

Tri-City Mayors' Joint Task Force on Homelessness

Master Plan

Accepted by:

Tri-City Mayors' Task Force on 3/12/2019

City of Dover on 5/22/2019

City of Rochester on 5/7/2019

City of Somersworth on 5/20/2019

Executive Summary

The purpose of the Tri-City Homeless Master Plan is to provide the Tri-City councils of Dover, Rochester, and Somersworth (and going forward, the surrounding communities of Strafford County) a starting point and road map to find resolutions to the growing and very real issue of homelessness in our community.

The Task Force was established in response to the emergency cold weather shelter in Rochester, NH in late December 2017 and early January 2018, as well as the increased demand for services and supports for the homeless population in Strafford County. The Mayors of Dover, Rochester and Somersworth jointly formed a Tri-City Task Force on Homelessness, first meeting on April 12, 2018, to work together to address the regional issues contributing to and stemming from homelessness. The goal of the commission was to recommend a plan for adoption by the Tri-City governing boards which would guide the region to address and reduce homelessness using a regional approach

Meeting monthly, the Task Force Studied varying approaches implemented in other areas of the state and the country to respond to homelessness, reviewed existing data and emergency plans, as well as learned about existing resources and gaps in the current delivery network. Meetings were attended by task force members, individuals experiencing homelessness, community members and other stakeholders. All meetings were posted on the Dover, Rochester and Somersworth city websites and were open to the public.

The Task Force understands that the issue is very complex and undefined. There are multiple factors and circumstances for which someone comes into homelessness, and the numbers are growing at an alarming rate. Data for the county shows that homelessness is growing in the region at a faster rate than NH coupled with a 1% vacancy for rentals and sky high housing market create additional challenges to reducing homelessness in the region.

The Task Force recommends seven key strategies as potential solutions to address homelessness in our region:

- Strategy #1- Create Seasonal Cold Weather Shelter
- Strategy #2- Create Affordable Housing
- Strategy #3- Increase Homeless Prevention and Rapid Rehousing Programs
- Strategy #4- Support Access to transportation
- Strategy #5- Enhance access to quality healthcare, mental health and education
- Strategy #6- Support efforts to decrease Substance Use Disorder and increase prevention
- Strategy #7- Engaging the Community to End Homelessness

Each strategy has a set of objectives, challenges to address, timeline and measurable outcomes. Although there is no one solution, we feel these strategies are the basis and a guidepost to determine next steps and layout a plan which is reasonable, yet effective.

The next steps after plan adoption will be to continue meeting as a region with smaller work groups to continue to plan for executing the strategies and deliverables. The Task Force has

resulted in agreement on the issues, the need for solutions, and the desire to work together as a Tri-City Force to effectively utilize existing agencies, businesses, and municipality resources so that we may maximize results and limit duplication of efforts and funding. This plan is the starting point.

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1. INTRODUCTION

In response to the emergency establishment of a cold weather shelter in Rochester, NH in late December 2017 and early January 2018 and increased demand for services and supports for the homeless population in Strafford County, the Mayors of Dover, Rochester and Somersworth jointly formed a Tri-City Task Force on Homelessness to work together to address the regional issues contributing to and stemming from homelessness.

The Mayors appointed representatives from social services, government, business, faith based organizations, and others to the commission. Each municipality had equal representation (four appointed members each). An additional representative was added to the Task Force on August 9, 2018 to provide direct voice to a member of the homeless community and represent the homeless perspectives on the commission. One representative from Rochester was replaced after she moved out of the region. Various social service providers, advocates, and citizens also attended meetings, contributed to the small work groups, and participated in public forums.

The original charge of the task force was to:

1. Identify and define aspects of homelessness to be addressed by regional action
2. Articulate appropriate benchmarks and metrics to measure success
3. Develop sustainable programs and proposals to achieve success by using the resources and skills of the task force's participants
4. Create and forward a Tri-City homelessness master plan to Dover, Rochester, and Somersworth City Councilors for approval

The goal of the commission was to recommend a plan for the Tri-City governing boards to adopt which would guide the region to address and/or eliminate homelessness using a regional approach.

2. TASK FORCE MEMBERS

Chairman
Jeremy Hutchinson

MAYORS
Mayor Caroline McCarley
Mayor Karen Weston
Mayor Dana Hilliard

Vice Chair
Marcia Gasses

Rochester Members
Elizabeth Atwood
Kila Downum
Rev. Eliza Tweedy
Jeremy Hutchinson

Dover Members
Phyllis Woods
Betsey Andrews Parker
Andrew Howard
Marcia Gasses

Somersworth Members
Todd Marsh
Laura Hogan
Rick Michaud
Dina Gagnon

Alternate (Dover):
Lindsey Williams

Homeless Liaison
Terra Stewart

3. METHODOLOGY

The Task Force met between April 12, 2018 and March 2019. It gathered data regarding the scope and impact of homelessness in the three cities as well as the county as a whole. It studied varying approaches implemented in other areas of the state and the country to respond to homelessness, reviewed the emergency plans from the municipalities for a declared weather emergency, and heard from area providers and various Strafford County leaders. All meetings were posted on the Dover, Rochester and Somersworth city websites and were open to the public.

In order to obtain input from across the region, the Task Force held public input sessions before and after each commission meeting. The plan was then presented to each of the three City Councils for their review and adoption.

4. WHY ARE PEOPLE HOMELESS IN THE TRI-CITY REGION?

The following data report has been reprinted with permission from the Community Action Partnership of Strafford County 2017 Community Needs Assessment. The full report can be found at www.StraffordCAP.org.

Income

Income measured by the Census Bureau incorporates all sources of income; earnings from work, unemployment compensation, workers' compensation, Social Security, Supplemental Security Income, public assistance, veterans' payments, pensioner retirement income, educational assistance, alimony, child support, etc. "Median Income" is the level at which half of incomes are above, and half are below. This is different from the "average" or "mean" income. "Per capita" measures are for all persons, regardless of their household situation.

According to the American Community Survey for 2012/16, the median income of households in Strafford County was \$63,533. An estimated 9 percent of households had incomes below \$15,000 a year and 11 percent had incomes over \$150,000 or more. By all measures, incomes in Strafford County are greater than the nation as a whole, but lower than New Hampshire overall.

The median household income level in Strafford County of \$63,533 has increased greatly over the past 5 years, closing the gap on the New Hampshire median income level of \$68,485. It is important to note that income varies significantly by town within Strafford County. The wealthiest towns of Lee, Madbury, Strafford, New Durham, Barrington, and Durham show incomes of greater than \$70,000, and the least wealthy towns of Rochester and Farmington demonstrate incomes less than \$60,000. Significant changes over the past 5 years indicate a trend of increased median income overall: specifically the towns of Dover and Somersworth with incomes now exceeding \$60,000.

On average, residents within the *Head Start / Early Head Start* target area have a lower household income compared with the state and other areas of the county. The difference in available income has far-reaching consequences. *Head Start* families have to pay for housing, meals, and other living expenses with a mere fraction of the resources the average person in Strafford County or New Hampshire does. They need to stretch each dollar as far as it can go,

and most certainly require community assistance just to acquire sufficient food, housing, and childcare. The last study of basic needs budget and livable wages in New Hampshire found basic needs family budgets ranged from two- to three-and-a-half times the federal poverty line.

Poverty

In 2012-2016, 10.1 percent of people living in Strafford County were in poverty. An estimated 10 percent of related children under 18-years old were below the poverty level, compared with 6 percent of people 65-years old and over.

How poverty is measured

The Census Bureau uses poverty ‘thresholds’ to estimate the number of families or individuals living in poverty. If a family’s or individual’s income is below the threshold, they are considered to be living in poverty. Thresholds vary based on the size of a family and the age of family members, and thresholds are the same throughout the country. There is no reflection of the differences in cost of living in different parts of the country. Thresholds are revised every year based upon changes in the Consumer Price Index. The thresholds reflect needs, but are intended for use as a statistical ‘yardstick’ rather than as a complete description of the monetary amount people need to live. Many government aid programs use a different poverty measure. For example, CAPSC’s federal programs such as Head Start, Early Head Start, Low Income Heating Energy Assistance Program (LiHEAP) and weatherization use up to 200% of the federal poverty threshold for program qualification. For example, a family of four would qualify for LiHEAP if the total household income were \$49,200 or less.

Table 1 : Poverty Thresholds in the United States, 2016

Size of Family Unit	Average Poverty Threshold
One person (unrelated individual)	\$ 12,228
Under 65 years	\$ 12,486
65 years and over	\$ 11,511
Two people	
Household under 65 years	\$ 16,151
Household 65 years and over	\$ 14,522
Three people	\$ 19,105
Four people	\$ 24,563
Five people	\$ 29,111
Six people	\$ 32,928
Seven people	\$ 37,458

Source: U.S. Census Bureau 2016

Poverty Rate

Table 14 shows the total population estimates for all persons in poverty for Strafford

County. According to the American Community Survey 5-year estimates, an average of 10.1 percent of persons in Strafford County lived in a state of poverty during the 2011 - 2016 period. The poverty rate for all persons living in Strafford County is less than the national average of 15.1 percent.

Table 2: Poverty Status by Age Group over the Past 12-Months, 2016

Geographic Area	All Ages		Under Age 5		Age 5-17	
	Number of Persons	Poverty Rate	Number of Persons	Poverty Rate	Number of Persons	Poverty Rate
Strafford County	11,878	10.1%	835	13.1%	1,768	10.0%
United States	46,932,225	15.1%	4,614,933	23.6%	10,720,850	20.3%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates.

Table 3: Poverty Rate 2012 - 2016

Geographic Area	Poverty Rate for All Persons		
	Total Population	In Poverty	Poverty Rate
Strafford County	117,181	11,875	10.1%
New Hampshire	1,285,437	109,690	8.5%
United States	310,629,645	46,932,225	15.1%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates.

