; determine if rent levels are within maximum cap for rental assistance vouchers; review the new CCEH landlord incentive program; learn if the landlord is receptive to housing CCEH clients, and establish a method for communicating unit availability.

### Development Cost

Per Individual Housed	N/A
Total (x # units)	N/A

**Development Partners:** N/A (Existing properties)

### Development Cost: Sources of Funds

N/A (These are existing rental units that are not owned by CCEH)

### Monthly Cost to CCEH (per unit)

Total monthly expenses: N/A (Tenant assumed to pay rent with a housing voucher)

### Income sources (per unit)

N/A - Resident's housing voucher payment passes to property owner

**Ownership:** N/A- Tenant has lease with property management company.

**Property Manager:** Properties have unique managers that are not directly affiliated with CCEH.

**Size of Property needed:** N/A (Existing properties)

## Build Relationships with Future Apartment Developers

**Scope:** By 2027, seek to establish relationships with developers that plan to build multi-family properties (approximately 24-40 units), whereby they agree to set aside a percent of the units to cumulatively house 30 individuals that are experiencing homelessness. Under a memorandum of understanding, CCEH would provide supportive services to the individuals that receive housing.

**Evaluation:** CCEH's role in such projects could be either a co-owner or a supportive services provider only. This has the potential to be low-cost to CCEH. However, the ability for the developer to create this very needed additional affordable housing is dependent on receiving low income housing tax credits and other financing subsidies through a very competitive process. In addition, individuals experiencing homelessness will typically still require an additional tenant-based or project based rental voucher in order to afford the rent.

**Status:** 7/15 CCEH has signed an agreement with Dakota Partners. In 2022, if Dakota Partners is able to break ground on their proposed development, when phase one of the project is complete; they will set aside 5 units of new housing for individuals experiencing homelessness. When phase two is complete, Dakota Partners intends on setting aside an additional 5 units for CCEH clients.

**10/25** CCEH continues to work with Community Housing of Maine (CHOM) to determine the feasibility of developing a property owned by CCEH, First Church. It is envisioned that CHOM will develop a 30-40 unit facility with 6-10 units held for individuals experiencing homelessness.

### **Next steps: 10/25**

CCEH staff will meet with New Hampshire Housing Finance and CHOM to determine if project-based vouchers can be obtained if First Church is developed into affordable housing.

CCEH has evaluated vacant land owned by the City and State and identified potential sites for development of affordable housing. Staff is taking steps to try to obtain the property. If land can be obtained, CCEH Staff will re-establish a dialogue with local developers to determine their interest in partnering on a project.

CCEH staff met with Dan Feltes and State Senator Becky Whitley. They have offered to draft proposed legislation that would make vacant state land available to builders of affordable housing with a component for people experiencing homelessness.

### **Development Cost** (current assumptions)

Per Individual Housed	\$230,000
Total (x # units)	\$8,740,000 in total

**Development Partners:** TBD

Potential partners: CATCH, Community Housing of Maine, Caleb Group, Families in Transition, Concord Housing

**Sources of Funds**

CCEH: TBD (Project specific. CCEH may not have a financial interest)

Developer: Multiple sources of State and Federal funds

**Monthly Cost to CCEH** (per unit)

Total monthly expenses: N/A

**Income Sources** (per unit)

N/A - Resident voucher passes to property owner

**Ownership:** TBD (Primarily the developer)

**Property manager:** Properties have unique managers that are not affiliated with CCEH

**Size of Property needed:** Half acre plus

## Manufactured Home Communities

**Scope:** By 2027, seek to house 12 individuals that are experiencing homelessness by buying and owning housing in mobile home parks.

**Evaluation:** Finding housing opportunities in manufactured home parks appears to be one of the few near term, low investment solutions to house individuals that are experiencing homelessness. This path also provides the opportunity to create new housing.

**Status: 10/25** A local Resident Owned Community (ROC) has recently voted to amend their bylaws to allow CCEH to be the member and to sublet to our clients.

*Background: CCEH staff has been in contact with a local Resident Owned Community (ROC). As of 7/2/21, two lots are available at a Concord ROC manufactured home park. As proposed to the ROC, CCEH would be a member of the ROC, would own the manufactured homes and pay a monthly lot fee, and rent them to our clients. CCEH attended a meeting on 9/13/21 of the full ROC membership to answer many questions about who CCEH is and CCEH's long term intentions at the ROC.*

*9/10 CCEH staff has obtained three estimates to remove the existing units. The lowest quote was \$20,000. Staff has also determined that the cost to bring water and sewer to a foundation and to pour a slab is approximately \$7000. CCEH Staff is working with the Community Loan fund to determine if additional sites can be obtained. Staff will also determine whether any CCEH clients are able to live further away from Concord.*

*CCEH staff has obtained CCEH Board pre-approval to purchase two manufactured homes.*

**Next steps:** 10/25 CCEH staff is working with the ROC to resolve a cost sharing arrangement to remove the existing manufactured homes and potential survey work. Once the financial issues have been resolved, CCEH staff will, if needed, obtain a variance to replace the unit(s), as the lot is non-conforming (Too small by today's code).

