

h. Greater Nashua 10-Year Plan Execution

Greater Nashua Continuum of Care Vision: All individuals and families facing homelessness in the Greater Nashua area will have access to safe, decent, affordable housing and the resources and supports needed to sustain it.

The Mission of the Plan to End Homelessness is threefold:

- Prevent homelessness whenever possible
- Rapidly re-house those who are homeless
- Provide wrap around services

Below is the one main objective that follows the three mission strategies, all of which are aimed at ending homelessness as it currently exists in our community in 2013.*

Goal	Lead Person	Baseline (2013)	1 yr	2 yr	3 yr
Decrease the number of people who are homeless	GNCOC Executive Committee	306 people	250 people	200 people	150 people

**To clarify the goal of ending homelessness as it currently exists, the following is assumed:*

- 1) *Some individuals and families will not be identified or self-identified immediately as being homeless,*
- 2) *Some individuals or families who are homeless will not immediately accept housing or other assistance offered and will take time before they can be engaged, in some cases a very lengthy period, and*
- 3) *At times there may not be suitable housing and supportive services available to prevent homelessness or to rapidly re-house. Hence, the use of emergency shelters and short-term leases may be required. In any event, it will be the operating vision that once a person or family has been identified as being homeless they will be moved into suitable permanent housing within a 30-day period.*

Listed below are action steps, organized by strategy and date in service of accomplishing our main objective of ending homelessness in our community by the year 2012.

The following actions in the Ten-Year Plan have been accomplished and/or are ongoing:

- Met with representatives on the Federal, State and local level and presented issues related to homelessness.
- Improved communication with the local landlord association and other housing resources, one purpose being the creation and maintenance of a list of available LLDs/Property Managers who will rent to homeless and at-risk households.
- Inventoried Greater Nashua agencies, faith-based organizations, and municipalities that offer prevention/intervention services.

- Determined individual agency responsibility for specific homeless subpopulations (Wheel of Responsibility).
- Created a regional revolving loan fund to assist with emergency mortgage/rental subsidies for eviction prevention and to maintain housing stability.
- Conduct monthly data collection of key indicators with regard to success or failure in achieving the strategies of this plan
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- Conduct GAPS analysis to determine where critical services effecting homeless persons are not adequately available in our community.
- Successfully advocated for development of a local legal aid office to provide pro bono client representation for landlord/tenant issues.
- Conducted an analysis of the existing methodologies that are used to report on housing and services provided to homeless individuals.
- Prepared a model for the aggregation of all the available data reports.
- Supported the enactment of legislation that encourages the development of affordable housing.
- Supported zoning changes that provide opportunities for the development of new units of affordable housing, such as Rezoning, Inclusionary Zoning, Affordable Housing Density Bonuses, Tax Credits, and other incentives.
- Conducted focus groups in consumer settings.
- Expanding cultural competency through Ethnic Awareness and Refugee task Force, as well as various community groups and education programs.
- Continue to educate and provide support to local businesses to create employment opportunities for homeless persons.
- Obtained funding for increased substance abuse treatment for clients reintegrating from correctional facilities.
- Received HOPWA funding for housing and support services for individuals and families living with HIV/AIDS. Received federal funding for Veteran's Housing Programs.
- Created a Wrap-Around Services Committee to assess needs of homeless and at-risk populations on an individualized or global level.
- Created a *Homeless Prevention Toolkit* – includes resources for preventing homelessness, accessing legal services, apartment search resources, etc.
- Created an early warning system (homeless@nashua-coc.org) enabling prevention providers (as identified in the Wheel of Responsibility) to apply resources during critical periods for persons at risk of homelessness.
- Received funding for and created a healthcare for the homeless program.
- Advocated for a statewide discharge policy that prohibits discharge into homelessness from publicly funded facilities. GNCOG representatives participate on state-level discharge planning group.
- Supported expansion of public and alternative transportation for homeless persons and persons at risk. NRPC has convened work group to explore expansion of Nashua Transit. NH DHHS developed RFP for transportation brokerage program.
- Encouraged all three NH COCs to increase communication and coordination of efforts.