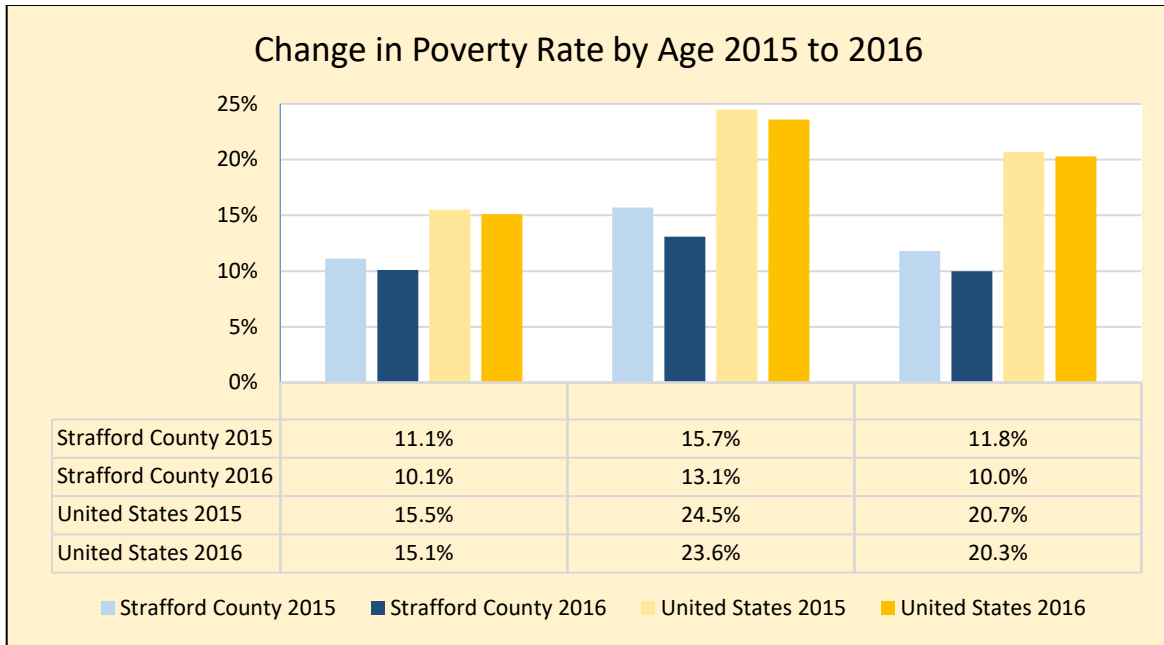
Poverty Rate Change, 2012 - 2016

Poverty rate change in Strafford County from 2012 to 2016 is shown in Table 16. According to the U.S. Census, the poverty rate for area decreased by 1.1%, compared to a national decrease of only 0.2%.

Table 4: Change in Poverty Rate 2012-2016

Geographic Area	Persons in Poverty, 2012	Poverty Rate, 2012	Persons in Poverty, 2016	Poverty Rate, 2016	Change in Poverty Rate, 2012 - 2016
Strafford County	12,986	11.2%	11,875	10.1%	-1.1%
United States	44,852,527	14.9%	46,932,225	15.1%	-.02%

Source: U.S. Census Bureau, 2012-2016 and 2008-2012 American Community Survey 5-Year Estimates.



Source:

U.S. Census Bureau, 2012-2016 and 2011-2015 American Community Survey 5-Year Estimates.

Households in Poverty:

Table 17 shows the number and percentage of households in poverty in Strafford County. In 2016, it is estimated that there were 4,958 households, or 10.4 percent, living in poverty within Strafford County.

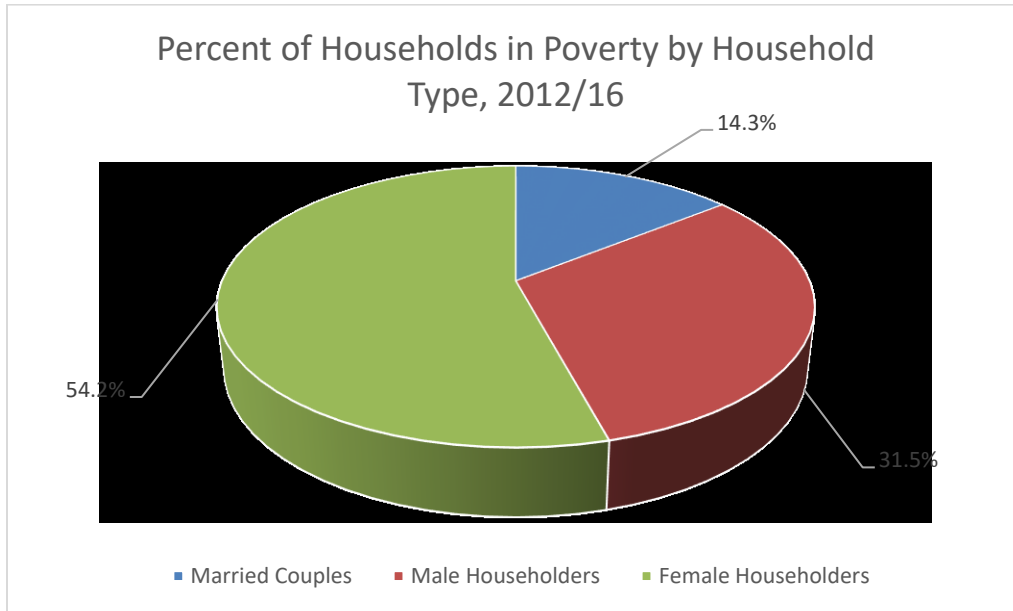
Table 5 Households in Poverty, 2012/16

Geographic Area	Total Households	Households in Poverty	% Households in Poverty
Stafford County	47,779	4,958	10.4%
New Hampshire	521,373	44,054	8.4%
United States	117,716,237	16,652,240	14.1%

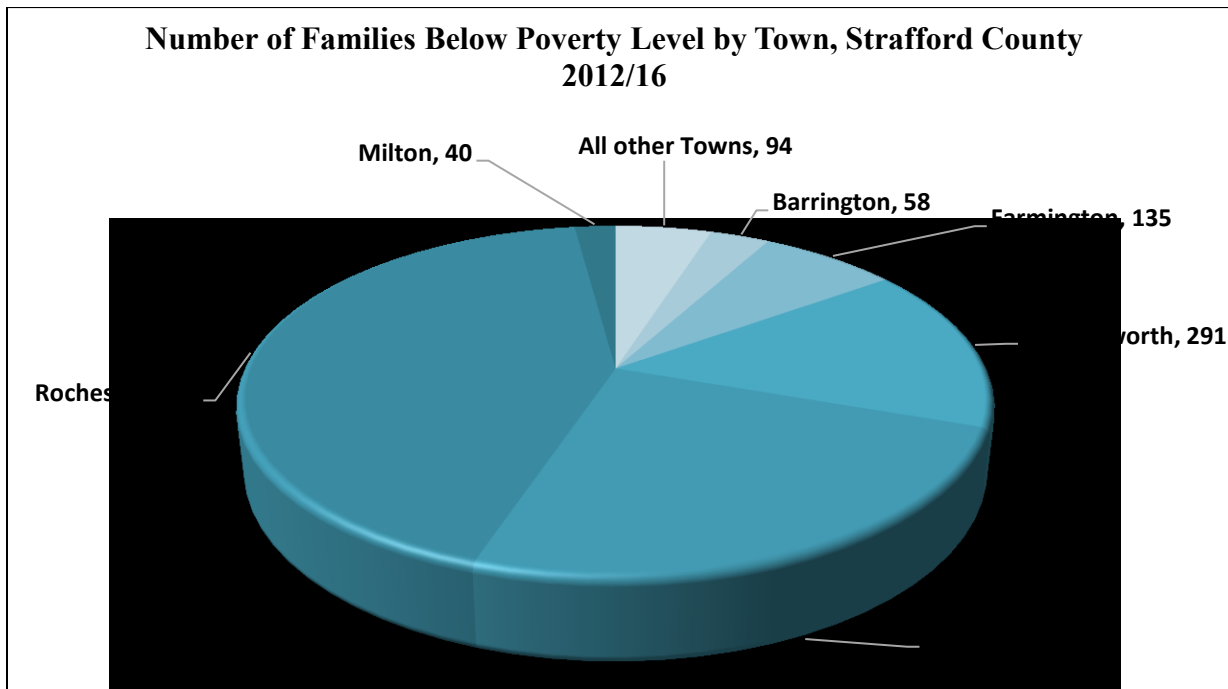
Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate.

Household Poverty Rate by Household Type:

The graphs below demonstrate the percentage of households in poverty by household type in Strafford County. Of the households in poverty, female-headed households represented 54.2 percent of all households in poverty compared to 31.5 and 14.3 percent of households headed by males and married couples respectively.



Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate.



Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate.

Child (0-4) Poverty Rate (ACS):

Table 18 shows the population and poverty estimates for children under five years of age for the county. According to the American Community Survey 5-Year data, an average of 13.1 percent of children under five years of age lived in a state of poverty in Strafford County during 2016. The poverty rate for children under five years of age living in Strafford County is less than half the national average of 23.6 percent.

Table 6: Child (0-4) Poverty Rate, 2012/16

Geographic Area	Children, Ages 0 - 4 years		
	Total Population	In Poverty	Poverty Rate
Strafford County	6,350		13.1%
New Hampshire	63,727	8,333	13.1%
United States	19,554,400	4,614,933	23.6%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate.

Child (5-17) Poverty Rate (ACS):

Table 19 shows the population and poverty estimates for children aged five to seventeen for the county. According to the American Community Survey 5-year data, an average of 10 percent of children aged five to seventeen lived in a state of poverty during the 2016 calendar year. The poverty rate for children age five to seventeen living in Strafford County is less than half the national average of 20.3 percent.

Table 7 Child (5-17) Poverty Rate, 2012/16

Geographic Area	Children, Ages 5 - 17 years		
	Total Population	In Poverty	Poverty Rate
Strafford County	17,752	1,768	10.0%
New Hampshire	198,713	20,496	10.3%
United States	52,901,696	10,720,850	20.3%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate

Child (0-17) Poverty Rate (ACS):

Table 20 shows the population and poverty estimates for children in Strafford County. According to the American Community Survey 5 year data, an average of 10.8 percent of children lived in a state of poverty during the 2016 calendar year. The poverty rate for children living in Strafford County is less than the national average of 21.2 percent.