**Development Cost** (current assumptions)

Per Individual Housed	\$100,000
Total (two units at current site)	\$200,000, \$1,200,000 in total

**Development Partners:** N/A

**Sources of Funds**

CCEH	TBD
Other	TBD

**Monthly Cost to CCEH** (per unit assumptions) **SEE ALSO UPDATED ANALYSIS**

Water/sewer, electric	\$85
ROC fees	\$460
Taxes	\$85
Property Management	\$170
Total monthly expenses	<b>\$795</b>

**Income Sources** (per unit)

Resident housing voucher	\$850
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**Ownership:** CCEH within ROC

**Property Manager:** Concord Housing (anticipated)

**Size of Property Needed:** N/A (Sites already have designated lots)

## Purchase Duplex and Triplex Apartments

**Scope:** By 2027, seek to purchase six multi-family buildings that will cumulatively house 24 individuals that are experiencing homelessness.

**Evaluation:** A moderate investment level approach to house individuals experiencing homelessness is through control/ownership of small, multi-family units. CCEH has determined that a duplex, with one or two bedrooms per unit, might work best for CCEH, our clients and the neighborhood. Once the property is purchased, it appears that a combination of vouchers and/or supplemented rent, can make the project financially viable

A limitation for CCEH is the organization's ability to act in time to acquire property prior to it being sold. In addition, CCEH does not want to displace tenants residing in properties that are listed for sale.



## Cottage Homes

**Scope:** By 2027, develop six cottage home, pocket communities that create housing for 12 individuals experiencing homelessness.

**Evaluation:** The cottage home, pocket community concept has unique public and private support over other paths for ending homelessness. The cottage home model is a moderately priced housing solution for individuals experiencing homelessness. The model suggests that the rental income received from four market rate cottages, could support a reduced rent for two additional units, making them affordable to someone on disability income without the need for a rental voucher.

**Status: 10/25** To date two quotes have been received to build and deliver a cottage home; \$90,000 and \$103,000. Staff will continue to work to try to reduce the cost of each cottage home. The cost of each unit does not include land acquisition, infrastructure, slab and soft development cost.

**10/25** Civil engineers with Wilcox & Barton are volunteering their time to draft a pocket community. The initial draft is for three, six-unit clusters on a five-acre parcel that might be available for purchase.

**Background:** The Cottage Home Committee meets regularly. Their goal is to have selected a manufacturer and worked with them to design and price a model cottage home by January 2022. The committee completed the design of a model cottage home in August. The committee aspires to have the first cottage home pocket community operating by fall of 2022.

**Next steps:** CCEH staff will continue to identify potential manufacturers for the cottage home model developed by the Cottage Home Committee.

### **Development Cost** (current assumptions)

Per Individual Housed	\$75,000-100,000
Total (six units)	\$450,000- \$600,000 per cluster \$3,000,000 total

**Development Partners:** TBD

### **Sources of funds**

CCEH	TBD
Other	TBD

### **Monthly Cost to CCEH** (per unit assumptions)

Total monthly expenses	\$625 (all operating cost divided by 6 units)
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**Income sources** (per unit)

Market Rate Rent

\$1,000 (x4 units)

Reduced Rent

\$250 (x 2 units)

**Ownership:** CCEH

**Property manager:** Concord Housing (anticipated)

**Size of Property needed:** TBD .5 to 2 acres

## 24 Hour Supervised Housing

**Scope:** By 2027, seek to establish partnerships with providers of structured, 24/7 supportive services, whereby cumulatively they agree to house 15 individuals that are experiencing homelessness or at risk of becoming homeless.

**Evaluation:** For a percentage of individuals experiencing homeless, they will need to reside in more structured supportive housing with 24/7 staffing to stay successfully housed. The development cost for such supportive housing is moderate to high. However, the ongoing supportive services costs are extremely high.

**Status:**

CCEH has met with several providers of 24/7 structured supportive services that are receptive to partnering with CCEH to serve individuals experiencing homelessness, or at risk of becoming homeless. CCEH Staff has initiated conversations with NFI North and Easter Seals.

**Next steps:** 9/10 CCEH continues to look for a location to provide 24/7 supportive housing. Finding and obtaining site control is a key starting point for establishing this type of housing.

**Development Cost** (current assumptions)

Per Individual Housed           \$230,000

Total (x # units)                 \$3,450,000

**Development Partners:** TBD

**Sources of Funds**

CCEH: TBD (Project specific. CCEH may not have a financial interest )

Developer: Multi sources of State and Federal funds

**Monthly Cost to CCEH** (per unit)

Total monthly expenses: N/A



**Income sources** (per unit)

N/A - Resident voucher passes to property owner

**Ownership:** N/A (Tenant has lease with property management company)

**Property manager:**

Properties have unique managers that are not affiliated with CCEH

**Size of Property needed:** Half acre plus

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