- Holds annual *Project Homeless Connect* and *Project Employment Connect* events.
- Creation of the Cynthia Day Center at Keystone Hall for pregnant and postpartum women struggling with addiction.
- Restructuring of Clubhouse Connections, following the national Clubhouse model.
- Formation of HEARTS Peer Support program for those with mental illness.
- Neighborhood Stabilization Program funds granted to City of Nashua and Harbor Homes.
- NH 211 opens to provide support and referral for homeless individuals and families
- Marguerite's Place Inc. opened their childcare to other homeless service agencies and the general public.
- Front Door agency and Bridges collaboration on a TH program for DV victims, planned to provide 10 units of supported housing.
- Harbor Homes established Harbor Care Health and Wellness Center, a Federally Qualified Health Center and Healthcare for the Homeless program.
- Keystone Hall relocated to a larger facility to expand access to treatment. The new facility includes a satellite clinic of the Harbor Care Health and Wellness Center, and plans to establish a medical detox.
- Front Door agency created 2 new units of PH through NSP funds and 6 units of PH for families on Shattuck St.
- Lamprey Health Center opened a satellite clinic at GNMHC.
- The Wellness Center collaborates with HEARTS Peer Support on many wellness programs.
- Harbor Homes implemented Supportive Services For Veterans Families program.
- Nashua Soup Kitchen and Shelter approved by Planning Board for relocation to a larger facility.

Below are the major goals identified in the HUD SuperNOFA application that serves as the road map in directing our efforts to end homelessness as we know it by 2012 and beyond:

Goal	Baseline 2012	12 months	5 years	10 years
1. Create new PH beds for chronically homeless persons	115	121	131	141
2. Increase percentage of homeless persons staying in PH over 6 months to at least 77%	90%	90%	91%	92%
3. Increase percentage of homeless persons moving from TH to PH to at least 65%	62%	65%	68%	70%
4. Increase percentage of homeless persons employed at exit to at least 20%	27%	30%	31%	33%
5. Increase the % of participants in all COC-funded projects that obtained mainstream benefits at program exit to 20% or more	50%	52%	55%	60%
6. Decrease the number of homeless families.	50	48	45	40

The following chart shows actions (in no order of importance) as developed and monitored by the Greater Nashua Continuum of Care and/or its designated subcommittees. The actions are the means by which our stated goals will be accomplished. The Executive Committee of the Greater Nashua Continuum of Care or its designee is responsible for monitoring all goals and actions and ensuring that they are accomplished. This section of the plan is intended to be a *living document* by which actions may be added/amended as appropriate.

	Actions	Manager Lead Implementer	Expected outcomes/ Benchmarks	Status (Green, Yellow, Red)
1.	Utilize funding resources (current and new- i.e.: SuperNOFA, NSP, Stimulus funds) for homeless prevention and rapid re-housing	GNCOC Executive Committee	For eviction prevention and create new support services for obtaining and sustaining housing, both short and long term Prioritize development of affordable housing units- a Housing First approach (rather than emergency Shelter units or motels)	GREEN
2.	Create an organized strategy of resource acquisition for affordable housing	GNCOC Executive Committee Other community members / organizations	Increased funds for acquisition, rehab and development of affordable housing opportunities annually Formation of Resource acquisition Committee within the GNCOC Greater synchronization between GNCOC allocation and resources and the Nashua 10 Year Plan for Ending Homelessness	GREEN
3.	Partner with landlords who are willing to execute short term leases to rapidly house homeless persons in apartments rather than shelter units/motel placements	Community Agencies	Rapid access to short term housing Reflected in HMIS data and goals	GREEN

	Actions	Manager Lead Implementer	Expected outcomes/ Benchmarks	Progress
4.	Conduct a public forum to determine how to best address the question of intra-state and inter-state homeless resources, and the question of residential requirements for homeless service provision	GNCOC Executive Committee Ending Homelessness- ad hoc	Increased understanding and systemization of resource allocation and utilization Incorporated into GNCOC 10 Year Plan and other City/State 10 Year Plans	RED
5.	Develop a standardized application process among area providers for housing and/or services to simplify the process for clients and providers	GNCOC Coordinated Intake & Assessment Ad Hoc Committee	Rapid application to provider-sponsored housing with a reduction in duplicative paperwork Standardization for the purpose of data collection and reporting Draft proposed, reviewed and accepted by GNCOC	YELLOW
6.	Create a Greater Nashua Fund for Chronically Homeless	Ending Homelessness Fund Committee / Harbor Homes	Identify key stakeholders with the vision for such an endeavor Identify fiscal agent Raise funds for project	YELLOW
7.	Investigate mainstream funding/resources that will provide for a full range of housing placement services for victims of Domestic Violence	GNCOC Bridges / TFD	Clients access adequate resources for transitional and/or permanent housing placement and support	GREEN

	Actions	Manager Lead Implementer	Expected outcomes/ Benchmarks	Progress
8.	Educate and provide support to individuals and businesses to create employment opportunities for homeless persons	GNCOC Employment Committee	<p>More community and local business awareness of and buy in into the need for employment opportunities for the homeless</p> <p>Establish a working relationship with area employers</p> <p>Hold an annual “Job Fair” for homeless persons in the Greater Nashua area</p> <p>Reflected in HMIS data and goals</p>	GREEN