Table 8 Child (0-17) Poverty Rate, 2012/16

Geographic Area	Children, Ages 0 - 17 years		
	Total Population	In Poverty	Poverty Rate
Strafford County	24,102	2,603	10.8%
New Hampshire	262,440	28,829	11.0%
United States	72,456,096	15,335,783	21.2%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate

Seniors in Poverty

Poverty rates for seniors (persons age 65 and over) are shown in Table 22. According to American Community Survey estimates, there were 970 seniors, or 5.8 percent, living in poverty within Strafford County.

Table 9: Seniors in Poverty, 2012/16

Geographic Area	Seniors	Seniors in Poverty	Senior Poverty Rate
Strafford County	16,641	970	5.8%
New Hampshire	202,174	11,352	5.6%
United States	44,874,586	4,195,427	9.3%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

Employment

According to New Hampshire’s Labor Market Report, 2017ⁱ, “the unemployment rate has been below 3.0 percent for an extended period of time (18-months). This has raised concerns among businesses regarding where they will find additional workers. The low unemployment rate is a reversal of the labor market trend from a couple of years ago, where there were many unemployed persons and few openings available”.

Current Unemployment

In November 2017, there were an estimated 1,600 unemployed residents in Strafford County, or 2.2% of the workforce. We know from our direct work in the adult dislocated worker program and workplace success, that adults are staying unemployed longer and having a harder time finding meaningful employment with wages and benefits. Several manufacturing companies have moved into the county, bringing jobs and opportunities for the region.

Housing and Homelessness

Strafford County residents have lower home-ownership rates than other New Hampshire Counties and pay a higher percentage of their income in rent. They are more likely to have moved in the past year, and depend more heavily on the higher-cost home heating sources of oil and electricity.

These factors are frequently cited by service providers as causes of family homelessness. Housing and homelessness were identified by service providers as one of the county’s greatest concerns, and the numbers of people experiencing homelessness, as shown below, consistently exceed the available shelter space in the region.

There is a significantly higher percentage of mobile homes in Strafford County than the rest of the state as well. Nearly 20% of the housing units in Rochester and Farmington are mobile homes, while only 0.2% of Rollinsford’s and 0.2% of Durham’s housing units are mobile homes. There is also a higher concentration of low-income residents in mobile home parks.

Homeowners and Housing Types

In 2012-2016, Strafford County had approximately 47,800 occupied housing units, of which 65 percent were owner occupied. An estimated 13.5 percent of households (owner and renter occupied) had moved in since 2015.

Table 10 Selected Housing Data, 2012/16

Geographic Area	% of Housing Units		
	Owner - Occupied	2+ units/structure	Mobile Homes
Strafford County	68.4%	30.6%	9.8%
New Hampshire	74.0%	25.3%	5.8%
United States	65.1%	26.1%	6.3%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate

Vacancy Rates

The U.S. Postal Service provided information quarterly to the U.S. Department of Housing and Urban Development on addresses identified as vacant in the previous quarter. Residential and business vacancy rates for Strafford County in the third quarter of 2016 are reported in Table 33. In the third quarter of 2016, a total of 619 residential addresses were identified as vacant in Strafford County, a vacancy rate of less than 1 percent. 323 business addresses were also reported as vacant, a rate of 6.4 percent.

Table 11 USPS Address Vacancies, 3d Quarter, 2016

Geographic Area	Residential Addresses	Vacant Residential Addresses	Residential Vacancy Rate	Business Addresses	Vacant Business Addresses	Business Vacancy Rate
Strafford County	71,235	619	0.9%	5,065	323	6.4%
New Hampshire	637,702	6,430	1.0%	71,286	3,283	4.6%
United States	146,832,025	3,825,190	2.6%	13,835,679	1,232,945	8.9%

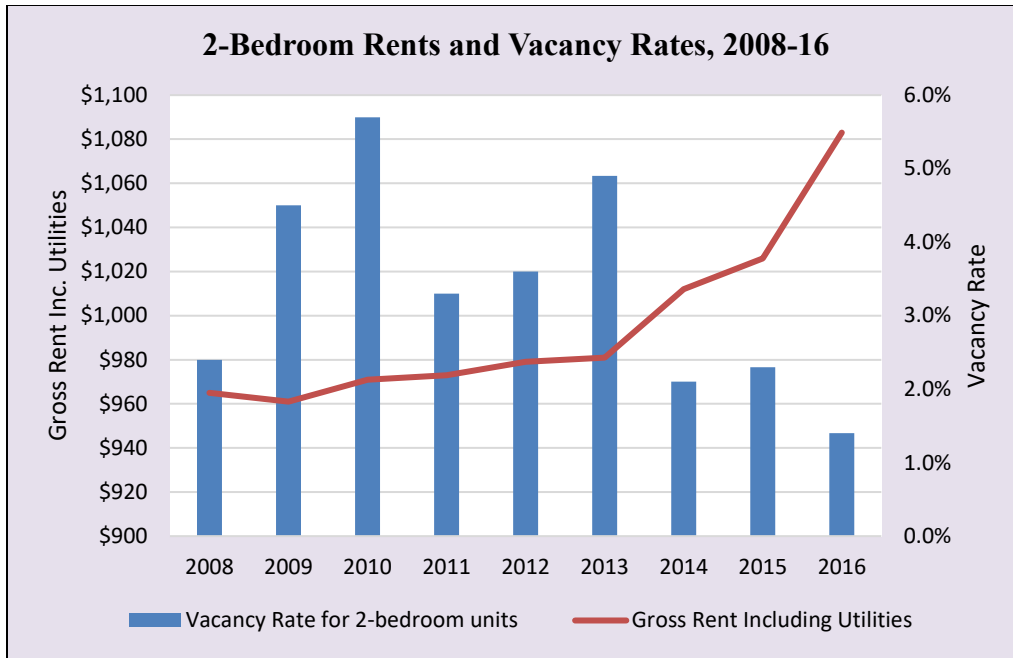
Source: U.S. Department of Housing and Urban Development Aggregated USPS Administrative Data on Address Vacancies, Third Quarter, 2016.

Housing Affordability

An estimated 34 percent of homeowners with mortgages, 21 percent of owners without mortgages, and 49 percent of renters in Strafford County spent 30 percent or more of household income on housing. The median monthly housing costs for mortgaged homeowners was \$1,816 and \$1,083 for a 2-bedroom apartment.

The New Hampshire Housing Finance Authority (NHHFA)ⁱⁱ considers “Affordable Gross Rent” to be 30% of a household’s income. Based upon the median income of renting households in Strafford County, the ideal affordable median gross rent would be \$871. Unfortunately, for low-income households, most rental units are priced well above that level especially in the surrounding areas of Dover. Rents in Strafford County are at an all-time high, increasing 5.5 percent from 2015 alone with vacancy rates at an all-time low of 1.4 percent. By NHHFA’s calculations, less than 3% of the housing units in the county are priced below an affordable rent compared to 14% in other parts of New Hampshire.

The following graph demonstrates the climbing gross rent and decreased availability of 2-bedroom units in Strafford County.



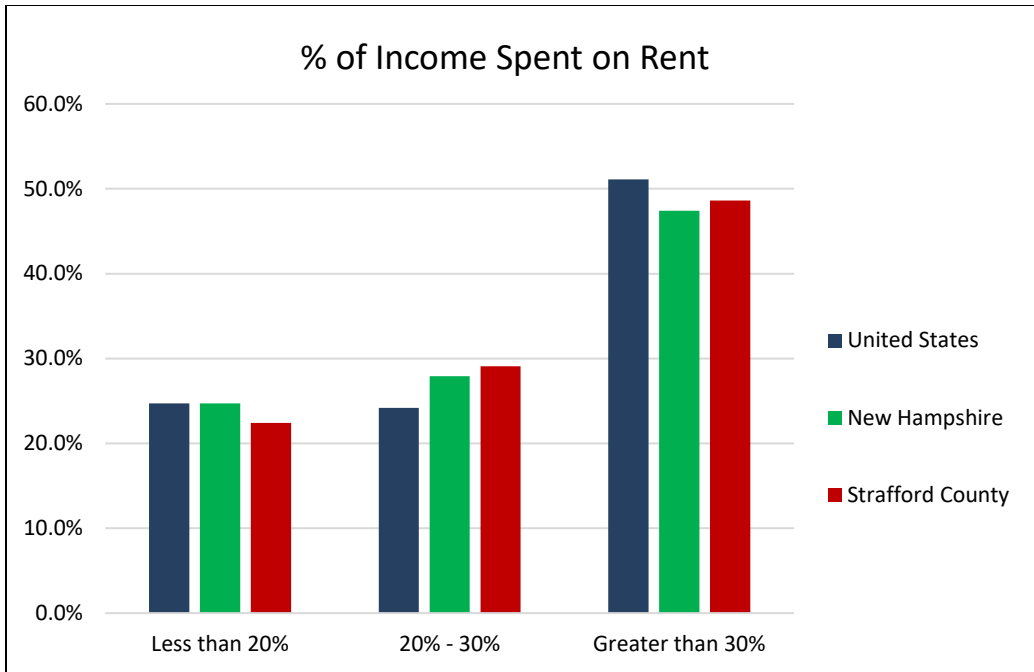
Source: NH Housing Finance Authority Rental Cost Survey 2016

In Strafford County, between 2012 and 2016 there was an 8.5 percent increase in median household income (\$58,538 to \$63,533). During the same period, Strafford County saw a 10.6 percent increase in median rent for a 2-bedroom unit (\$979 to \$1,083 per month). As Table 34 below demonstrates, the gap between affordable gross rent and the median gross rent for a 2-bedroom unit in Strafford County is significant, with only 3 percent below the affordable rent range.

