



**Plan to End Homelessness**  
**Strategic Plan Refresh in Support of Achieving Functional Zero**  
**FY 2019 – FY 2021 (July 1, 2018 – June 30, 2021)**

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

**PRIORITY:** Housing First opportunities are expanded, the Concord Winter Shelter for individuals is operated successfully, and the unmet needs of homeless families in winter are assessed and addressed.

<p>Funding for Housing First caseworkers, as well as rental assistance is increased.</p>	<ul style="list-style-type: none"> <li>• The funding available to support hiring additional caseworkers is increased.</li> <li>• The # of chronically homeless people provided with on-going case worker support, either by the Concord Coalition to End Homelessness (CCEH) or other providers is increased.</li> <li>• Rental assistance in support of chronically homeless individuals is increased.</li> </ul>	<ul style="list-style-type: none"> <li>• Sources of funding in support of additional caseworkers are identified.</li> <li>• Grant applications are submitted.</li> <li>• Rental assistance, beyond that which is currently available, is secured.</li> </ul>	<p>Concord Coalition to End Homelessness</p> <p>(Note- FIT, CAP or Harbor Homes could provide PSH in the Concord area)</p>
<p>The unmet housing needs of homeless families in winter are assessed, and a report is completed, with recommendations</p>	<p>The Steering Committee is informed of the unmet needs of homeless families in winter, and makes a recommendation for meeting those needs</p>	<ul style="list-style-type: none"> <li>• Provider focus group is assembled, including, but not limited to Concord Human Services, Families in Transition, Family Promise, and Friends Program, school liaisons, New Hampshire</li> </ul>	<p>Concord Coalition to End Homelessness</p> <p>City of Concord Plan to End Homeless Steering Committee, with</p>



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for how to meet those needs (i.e., a family winter shelter or through other means for the winter of 2018/2019 and beyond.	through a winter shelter or other means.	Department of Health and Human Services/Families & Children in support of assessing the need. <ul style="list-style-type: none"> <li>• Supporting documentation is prepared.</li> <li>• Summary report is prepared and disseminated to all interested parties.</li> </ul>	specific participation from: <ul style="list-style-type: none"> <li>• Ruth Perencevich</li> <li>• Kara Wyman</li> </ul>
The Concord Winter Shelter for individuals is financially sustainable on an ongoing basis.	Appropriate funding is secured, including continued funding from the City of Concord and Merrimack County.	<ul style="list-style-type: none"> <li>• Sources of operating funding are identified.</li> <li>• Grant applications are submitted in a timely manner.</li> </ul>	Concord Coalition to End Homelessness
The City of Concord Plan to End Homelessness Steering Committee and the Concord Coalition to End Homelessness are informed of mechanisms for creating Supportive Housing Opportunities for people leaving NH Hospital, and recommendations are made.	A report is prepared that outlines the available programs that support creating Supportive Housing Opportunities for people leaving New Hampshire Hospital.	Invite guest speakers from organizations that provide funding/programs that support creating Supportive Housing Opportunities to attend Steering Committee meetings.	City of Concord Plan to End Homeless Steering Committee, with specific participation from: <ul style="list-style-type: none"> <li>• Peter Evers</li> <li>• Rosemary Heard</li> </ul>



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**Plan Goal II: Increase the number of quality, permanent, affordable rental units for very low-income individuals and families:**

**PRIORITY:** Assess and support solutions that provide a range of housing options for people experiencing homelessness.

<p>The availability of housing units within the City of Concord that are affordable to Low-Income (LI), Very Low-Income (VLI) and Extremely Low-Income (ELI) people is assessed. The unmet need for such units is assessed, and mechanisms for increasing the number of units available, if needed, are recommended.</p>	<ul style="list-style-type: none"> <li>A report on the # of households who are at LI, VLI and ELI within the Concord area is completed.</li> <li>Report on availability of existing rental housing units affordable to those populations is completed.</li> <li>A review of the mechanisms to meet identified needs is conducted.</li> </ul>	<p>Gather the information from available sources, including:</p> <p>New Hampshire Housing Finance Authority, Concord Housing + Redevelopment, National Low Income Housing Coalition, NH Coalition to End Homelessness.</p>	<p>Concord Coalition to End Homelessness and the City of Concord Plan to End Homeless Steering Committee, with specific participation from: Rosemary M. Heard</p>
<p>Mechanisms and/or incentives to increase the number of developers/landlords participating in housing chronically homeless people are increased.</p> <p>Partnerships are created with landlords within</p>	<ul style="list-style-type: none"> <li>Increased # of incentives created</li> <li>Increased # of developers and landlords willing to participate in a set-aside for units in support of chronically homeless people.</li> <li>Increased # of chronically homeless</li> </ul>	<ul style="list-style-type: none"> <li>Host a focus group around possible incentives.</li> <li>Invite development community to participate in a discussion around identified incentives.</li> <li>Develop collateral materials in support of outreach, i.e., “Frequently Asked Questions.”</li> <li>Create a list of potential partners.</li> </ul>	<ul style="list-style-type: none"> <li>Concord Coalition to End Homelessness</li> <li>NH Coalition to End Homelessness</li> <li>City of Concord Plan to End Homeless Steering Committee, with specific participation from:</li> </ul>