Table 12 Rental Affordability for Median Household Incomes, 2016

Geographic Area	Median Income of Renter Households (est.)	Affordable Gross Rent based on Median Income	Median 2 BR Gross Rent	% of 2 BR Apartments priced Below Affordable Rent
Strafford County	\$ 34,857	\$ 871	\$ 1,083	3.0%
New Hampshire	\$ 37,949	\$ 949	\$ 1,157	14.0%

Source: NH Housing Finance Authority, Rental Cost Survey 2016



Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate

Public / Subsidized Housing

Stafford County has multiple housing assistance programs for individuals meeting income eligibility requirements. Dover, Rochester, and Somersworth each have a Housing Authority program that operates Section 8 Housing Choice Vouchers and affordable housing and public housing programs within Stafford County (NH Housing Finance Authority, 2018). There are significant waiting lists for these programs (one to three years). In addition, multiple property management companies manage affordable housing units within the towns of Dover, Farmington, Rollinsford, Rochester and Somersworth.

Table 13: Total HUD-Assisted Housing Units, 2016

Demographic Area	Total Housing Units (2010)	Total HUD-Assisted Housing Units	HUD-Assisted Units, Rate per 10,000 Housing Units
Stafford County, NH	51,697	2,722	526.53
New Hampshire	614,754	21,355	347.37
United States	133,341,676	5,005,789	375.41

HUD-Assisted Units, Rate per 10,000 Housing Units



■ Stafford County, NH (526.53)
■ New Hampshire (347.37)
■ United States (375.41)

Source: US Department of Housing and Urban Development, 2016. Source geography: County

Homelessness

According to the 2017 State of Homelessness in New Hampshire reportⁱⁱⁱ, the reported number of overall homeless individuals increased by 66.7% between 2016 and 2017. Strafford County saw a 28% increase in the number of adults in shelters from 2016 to 2017 but a 20% decrease in children in shelters.

Table 14: Strafford County Residents Served by Regional Homeless Shelters, 2017

Shelter	Adults	Children
My Friend's Place, Dover	111	26
Homeless Center, Rochester	73	59
Cross Roads House, Portsmouth	156	34
Total	340	119

Source: Shelter reporting

For purposes of the federal Point-in-Time Count, The NH Coalition to End Homelessness defines people experiencing homelessness in one of two distinct categories: those who are living in temporary shelters, such as emergency shelters or transitional housing, and those who are living unsheltered, such as in a tent, a car, or somewhere else not meant for human habitation. People experiencing unsheltered homelessness often have higher mortality rates due to exposure to hazardous environments and less access to preventative healthcare.

Table 15: Point-In-Time Count of Homeless Persons in Strafford County, Jan. 25, 2017

	Individuals	Families	Family Members
Sheltered	36	12	36
Unsheltered	30	4	8
Doubled Up	21	8	17
Total	87	24	61

Source: New Hampshire Department of Health and Human Services, Bureau of Homeless and Housing Services, 2017

Table 16: Students Identified as Homeless in Selected School Districts, SY 2016/2017

District	# Homeless	% of Total
Barrington	30	7.26%
Cocheco Arts and Technology	0	0.00%
Dover	108	26.15%
Farmington	44	10.65%
Milton	16	3.87%
Rochester	158	38.26%
Rollinsford	0	0.00%
Seacoast Charter	0	0
Somersworth	57	13.80%
Strafford	0	0.00%
<i>Total</i>	<i>413</i>	<i>100.00%</i>

Source: New Hampshire Department of Education

Reporting of this data has historically been by type of homeless (doubling up, hotel/motel, shelter, etc.) but the data is not available from the NH Department of Education for the most recent year as of this publication due to the size of the data pool. The low numbers could lead to identification of students, therefore numbers are reported here in total to protect identifies.

5. COSTS TO THE COMMUNITY

The direct and indirect financial costs of sheltered and unsheltered homeless to the Tri-City Region is both measurable and immeasurable, including, but not limited to social services, police, fire, schools, health care, economic development and the local economy.

Maximizing homeless prevention, minimizing duration of homelessness and providing appropriate shelter options when it occurs is cost effective, as targeted investment funding will largely be offset by longer term savings.

“When people have a place to live, they become better parents, better workers, better citizens” – Matthew Desmond, *Evicted*, 2016.

Avoided costs example – “A program that ran from 2005 to 2008 in the South Bronx provided more than 1,300 families with legal assistance and prevented eviction in 86 percent of cases. It cost around \$450,000, but saved New York City more than \$700,000 in estimated shelter costs alone.” (from p 304-305 in *Evicted* by Matthew Desmond, 2016).

For context, in 2008, “federal expenditures for direct housing assistance totaled less than \$40.2 billion, but homeowner tax benefits exceeded \$171 billion.” (from p 312 in *Evicted* by Matthew Desmond, 2016).

6. STRATEGIES

The Tri-City Mayors’ Task Force on Homelessness has developed seven strategies to help the region begin the implementation process to eliminate homelessness. The following strategies outline the actions recommended, the timeline, the issues addressed, collaboration, and possible funding.

Strategy #1- Create Seasonal Cold Weather Shelter

Strategy #2- Create Affordable Housing

Strategy #3- Increase Homeless Prevention, Rapid Rehousing, and Supportive Housing Programs

Strategy #4- Support Access to transportation

Strategy #5- Enhance access to quality healthcare, mental health and education

Strategy #6- Support efforts to decrease Substance Use Disorder and increase prevention

Strategy #7- Engage the Community to End Homelessness

Strategy #1 – Create Seasonal Cold Weather Shelter

<p>Narrative: Temporary seasonal winter shelters are a starting point to transition the homeless to permanent shelters with additional resources, transitional housing, and then finally to permanent housing. Emergency shelters provide individuals, families, and youth with a safe place to stay in the winter months, allow social service agencies time to connect individuals with services, meet municipality’s legal obligations and create long term strategies for permanent housing placement.</p>			
Recommended Actions	Tentative Starting Implementation Timeline*	Challenge to Implementation	Success Measurement*
1. Clarify the definition of a “warming center” verses shelter	Immediate	<ul style="list-style-type: none"> • Lack of a unified definition • 	<ul style="list-style-type: none"> • Formal and consistent communication to area agencies, government leaders, media
2. Communicate strategy to opening warming centers	Immediate	<ul style="list-style-type: none"> • Each municipality may have different strategy 	<ul style="list-style-type: none"> • Formal and consistent communication to area agencies, government leaders, media
3. Determine the climate/weather/conditions required to open warming centers and temporary emergency winter shelters	Immediate	<ul style="list-style-type: none"> • Not a consistent threshold or agreement across municipalities 	<ul style="list-style-type: none"> • Agreement by the three municipalities on the climate/weather/conditions to open
4. Fund seasonal winter shelters	FY 20 budget adoption	<ul style="list-style-type: none"> • Limited funding • Multiple requests from various agencies, including existing shelters • Resource reallocation • Site control/zoning • funding • experienced operator 	<ul style="list-style-type: none"> • Allocation/reallocation of funding to seasonal winter shelter • Sufficient additional bed capacity available during the winter for shelter • Identify and reduce barriers to zoning.

<i>Strategy #1 cont'd</i>		community support/volunteers <ul style="list-style-type: none"> • limited space • Not enough time to make operational until winter 2019 • Additional funding without reducing funding to existing moderate and lower barrier shelters. 	
<i>Challenges being addressed</i>			
<ul style="list-style-type: none"> • Limited bed space at established shelters 			
<ul style="list-style-type: none"> • Need for safe, cold weather shelter with low barrier for entry 			
<ul style="list-style-type: none"> • Creating a diversion from sleeping in the street, City-owned land, and other places not meant for human habitation 			
<i>Possible Collaborating Entities</i>		<i>Possible Funding Sources</i>	
Municipal EMD, Inspection Services, Planning boards and city councils		Municipal	
Social service agencies		County	
Faith based		Foundation	
		Donations	
		Grants	
		Faith Communities	
		Business Community	

Strategy #2- Create Affordable Housing for all

Narrative: Increase the availability and accessibility of affordable, safe/stable housing through a combination of land use policy changes, subsidies for permanent and transitional housing development and other approaches.			
Recommended Actions by Priority	Tentative Starting Implementation Timeline*	Challenge to Implementation	Success Measurement*
1. Commit to review barriers and opportunities in zoning and planning	Summer/Fall 2019	<ul style="list-style-type: none"> Existing ordinances Community perception Legal restrictions/ requirements Green space vs housing space 	<ul style="list-style-type: none"> Density review Parking review Multi-use
2. Conduct Regional Planning	Summer/Fall 2019	<ul style="list-style-type: none"> Single municipal approach vs a collaborative communication Tri-City Regional approach Need to engage planning, welfare and conservation Securing joint municipal funding for agreed housing initiatives 	<ul style="list-style-type: none"> Ongoing agenda item on municipal agenda Engage Strafford Regional Planning Commission Engage workforce housing coalition Survey community perceptions and invite input Annual Joint board meetings of board related to land-use Consideration of access to green space (health) and hazard resilience (safety) in design of affordable housing
3. Make investments in Affordable Housing	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Engage landlords and developers Coordinate funding for a coordinated system Partner with Homes for All to adapt and implement possible property tax credit program designed to incentivize landlords to keep units under market rate, accept tenants holding

<i>Strategy #2 cont'd</i>			Housing Choice Vouchers, and/or work with local shelters to move those experiencing homelessness into permanent housing
4. Identify opportunities for mixed income/ affordable housing	Ongoing	<ul style="list-style-type: none"> Private developers need incentives to include affordable housing NIMBY (“Not in my backyard”) concerns from public 	<ul style="list-style-type: none"> Density bonuses for including affordable units in multi-unit housing developments Incentives for including affordable units in multi-unit housing developments Explore affordable unit percentage requirements for multi-unit housing developments
<i>Challenges being addressed:</i>			
<ul style="list-style-type: none"> Lack of affordable housing contributes to homelessness across all walks of life and reduces ability to escape poverty and homelessness. 			
<ul style="list-style-type: none"> Lack of affordable housing limits options for an aging population, resulting in eviction or foreclosure for some and also prevents younger populations from staying in New Hampshire or moving here, further limiting economic growth. 			
<ul style="list-style-type: none"> Affordable housing is both a solution to existing homelessness and a form of prevention to avoid those at risk of losing their housing. 			
<ul style="list-style-type: none"> In addition, we need to be prepared for the future, thinking about climate change and hazard resilience. We need to be sure that we're not looking to build affordable housing in marginal lands that are going to be at most risk for extreme events in the future. We also need to be looking at where existing housing is and whether or not our lowest income communities are already vulnerable in their current states. 			
<i>Possible Collaborating Entities</i>		<i>Possible Funding Sources</i>	
Workforce Housing Coalition		HUD/other federal grants	
SRPC		State and/or local CDBG funds	
Coastal Risks and Hazards Commission		Municipal funds	
Planning Boards		Private foundation funds (may require non-profit partner as applicant)	
NH Department of Health and Human Services, Bureau of Elderly and Adult Services and the NH State Plan on Aging Planning Committee		Faith Communities	
Community Development staff		Business Community	
The Housing Partnership			

<i>Strategy #2 Cont'd</i>	
Community Action Partnership of Strafford County	
Homeless Coalition of the Greater Seacoast	
NH Listens / Rochester Listens	

Strategy #3- Increase Homeless Prevention, Rapid Rehousing, and Supportive Housing Programs

<p>Narrative: Helping households maintain their housing is less costly and more effective than helping households obtain housing after they become homeless. Reducing homelessness requires effective strategies to decrease the number of families and individuals who lose their housing and become homeless.</p>			
Recommended Actions by Priority	Tentative Starting Implementation Timeline*	Challenge to Implementation	Success Measurement*
1. Prevent evictions by expanding short-term rental assistance for person(s) on a fixed income	Immediate	<ul style="list-style-type: none"> • Funding 	<ul style="list-style-type: none"> • Reduced number of evictions
2. Endorse and promote landlord education for eviction prevention	Immediate and Ongoing	<ul style="list-style-type: none"> • Assists landlords with identifying red flags earlier • Provides landlords with information on available resources 	<ul style="list-style-type: none"> • Earlier interventions to reduce evictions • Landlords feel supported, empowered and confident • Nonprofit outreach to landlords and clients • Reduced stigma/biases regarding housing assistance
3. Support a centralized navigation to assistance eviction prevention system for both landlords and at risk tenants	Ongoing	<ul style="list-style-type: none"> • Providing landlords and at-risk tenants a clear way to access supports and services to prevent evictions 	<ul style="list-style-type: none"> • Access to centralized system • Reduced number of evictions
4. Expand long-term case managed rental subsidy programs for individuals on a	Immediate and Ongoing	<ul style="list-style-type: none"> • Finding willing landlords • Tight housing market/low vacancy 	<ul style="list-style-type: none"> • Reduced evictions • Increased landlord participation

<i>Strategy #3 cont'd</i> path to gainful employment		<ul style="list-style-type: none"> • Clients with no referrals/bad referrals 	
5. Expand an array of homeless prevention services.		<ul style="list-style-type: none"> • Funding • Individual and family circumstances 	<ul style="list-style-type: none"> • Reduced number of people in shelters • Reduced evictions • Expand the residential utility assistance and security deposit programs to cover individuals and families that fall into the gap for services.
6. Promote criminal record “clearing clinic” and expungements to reduce barriers for housing		<ul style="list-style-type: none"> • Costs to clear records • Finding affordable attorneys • Funding or pro bono 	<ul style="list-style-type: none"> • Number of records cleared • Number of housing obtained • Number jobs obtained
7. Financial record clearing		<ul style="list-style-type: none"> • Costs to clear records • Finding affordable legal representation • Funding or pro bono 	<ul style="list-style-type: none"> • Number of records cleared • Number of housing obtained • Number jobs obtained
8. Review of Regulations involved in eviction proceedings		<ul style="list-style-type: none"> • Municipal code challenges • State Codes • School Procedures 	<ul style="list-style-type: none"> • Reduced evictions
9. Increased awareness of and access to legal aid for low-income families		<ul style="list-style-type: none"> • Costs to increase awareness • Affordable legal representation 	<ul style="list-style-type: none"> • Reduced evictions
10. Expand Weatherization of and energy efficiency programs affordable housing		<ul style="list-style-type: none"> • Costs of weatherization • CDBG Funding availability 	<ul style="list-style-type: none"> • Utility cost saving • Reduced displacement due to housing condition • Reduced energy costs

<i>Strategy #3cont'd</i> to decrease energy costs			
11. Support local welfare, including local access, case management and flexible decision making to reduce eviction and homelessness	Immediate	<ul style="list-style-type: none"> • Municipal officials understanding of local welfare laws, including humanitarian purpose • Potential initial increased costs 	<ul style="list-style-type: none"> • Reduced evictions • Maximum self sufficiency • Local and operation hours accessibility.
<i>Challenges being addressed</i>			
<ul style="list-style-type: none"> • Stabilize households prior to them becoming homeless 			
<ul style="list-style-type: none"> • Promote individuals in becoming self-sufficient 			
<ul style="list-style-type: none"> • Reduce evictions for those unable to sustain a rent increase 			
<ul style="list-style-type: none"> • Landlords do not have information on resources available to assist tenants who might be in challenging situations (e.g. starting to get behind in rent) Educational resources might help with warning signs, red flags where landlord might encourage tenant to contact social services (i.e. one month rent is easier to support than dealing with three months back rent and/or eviction). 			
<i>Possible Collaborating Entities</i>		<i>Possible Funding Sources</i>	
Workforce Housing Coalition		NH Legal Assistance	
Developers		Federal Funding	
New Hampshire Legal Assistance (Housing Justice Program)		NH Housing Finance	
Seacoast Landlord Association		Faith Communities	
Gift of Warmth		Business Community	
Local Welfare			

Strategy #4 – Support Access to transportation

Narrative: Providing transportation services to the homeless population, and to those at risk of becoming homeless, is critical for access to healthcare, supportive services and employment.			
Recommended Actions by Priority	Tentative Starting Implementation Timeline*	Challenge to Implementation	Success Measurement*
1. Create database of current providers of transportation to the homeless population and those at risk of homelessness to identify and resolve gaps and overlap in service	Fall 2019	<ul style="list-style-type: none"> Identifying all potential providers and their types & times of service Funding to develop and maintain database Identifying gaps in service (time & type) that “need” to be filled Funding to pay for services that will cover the gaps Identifying all potential vehicles and their availability for use Liability of use 	<ul style="list-style-type: none"> Completed database of providers Identification of gaps and overlap Expanded coverage for identified gaps Elimination of redundant services Complete database of available fleet Complete database of user infrastructure such as bus stops, sidewalks, etc.
2. Connect the homeless to available programs such (e.g. Medicaid, VA, Shelters, etc.) for access to qualifying transportation services	Immediate and Ongoing	<ul style="list-style-type: none"> Identifying eligible users Gathering and processing required info to achieve user eligibility Identifying programs that provide transport service specific/certain populations 	<ul style="list-style-type: none"> Increased number of individuals connected to federal and state programs that can offer transportation services to those individuals.
3. Communicate available resources and database of available transportation to the	July 2019	<ul style="list-style-type: none"> Identifying all potential providers and their types & times of service Funding to develop and maintain database 	<ul style="list-style-type: none"> Completed database of providers Identification of gaps and overlap Expanded coverage for identified gaps

<i>Strategy #4 cont'd</i> homeless population and those at risk of homelessness		<ul style="list-style-type: none"> Identifying gaps in service (time & type) that need to be filled Funding to pay for services that will cover the gaps <i>Advertising....</i> 	<ul style="list-style-type: none"> Elimination of redundant services
4. Identify impediments (liability, funding, etc.) to the development of transportation services to the homeless and develop solutions	Fall 2019	<ul style="list-style-type: none"> Gathering all relevant info from providers re restrictions/ limitations of service Limitations of existing funding 	<ul style="list-style-type: none"> Reduced impact from identified impediments
5. Identify funding mechanisms that can support ongoing, and increased, service to homeless.	Fall 2019	<ul style="list-style-type: none"> Time to research funding mechanisms Ability/time to seek/prepare requests for funding 	<ul style="list-style-type: none"> Database of existing funding sources Identification of potential funding sources and opportunities to leverage funds
6. Identify and modify land use practices that result in impediments to transportation to the homeless.	Ongoing	<ul style="list-style-type: none"> Time to identify and evaluate local, county and state actions for their potential hindrance 	<ul style="list-style-type: none"> Municipal actions (infrastructure, zoning, etc.) support reduction of identified impediments. Increase in engagement by private sector regarding support of transportation to homeless population.
<i>Challenges being addressed</i>			
<ul style="list-style-type: none"> Costs of services 			
<ul style="list-style-type: none"> Financial support 			
<ul style="list-style-type: none"> Coordination of services 			
<ul style="list-style-type: none"> Land use practices, both public and private, that hinder access to transportation 			
<ul style="list-style-type: none"> Availability of transportation 24/7/365 			
<ul style="list-style-type: none"> Reaching homeless population to determine eligibility for services 			
<ul style="list-style-type: none"> Governmental and private sector actions that fail to promote access to transportation services 			

<i>Strategy #4 cont'd</i>	
<i>Possible Collaborating Entities</i>	<i>Possible Funding Sources</i>
COAST	Federal Programs
Municipalities	State Programs
County	Municipal Funding
Strafford Regional Planning Commission	CDBG (Community Development Block Grant)
VA	Alliance for Community Transportation (?)
DHHS/CTS	Private Donations
NHDOT	Healthcare Providers
Homeless Shelters	Faith Communities