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existing housing stock.	people housed in apartments as a result. <ul style="list-style-type: none"> <li>Increased # of landlords willing to accept tenants coming out of chronic homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>Meet with landlords to determine their willingness to participate.</li> </ul>	Rosemary M. Heard
<b>Plan Goal III</b> <i>Increase knowledge about homelessness in Concord, costs to the community, services available, and future needs.</i>			
<b>PRIORITY:</b> The City of Concord, including its administration, elected officials and the broader community are appropriately informed on matters pertaining to homelessness, including the costs and benefits of “Housing First.”			
The costs associated with chronic homelessness in the community are identified and quantified, and compared with the costs and benefits of “Housing First” permanent supportive housing.	Analyses are completed and a report is created on the costs associated with chronic homelessness, as well as the costs and benefits associated with Housing First within the City of Concord.	<ul style="list-style-type: none"> <li>Identify and secure project partners, including, but not limited to:               <ul style="list-style-type: none"> <li>Carsey School of Public Policy</li> <li>New Hampshire Technical Institute Intern (Lorna Tobin)</li> <li>State of NH Coalition to End Homelessness</li> </ul> </li> <li>Identify agreed upon data collection parameters/data sets.</li> <li>Gather data.</li> <li>Analyze data.</li> <li>Share data with the Committee for Concord’s</li> </ul>	Concord Coalition to End Homelessness



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<p>The impact of discharges of state prisoners in Concord and surrounding municipalities is identified and quantified (SB 392). State policy-makers are educated about the disproportionate impact on Concord of releases of state prisoners, and an equitable allocation of resources is recommended and advocated for.</p>	<ul style="list-style-type: none"> <li>• The City of Concord Plan to End Homelessness Steering Committee receives a presentation from the SB 392 Study Commission.</li> <li>• Report is shared with state and local policy-makers, including Merrimack County Delegation.</li> <li>• Resources are allocated equitably to address impact of prisoner discharges.</li> </ul>	<p>Plan to End Homelessness and others.</p> <ul style="list-style-type: none"> <li>• SB 392 Study Commission gathers and analyzes data.</li> <li>• Steering Committee works with Study Commission to disseminate results of analysis and meet with State and local policy makers, including Merrimack County Delegation.</li> <li>• Steering Committee advocates for equitable allocation of resources as appropriate based on study conclusions.</li> </ul>	<p>SB 392 Study Commission</p> <p>City of Concord Plan to End Homelessness Committee, with specific participation from:</p> <ul style="list-style-type: none"> <li>• Kara S. Wyman</li> <li>• Peter Evers</li> <li>• Steve Duprey</li> <li>• Tim Sink</li> </ul>
<p>An accurate, confidential, by-name count of chronically homeless individuals in the City of Concord is created and maintained by the NH Bureau of Homeless and Housing Services.</p>	<p>An accurate, confidential, by-name list of chronically homeless individuals within the City of Concord is completed and maintained by CCEH in collaboration with the NH Bureau of Homeless and Housing Services</p>	<ul style="list-style-type: none"> <li>• Identify methodology for obtaining an accurate list of chronically homeless people.</li> <li>• Compile list of chronically homeless people.</li> <li>• Share the numeric data with the City of Concord Plan to End Homeless Steering Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• NH Bureau of Homeless and Housing Services</li> <li>• Concord Coalition to End Homelessness</li> </ul>



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**PRIORITY:** Education efforts are increased in order to facilitate knowledge-based advocacy efforts.

<p>Achieve a broader ownership and understanding of the challenges, solutions, and strategies associated with homelessness, as well as a county-wide sense of possibilities through education.</p>	<ul style="list-style-type: none"> <li>• Increased # of communities within Merrimack County that are informed about the plight of homelessness, and associated challenges and solutions.</li> <li>• Increased # of educational forums hosted in support of achieving a broader understanding of homelessness, (community meetings, town councils, service organizations, visit groups, faith communities.)</li> <li>• Increased # of articles and op-eds focused on homelessness published in local print media, Facebook, membership organization newsletters, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with advocacy groups, including Housing Action NH and the NH Coalition to End Homelessness to prepare an outline/content for future forums.</li> <li>• Conduct outreach to community partners to determine when and where.</li> <li>• Conduct forum(s).</li> </ul>	<ul style="list-style-type: none"> <li>• City of Concord Plan to End Homelessness Steering Committee, with specific input from: Pam Puleo</li> </ul>
		<ul style="list-style-type: none"> <li>• Establish community-based relationships in support of scheduling community meetings. Schedule meetings in Concord and surrounding towns in Merrimack County, with appropriate pre-event marketing.</li> </ul>	<ul style="list-style-type: none"> <li>• Concord Coalition to End Homelessness</li> </ul>
		<ul style="list-style-type: none"> <li>• Create a marketing and outreach plan focused on the plight of homelessness.</li> <li>• Create a corresponding outreach schedule.</li> </ul>	<p>Concord Coalition to End Homelessness</p>



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**Plan Goal IV: Increase public and private funding available to Plan strategies**

**PRIORITY:** Funding in support of housing people who are chronically homeless is increased.

<p>A Housing Choice Voucher Priority is in place in support of housing chronically homeless people within the City of Concord.</p>	<p>Increased # of chronically homeless people who are housed as a result of access to a Housing Choice Voucher that otherwise would not have been accessible.</p>	<ul style="list-style-type: none"> <li>• Using data sets obtained as a part of this Plan’s strategic priorities, develop an advocacy case statement to support a Housing Choice Voucher set-aside.</li> <li>• Actively work with:               <ul style="list-style-type: none"> <li>○ Concord Housing Authority.</li> <li>○ Department of Housing and Urban Development staff.</li> <li>○ New Hampshire Housing Finance Authority.</li> </ul> </li> </ul>	<p>City of Concord Plan to End Homelessness Steering Committee</p>
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**Plan Goal V: *Ensure broad representation and engagement of stakeholders in implementing the Plan to End Homelessness.***

**PRIORITY:** Clear governance structure exists for the City of Concord Plan to End Homelessness Steering Committee.

<p>The roles of both the Concord Coalition to End Homelessness and the City of Concord Plan to End Homelessness Steering Committee are clearly identified, and a clear governance structure for the Steering Committee exists.</p>	<ul style="list-style-type: none"> <li>• City of Concord Plan to End Homelessness Steering Committee members and members of the Board of Directors of the Concord Coalition to End Homelessness are clear on their respective roles, and areas of partnership.</li> <li>• Increased # of people/organizations that have a clear understanding of the purpose, roles and responsibilities of the City of Concord Plan to End Homelessness Steering Committee and the Concord Coalition to End Homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued discussion on the respective roles is conducted at the Steering Committee meetings on an as-needed basis.</li> <li>• A working group of the Steering Committee meets and drafts a proposal for a leadership structure for the City of Concord Plan to End Homelessness Steering Committee.</li> <li>• Full Steering Committee agrees upon and adopts a leadership structure</li> <li>• Job descriptions are defined for leadership roles. Roles, responsibilities, and priorities are reviewed, and understood.</li> </ul>	<p>Steering Committee and a working group of the City of Concord Plan to End Homelessness Steering Committee, with specific participation from:</p> <ul style="list-style-type: none"> <li>• Byron Champlin</li> <li>• Claudia Walker</li> <li>• Pamela Puleo</li> <li>• Rosemary Heard</li> </ul>
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**Plan Goal V: *Ensure broad representation and engagement of stakeholders in implementing the Plan to End Homelessness.***

**PRIORITY:** Membership of the City of Concord Plan to End Homeless Steering Committee is appropriately diverse.

Additional stakeholders are identified and nominated to the City of Concord Plan to End Homelessness Steering Committee.	Increased # of City of Concord Plan to End Homelessness Steering Committee members, with appropriate representation across relevant sectors.	<p>A list of additional committee members is developed, with consideration of a model for membership that might include representation from:</p> <ul style="list-style-type: none"> <li>• Bureau of Homeless and Housing Services</li> <li>• Concord Coalition to End Homelessness</li> <li>• Concord Housing and Redevelopment Authority</li> <li>• Corrections System</li> <li>• Education System</li> <li>• Family Promise</li> <li>• State Hospital</li> <li>• The Friends Program</li> <li>• Or, other organization representing the interests of homeless families.</li> <li>• The City of Concord Plan to End Homelessness Committee approves the list of suitable additions to the Committee, and reaches out to identified members to invite them to join the Committee.</li> </ul>	<p>A working group of the City of Concord Plan to End Homelessness Steering Committee, with specific participation from:</p> <ul style="list-style-type: none"> <li>• Byron Champlin</li> <li>• Claudia Walker</li> <li>• Pamela Puleo</li> <li>• Rosemary Heard</li> </ul>
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		The City of Concord Plan to End Homelessness Committee submits the names to the City Council for its approval.	