Strategy #5- Enhance access to quality healthcare, mental health and education

Narrative: Collaborate with community agencies to improve the health and safety of the homeless.			
Recommended Actions by Priority	Tentative Starting Implementation Timeline*	Challenge to Implementation	Success Measurement*
1. Participate in Community Care Team (CCT) meetings to coordinate services among providers	ongoing	<ul style="list-style-type: none"> • Resource allocation of staff time 	<ul style="list-style-type: none"> • Increased number of participants at CCT • Reduced homelessness
2. Connect the homeless to Medicare/Medicaid, Social Security, Disability benefits, Affordable Care Act	Ongoing	<ul style="list-style-type: none"> • Access to paperwork required for program certification • Transportation to appointments • Access to computers/printers/copiers 	<ul style="list-style-type: none"> • Number individuals connected to services • Reduced homelessness
3. Work with social service providers to reduce barriers to healthcare, mental health and education services, including but not limited to re-zoning for service delivery, reduced rent/free space in unused municipal buildings, etc.	Immediate and Ongoing	<ul style="list-style-type: none"> • Zoning requirements differ in each city • Services to be provided • Support from elected officials, community and business leaders 	<ul style="list-style-type: none"> • Increase number of providers offering community-based services in partner locations • Reduced homelessness
4. Assist homeless with access to vital records, including providing a fee waiver for verified financial hardship housing situations	Immediate and ongoing	<ul style="list-style-type: none"> • Access to computers/printers/copiers • Resource of time to help clients with accessing records • Wait time on phone with state and federal agencies • Loss of municipal revenue 	<ul style="list-style-type: none"> • Number agencies and welfare offering access to internet, copiers, etc. • Eliminating fees for vital record for homeless and low-income residents • Shortened length of homelessness

<i>Strategy #5 Cont'd</i>		<ul style="list-style-type: none"> • Clients must connect with a approved provider to verify hardship and need for fee waiver • Transportation to municipal offices/DMV • IT infrastructure at each city • Each municipality may not have capacity to implement • Budget 	<ul style="list-style-type: none"> • Homeless prevention • Clients can access records offsite
5. Increase numbers of case managers at social service agencies	July 2020	<ul style="list-style-type: none"> • Workforce shortage • Funding does not allow for case management • Not enough funding/need to braid funding for positions 	<ul style="list-style-type: none"> • Increased case managers in Tri-City area • Maximum self-sufficiency • Homeless prevention • Shortened length of homelessness
6. Increase access to affordable and quality food resources for health benefits	Immediate and Ongoing	<ul style="list-style-type: none"> • Cost of fresh food • Storage and preparation options • Ability to heat/cook fresh food • Food deserts, etc • Transportation • 	<ul style="list-style-type: none"> • Development and Support of partnership with Seacoast Eat Local, food pantries, UNH Cooperative Extension and other related organization • Decreased Hunger
7. Increase awareness of options available for public school lunch programs (all three cities are experiencing high rates of unpaid lunch balances and lower than past sign-ups for free/reduced lunch)	Fall 2019	<ul style="list-style-type: none"> • Awareness of sign ups • Confusion over forms • Stigma of sign up 	<ul style="list-style-type: none"> • Education and Access to free and reduced lunches (reduction in unpaid expenses, initial increase, then hopefully decrease in free/reduced sign ups). • To better identify and enroll families eligible for free/reduced lunch programs
8. Assist homeless community members and advocates with safe camp maintenance	Immediate and Ongoing	<ul style="list-style-type: none"> • Stigma • Zoning ordinances • Sharps containers 	<ul style="list-style-type: none"> • Agencies/advocates permitted to use waste facilities for disposal • Medical waste disposal secured

<i>Strategy #5 Cont'd</i>		<ul style="list-style-type: none"> • Access to camps • Where to place garbage 	<ul style="list-style-type: none"> • Agencies/Advocates not penalized for helping homeless camp sites • Reduced risk of injury at camp sites
<i>Challenges being addressed</i>			
<ul style="list-style-type: none"> • Educate and inform all individuals and families of services 			
<ul style="list-style-type: none"> • Increase access to services in the community where people reside to eliminate transportation barriers 			
<ul style="list-style-type: none"> • Increased collaboration among agencies at CCT 			
<ul style="list-style-type: none"> • Eliminate barrier of cost for vital records 			
<i>Possible Collaborating Entities</i>		<i>Possible Funding Sources</i>	
Wentworth Douglas Hospital		Municipal funding- CIP for infrastructure improvements	
Frisbie Memorial Hospital		Federal grants	
Greater Seacoast Community Health Center (formally Avis Goodwin and Families First)		Department of Education	
Community Partners		Faith Communities	
Seacoast Mental Health		Business Community	
NH Department of Health and Human Services District Offices			
UNH Cooperative Extension			
Seacoast Eat Local			
New Hampshire Women's Foundation			

Strategy #6- Support efforts to decrease Substance Use Disorder and increase prevention

Narrative: Recognizing the substantial impact the increase in substance abuse has which leads many to homelessness, we encourage efforts to address remedies to assist those individuals.			
Recommended Actions by Priority	Tentative Starting Implementation Timeline*	Challenge to Implementation	Success Measurement*
1. Develop respite and recovery housing	Immediate and Ongoing	<ul style="list-style-type: none"> • Lack of access to respite care • Overcome capital funding needs to create short term respite care • Code enforcement and zoning barriers • Workforce Shortage 	<ul style="list-style-type: none"> • Increasing percentage of individuals with Substance Use Disorder and mental health issues with access to respite care • Longer sustained recovery rates • Reduced hospitalization and reduced incarceration rates
2. Create LEAD (Law Enforcement Assisted Diversion) programs in each community	July 2020	<ul style="list-style-type: none"> • Personnel Resources • Funding • Policies and Procedures • Stigma 	<ul style="list-style-type: none"> • Decrease number of individuals arrested • Increase number of individuals diverted to treatment • Reducing cost of SUD (Substance Use Disorder) to municipalities
3. Reduce barriers that limit development/ placement of substance use services/recovery	Immediate and Ongoing	<ul style="list-style-type: none"> • Define data so they are consistent across municipalities • Data to be collected • Define how this data will be used • Stigma 	<ul style="list-style-type: none"> • Increase treatment, recovery housing and respite recovery center beds by a minimum of 25 • Increase homeless transitional housing beds by a minimum of 100 • Increase agencies providing day out services for recovery

4. Enhance recovery-friendly workplace initiatives	Immediate and Ongoing	<ul style="list-style-type: none"> • Lack of job training programs for trades • Lack of use of current vocational schools • Ban the box • Reduce stigma • employer education/knowledge • Increase employee Education 	<ul style="list-style-type: none"> • Increase in employed individuals struggling SUD • Increase in training programs • Increase workplace cultures with reduced stigma • The three Municipalities lead by example and become Recovery Friendly Workplaces • Recovery Friendly Workplace designation (partnership with local Chambers of Commerce)
5. Partner with “The Doorway” at Wentworth-Douglass as the regional hub for single point of entry into SUD treatment system	Immediate and Ongoing	<ul style="list-style-type: none"> • Development of increased partnerships (i.e. spokes) • Who is and what are the Spokes? 	<ul style="list-style-type: none"> • Increased access to recovery and healthcare services • Increased communication between service providers • Development of increased partnerships (i.e. spokes)
6. Support access to affordable health care	Immediate and Ongoing	<ul style="list-style-type: none"> • Transportation • Cost of insurance/ medication • Qualified providers in the network 	<ul style="list-style-type: none"> • More individuals accessing medical care in non-Emergency Room settings • More individuals accessing mental health care and treatment • Reduced costs to hospitals and municipalities • Municipalities and business leaders provide SUD and mental health coverage as a benefit
7. Assist with funding “spoke” services that will ultimately serve those entering the HUB	Immediate and Ongoing	<ul style="list-style-type: none"> • Funding • Lack of effective co-occurring disorders services 	

<i>Strategy #6 Cont'd</i>	
<i>Challenges being addressed</i>	
<ul style="list-style-type: none"> • The lack of transitional or respite housing means that individuals are coming out of detox and out of incarceration without proper supports to maintain recovery and get themselves into a stable situation 	
<ul style="list-style-type: none"> • There are not sufficient SUD treatment providers; we need to promote area provider services- use the Pro Business Model for SUD 	
<ul style="list-style-type: none"> • Cost of municipal expenses needs to be visible so that it becomes clear that providing housing and recovery services is a net decrease in expenditures for municipalities in the longer-term. 	
<hr/>	
<i>Possible Collaborating Entities</i>	<i>Possible Funding Sources</i>
Municipalities Police Departments	CSBG/CDBG
Chambers of Commerce (recovery friendly workplaces, “ban the box”, etc)	DEA
	City Budget Line Item
	Faith Communities
	Business Communities

Strategy #7- Engaging the Community to End Homelessness

<p>Narrative: Individuals within the communities can become more engaged and help (year round, not just holidays). Things like mentorship, job opportunities, Big Brother/Big Sister, etc, CAP “Grow an extra row” program, volunteering, donating items, helping with camp clean-ups, etc. A strategy like this can also help to break down the walls of “us” and “them” and help communities prepare to understand why ordinance changes might be needed, etc.</p>			
<p>Recommended Actions by Priority</p>	<p>Tentative Starting Implementation Timeline*</p>	<p>Challenge to Implementation</p>	<p>Success Measurement*</p>
<p>1. Appointment of a small board to continue meeting quarterly to review progress jointly with city planners (or whoever is appointed lead for this role in each city) – see Manchester plan for model of how steering committee set up (others too).</p>	<p>Immediate and Ongoing</p>	<ul style="list-style-type: none"> • Continuing involvement community volunteers 	<ul style="list-style-type: none"> • An ongoing and engaged task force that informs municipalities on progress, and promotes continued accountability
<p>2. Community outreach campaigns (i/e through NH Listens, etc) – around homelessness/</p>	<p>Immediate and Ongoing</p>	<ul style="list-style-type: none"> • Coordinating an outreach campaign • Identifying leadership to carry it out 	<ul style="list-style-type: none"> • An engaged citizenry • Information on services promoted in the community • Education about SUD widely available • Reduction in NIMBY

affordable housing, etc			
<i>Strategy #7 Cont'd</i>			
3. Create and support mechanisms for community education and input on the Master Plan	Immediate and Ongoing	<ul style="list-style-type: none"> • Time • Resources • Childcare for meetings • ADA Compliance • Identifying leadership • Transportation 	<ul style="list-style-type: none"> • Forum conducted (public input for plan) • Listening sessions / community engagement forums through NH Listens, etc to begin to reduce the stigma
<i>Challenges being addressed</i>			
Reducing NIMBY (“Not in my backyard”) Generates support for municipal involvement/funding at the tax payer level Creates a stronger sense of community			
<i>Possible Collaborating Entities</i>		<i>Possible Funding Sources</i>	
Workforce Housing Coalition of the Greater Seacoast		United Way	
Housing For All		NH Charitable Foundation	
Local Planning Departments		Municipalities	
Local Media		Leveraged Support from Partners	
		Faith Communities	
		Business Communities/Private Sector	

6. CONCLUSION

The plan outlined represents over 1,000 hours of work to develop strategies, objectives, timelines and measurable outcomes to address the issue of homelessness in the Tri- City region. Although there is no one solution, we feel these strategies are the basis and a guide post to determine next steps and layout a plan that is reasonable yet effective. The next steps after plan adoption will be to continue meeting as a region with smaller work groups to continue to plan for executing the strategies and deliverables. The Task Force has resulted in agreement on the issues, the need for solutions, and the desire to work together as a Tri-City Force to effectively utilize existing agencies, businesses, and municipality resources so that we may maximize results and limit duplication of efforts and funding. This plan is the starting point.

Appendix A

Housing for Homeless People in Tri-City Region (*please see agency websites for updated information*)

Emergency Shelter

Organization	Program	Beds	Type
Cross Roads House	Provides emergency shelter and permanent supportive housing for single men, single women, and families.	96 beds	SM, SF, M, F, C
My Friend's Place	Provides emergency shelter and transitional housing for single women and families.	18 beds	SF, M, C
Homeless Center for Strafford County	Provides emergency shelter and transitional housing for single women and families.	20 beds	SF, M, C

Transitional Housing

Organization	Program	Beds	Type
My Friend's Place	Provides four units of transitional housing, located in the City of Dover.	4 units	SF, F, M, C
New Generation	Provides transitional housing program for pregnant and parenting homeless women and their infants.	9 beds	SF, F, C
Lydia's House of Hope	Provides a 12-month, faith-based transitional housing program for homeless single women and homeless families.	25 beds	SF, F, M, C
Hope on Haven Hill	Provides a substance use treatment facility serving pregnant and newly parenting women who are in	8 beds	SF, C

	substance use recovery.		
Families in Transition	Provides residential-style transitional housing for individuals and families experiencing homelessness.	6 beds	SF, SM, F, M, C

Permanent Supportive Housing

Organization	Program	Beds	Type
Cross Roads House/Concord Coalition to End Homelessness	Provides long-term rental assistance and supportive services to at least 28 chronically homeless individuals, usually with substance use disorders and mental illness, in scattered-site apartments in Eastern Rockingham, Strafford, and Merrimack Counties.	28	S, M, F
Families in Transition/New Horizons	Provides 8 units of SRO PSH housing, serving 8 homeless single women, and provides supportive services in the form of a Housing Advocate. At least three of these women must be chronically homeless. This facility is located in Dover.	8 beds	S, F
Home at Last (Families in Transition/New Horizons)	Provides 12 units of housing for 12 chronically homeless individuals and provides supportive services in the form of a Housing Advocate. Its	12 beds	S, M, F

	geography includes Carroll, Belknap, Merrimack, Hillsborough, Strafford, and Rockingham Counties. The majority of participants reside in Greater Concord or the Portsmouth-Rochester HMFA.		
Community Partners	Tideview Condos provides permanent supportive housing for persons with disabilities. The project leases three apartment units and serves six chronically homeless individuals.	6 beds	S, M, F

S= single individuals

M=males

F=females

C=households with children

*There are additional beds for other populations such as domestic violence victims and persons living with HIV/AIDS.

Appendix B

Listing of Agencies serving homeless *(please see agency websites for updated information)*

HOUSING – HOMELESS AND TRANSITIONAL SHELTERS AND PROGRAMS

GREATER SEACOAST COORDINATED ACCESS & HOMELESS PREVENTION:
Homeless prevention and diversion services as well as shelter referrals to individuals and families in Strafford and Eastern Rockingham counties and Kittery and Eliot, ME.
Phone: (603) 435-2500 ext. 8143

My Friends Place *(24 Hrs/7Days)*
368 Washington Street
Dover, NH 03820
Phone: (603) 749-3017

Homeless Shelter for Strafford County 9 Islington Drive (Seasonal)
PO Box 7306
Rochester, NH 03839
Phone: (603) 823-8842

Crossroads House *(24 Hrs/7Days)*
600 Lafayette Street
Portsmouth, NH 03801
Phone: (603) 436-2218

New Generation-Pregnant Women & Mothers of Infants *(24 Hrs/7Days)*
568 Portsmouth Avenue
PO Box 676
Greenland, NH 03840
Phone: (603) 436-4989

Lydia's House of Hope Transitional Housing Program
21 Grand Street
Somersworth, NH 03878
Phone: (603) 692-3100

Hope on Haven Hill Recovery Center for Pregnant Women
326 Rochester Hill Road
Rochester, NH 03867
(603) 948-1230

Seacoast Family Promise
6 Emery Lane
PO Box 233
Stratham, NH 03885
Phone: (603)658-8448
www.seacoastfamilypromise.org

SOS Recovery Community Center
63 South Main Street
Rochester, NH 03867
Phone: (603) 841-2351 ext. 1

SOS Recovery Community Center
4 Broadway
Dover, NH 03820
Phone: (603) 841-2350 ext. 2

The Doorway
789 Central Avenue
Dover, NH 03820

EMPLOYMENT

SOCIAL SECURITY ADMINISTRATION

80 Daniel Street – Federal Building, PO Box 209 Portsmouth, NH 03801
Phone: 1-800-772-1213 / Fax: (603) 433-5933
www.ssa.gov

Responsible for providing monthly Social Security benefits to retired or disabled workers or their survivors. Provides monthly cash benefits to people in need who are 65 or older, blind, or disabled under Supplemental Security Income Program. Hospital and Medical Insurance/Medicare Program.

SOUP KITCHENS, PANTRIES & CLOTHING

**Did you know you can apply for food stamps even if you are homeless?
Call 603-332-9120, Visit DHHS, 150 Wakefield St., Rochester, and Apply online at:
<https://nheasy.nh.gov>**

SALVATION ARMY WORSHIP & COMMUNITY CENTER: Emergency food, pastoral counseling, character building program, Wish Upon a Star Christmas program, children's program, food baskets, clothing, emergency clothing, toys and Coats for Kids.
10 Olde Farm Lane
PO Box 1029
Rochester, NH 03867
Phone: (603) 332-2623 / Fax: (603) 332-1872

COMMUNITY MEALS

Dover Friendly Kitchen: A Shared Community Meal St. Thomas Episcopal Church Tues and Thurs 5-6pm (Corner of Locust and Hale) **Phone:** (603) 743-4988

Rochester First United Methodist Church: 34 South Main St. Tues, Thurs & Sun 5-6pm
Phone: (603) 332-4170

Salvation Army Soup Kitchen in Rochester: 10 Old Farm Lane. Mon, Wed & Fri 12-1pm
Phone: (603) 332-2623

Table of Plenty: 37 School Street. Berwick United Methodist Church Wed 5-6pm **Phone:**
(207) 698-1065

Farmington Community Meals: (FREE) 51 Main St Farmington Rec in Town Hall. Wed 5- 7pm
Mustard Seed Café: First Congregational Church of Farmington. Community Sunday Dinner on first and third Sunday 3-5pm. The public is invited - donations are welcome

Community Action Partnership of Strafford County: Summer Meals Program, free breakfast and lunch to children ages 0-18 (summer only). For locations and times: **Phone:** (603) 435-2500 x2339
www.straffordcap.org

Bethany Methodist Church 24 Main St. E. Rochester Free luncheon on specific Sat. Call for schedule. **Phone:** (603) 332-3618

FOOD PANTRIES

Barrington

Community Food Pantry: 105 Ramsdell Lane (Residents only) Thurs 6-7:30 pm **Phone:** (603) 664-0233

Dover

Food Pantry at First Parish Church: One Silver Street Tues 3-5, Thurs 9-11. Proof of residency needed. ID or utility bill. **Phone:** (603) 742-5664

Food Pantry at St. Joseph's Church: 150 Central Ave. Tue & Wed 9-12, Sat 10:30-12
Phone: (603) 742-4837

CAP Outreach and Food Pantry: 61 Locust St. 2nd floor McConnell Center. Mon, Tues, Wed, Fri 9-3pm **Phone:** (603) 460-4237 – *a program of Community Action Partnership of Strafford County*

St. Thomas Episcopal Church: 5 Hale Street Soup kitchen Tues & Thurs 5-6pm **Phone:**
(603) 742-3155

Durham

Cornucopia Food Pantry: 15 Mill Road Tues 4-5:30, Fri 12-1 Call for more information: Mon-Fri 1-5 **Phone:** (603) 862-1165

St. Thomas Moore Food Pantry: 6 Madbury Road Thurs 4-6pm **Phone:** (603) 868-2666

Farmington

Interfaith Food Pantry: First Congregational Church Last Sat of month 9:30-10:30am **Phone:** (603) 755-4816

CAP Outreach Office and Food Pantry 527 Main St. Mon, Wed, Fri 8:30-12:00pm **Phone:** (603) 460-4313– *a program of Community Action Partnership of Strafford County*

Grace Place Food Pantry: 9 Mechanic St. Call ahead. Thurs 9:30-11:30am **Phone:** (603) 833-7541

Lee

Wilkinson Food Pantry in Congregational Church: 17 Mast Road (Lee, Madbury, Durham, Nottingham and Newmarket residents only) 1st & 3rd Monday of the month 6- 7pm **Phone:** (603) 659-2861

New Durham

Food Pantry 5 Main Street Sat 9-10am Residents only **Phone:** (603) 817-0372

Rochester

E. Rochester Bethany Methodist Church: Food Pantry 24 Main Street. Mon 12-2pm
Phone: (603) 332-3618

Salvation Army Food Pantry: 10 Olde Farm Lane Mon, Wed, Fri 9-2pm (Rochester, E. Rochester, Gonic, and Barrington residents only) **Phone:** (603) 332-2623

Gerry's Emergency Food Pantry: Rochester ID Needed 150 Wakefield St, Mon.& Fri 1- 3:15, Wed 10-3:15 (Roch, E. Roch, Gonic & Farm. only) **Phone:** (603) 330-3468

Joseph's Storehouse at Journey Baptist Church: 124 Milton Rd, 3rd Sat. of the month 9- 12pm. Call first to see what verification is needed. **Phone:** (603) 509-0591

Rollinsford

Seeds of Faith Food Pantry: One Front Street #160 Monday 10-12pm, Every 1st and 3rd Thursday from 6-7pm. **Phone:** (603) 692-2907

Somersworth

The Community Food Pantry: 176 West High Street First Parish Church Mon 10-12pm, Wed 6-8pm, and Thurs 3-5pm **Phone:** (603) 692-2907

Christian Believers Fellowship: 32 Chapel Lane (off Indigo Hill Road) - every 4th Saturday of each month between 11-12pm **Phone:** (603) 692-9320

Strafford

Food Pantry: 30 Strafford Rd. in the Christian Center of the Third Baptist Church in Center Strafford. Thurs 8-10am Residents only. **Phone:** (603) 664-7750

END 68 HOURS OF HUNGER: Parents of children can contact their school’s guidance counselor to see if their school is participating and request a backpack of food to take home over weekends or holiday breaks. <http://end68hoursofhunger.org>

NH FOOD BANK: SNAP/Food stamp application assistance and advocacy. **Phone:** (603) 669-9725x224

STRAFFORD NUTRITION / MEALS ON WHEELS: Provides meals and companionship; congregate meals in specific locations, Meals-On-Wheels delivered to the homebound. Nutrition, services to participants in meals program available.
9 Bartlett Avenue Somersworth, NH
Phone: (603) 692-4211 Fax: (603) 692-2877 www.traffordmealsonwheels.org

CLOTHING

Name/Address

Comments

BARRINGTON/DOVER

The Village Barn
611 Franklin Pierce Hwy
Barrington
(603) 664-5512

What’s New? Second Hand

Shop
93 Franklin Pierce Hwy,
Barrington
(603) 793-7639
www.whatsnewsecondhandstore.com

CERV

Route 108 Dover
(603) 516-2378

Call First

First Parish Church Thrift Store
1 Silver Street Dover

DURHAM

Echo Thrift Store
Community Church of
Durham
17 Main St.
(603) 868-1230

Entrance is in the back of
the church

FARMINGTON

Blessed Bargains
400 Main Street
(603) 755-4876

NEWINGTON

Donated building
ReStore (Habitat for Humanity)
29 Fox Run Rd
(603) 750-3200
manager@restore.org

Materials, home
improvement supplies,
overstock, discontinued,
new, or used offered at
bargain prices

Savers Thrift Store
2064 Woodbury Ave
(603) 427-0814

Many 50% off sales around
holidays.
Shopping card provides
early access to some sales.

PORTSMOUTH

Operation Blessing
600 Lafayette Rd, Portsmouth
(603) 403-8561

SOMERSWORTH

Goodwill
450 High Street
(603) 343-5560

Empire Beauty School
362 High Street
(603) 692-1515

Discount haircuts and
washes. Call for
appointment.

ROCHESTER

Annie's Book Stop
51 Columbus Avenue
(603) 332-9605

New and pre-owned books
at discounted prices

**Community Clothing
Shop Rochester**
Community Center 150
Wakefield Street
(603) 994-3199

Free shopping available to
those who qualify.
Speak with shop volunteers
for information.

Salvation Army Family Shop
28 Signal Street
(603) 332-2698

Trinity Anglican Church
108 Rochester Road (Route 108)
(603) 332-1376

HOUSING AUTHORITIES & OTHER HOUSING

ROCHESTER HOUSING AUTHORITY

Wellsweep Acres Rochester, NH 03867
Phone: (603) 332-4126, **Fax:** (603) 332-0039

SOMERSWORTH HOUSING AUTHORITY

9 Bartlett Avenue Somersworth, NH 03878
Phone: (603) 692-2864, **Fax:** (603) 692-2877

DOVER HOUSING AUTHORITY

62 Whittier Street , Dover, NH 03820
Phone: (603) 742-5804 / **Fax:** (603) 742-6911

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.*

TRANSPORTATION

THE COMMUNITY RIDES: The goal is to expand affordable and efficient community transportation service in the region. Their website and/or community transportation directory is intended to be a source for transportation options as well as information concerning human service and transportation coordination in the region.

COAST Call Center, 1 (855) SENH-BUS, OR (603) 743-5777, Option 2
callcenter@communityrides.org, www.communityrides.org

C & J: Provides scheduled motor coach transportation to downtown Boston, Logan Airport and links to other destinations.

185 Grafton Drive
Portsmouth, NH 03801
Phone: (603) 430-1100 www.ridecj.com

COAST – COOPERATIVE ALLIANCE FOR SEACOAST TRANSPORTATION: Provides scheduled transportation throughout Strafford County and into Portsmouth.

42 Sumner Dr.
Dover NH 03820
Phone: (603) 743-5777, Fax: (603)743-5786
Email: info@coastbust.org www.coastbus.org

FRANK'S TAXI

350 Route 108, Somersworth, NH
Phone: (603) 335-7433 www.frankstaxicab.com

FREE CHARITY CARS: Assistance with getting a car. www.freecharitycars.org

GOOD NEWS GARAGE: Assistance with getting a car so you can get to your job. Must meet specific requirements to receive a vehicle.

Phone: 1-877-400-6065
www.goodnewsgarage.org

LILAC CITY TAXI:

65 Estes Rd, Rochester, NH 03839, **Phone:** (603) 335-4600

SENIOR TRANSPORTATION (age 60 and up): -A Program of Community Action Partnership of Strafford County Provides door-to-door, low-cost, wheelchair-accessible transportation to grocery stores and shops to anyone age 60 and over.

Phone: (603) 817-8207,
www.straffordcap.org/programs/senior-transportation

SUNSHINE TAXI, INC.

Dover, NH 03820, Rochester, NH 03867
Phone: (603) 742-5000 OR (603) 332-5100

WHEELS ON WHEELS – WHEELCHAIR TRANSPORTATION SERVICE: Provides transportation to and from doctor’s appointments, hospital discharges, rehabilitation therapy, nursing home transfers and admits, and all other types of medical appointments. NH Medicaid is approved for all medical appointments.

14A Madison Avenue
 Rochester, NH 03867
Phone: (603) 335-3862

WELFARE OFFICES

Under New Hampshire Revised Statutes Annotated (RSA) 165, “Whenever a person in any town is poor and unable to support himself, he shall be relieved and maintained by the overseers of public welfare of such town, whether or not he has residence there. For the purposes of this chapter the term "residence" shall have the same definition as in RSA 21:6-a.“ Each town has a welfare office which provides emergency financial assistance for critical needs such as food, rent, utilities, and medication

. Town	Address	Phone Number
Barrington	333 Calef Highway	(603) 664-0155
Dover	McConnell Ctr., 61 Locust St.	(603) 516-6500
Durham	Town Hall, 8 Newmarket Road	(603) 868-8043
Farmington	365 Main Street	(603) 755-3100
Gonic/Rochester/East Rochester	City Hall, 31 Wakefield Street	(603) 332-3505
Lee	Town Hall, 7 Mast Rd.	(603) 659-4528
Madbury		(603) 742-5131
Middleton	182 King’s Highway	(603) 473-5230
Milton/Milton Mills	424 White Mountain Highway	(603) 652-4501 ext. 9
New Durham	4 Main Street	(603) 859-2091
Rollinsford	667 Main Street	(603) 742-2510
Somersworth	City Hall, One Government Way	(603)

Appendix C

Acronyms Contained in the Master Plan Document:

ADA	Americans with Disabilities Act
CAP	Community Action Partnership
CCT	Critical Care Transfer
CIP	Capital Improvement Plan
CDBG	Community Development Block Grant
CERV	Christian Emergency Response Volunteers
COAST	Cooperative Alliance for Seacoast Transportation
CSBG	Community Services Block Grant
CTS	Community Transportation System
DEA	Drug Enforcement Agency
DHHS	Department of Health and Human Services
DMV	Department of Motor Vehicles
EMD	Emergency Medical Director
IT	Information Technology
LEAD	Law Enforcement Assisted Diversion
NHDOT	New Hampshire Department of Transportation
NIMBY	“Not In My Backyard”
SRPC	Strafford Regional Planning Commission
SUD	Substance Use Disorder
VA	Veteran’s Administration

Other Commonly Used/Relevant Acronyms:

AHAR	Annual Homeless Assessment Report
APR	Annual Performance Report
CoC	Continuum of Care approach to assistance to the homeless Continuum of Care Federal program stressing permanent solutions to homelessness Con Plan Consolidated Plan
CPD	Community Planning and Development (HUD Office of) Data Warehouse Information system storing program and operational data
ESG	Emergency Solutions Grant (new with Hearth) Emergency Shelter Grant (previous program name)
FMR	Fair Market Rent
HIC	Housing Inventory Count
HMIS	Homeless Management Information System
HOPWA	Housing Opportunities for Persons with AIDS
HRE	Homelessness Resource Exchange
HPRP	Homeless Prevention and Rapid Re-Housing Program
HQS	Housing Quality Standards
HUD	U.S. Department of Housing and Urban Development

IDIS	Integrated Disbursement and Information System
NOFA	Notice of Funding Availability
OMB	Office of Management and Budget
PIT	Point in Time
PBRA	Project Based Rental Assistance
PRN	Pro Rata Need
RHSP	Rural Housing Stability Program
S+C	Shelter Plus Care
SHP	Supportive Housing Program
SRA	Sponsor-Based Rental Assistance
SRO	Single Room Occupancy
SSO	Supportive Services Only
Super	NOFA HUD's consolidated approach to issuance of Notices of Funding Availability
TBRA or TRA	Tenant Based Rental Assistance
TH	Transitional Housing

ⁱ <https://www.nhes.nh.gov/elmi/documents/2017-economic-analysis-final.pdf>

ⁱⁱ http://www.nhhfa.org/assets/pdf/data-planning/rentalsurvey/RentSurvey_2017.pdf

ⁱⁱⁱ <https://www.scribd.com/document/367248603/2017-State-of-Homelessness-in-New-Hampshire>

^{iv} https://www.hudexchange.info/resources/documents/CommonHUDTermsandAcronyms_Handout.pdf