



# **COUNCIL ON HOUSING STABILITY**

**Council Meeting**

**April 20, 2021**



# AGENDA

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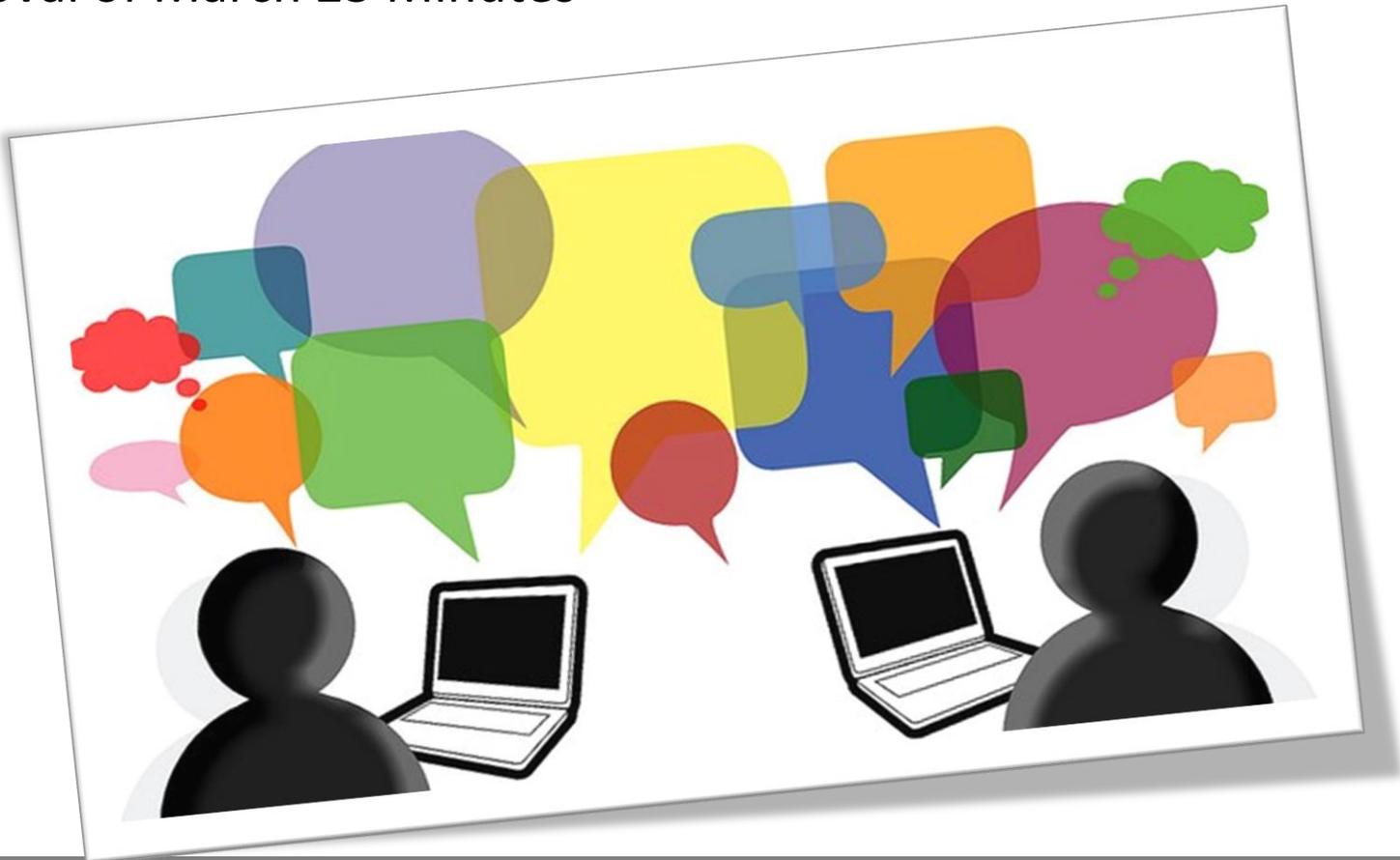
- 2:00 – 2:15 Council Business
- 2:15 – 2:30 The Work of Outreach – Megan Spencer, Network4Health and Matt Bouchie, Greater Manchester Mental Health Center
- 2:30 – 2:35 Outline of June Report – Chris Santaniello
- 2:35 – 2:45 Survey and Stakeholder Session Highlights – Jamie Blackburn, Corporation for Supportive Housing
- 2:45 – 3:15 Work Group Reports – Work Group Leads
- 3:15 – 3:20 Next Steps – Katy Easterly Martey
- 3:20 – 3:30 Public Comment
- Adjourn



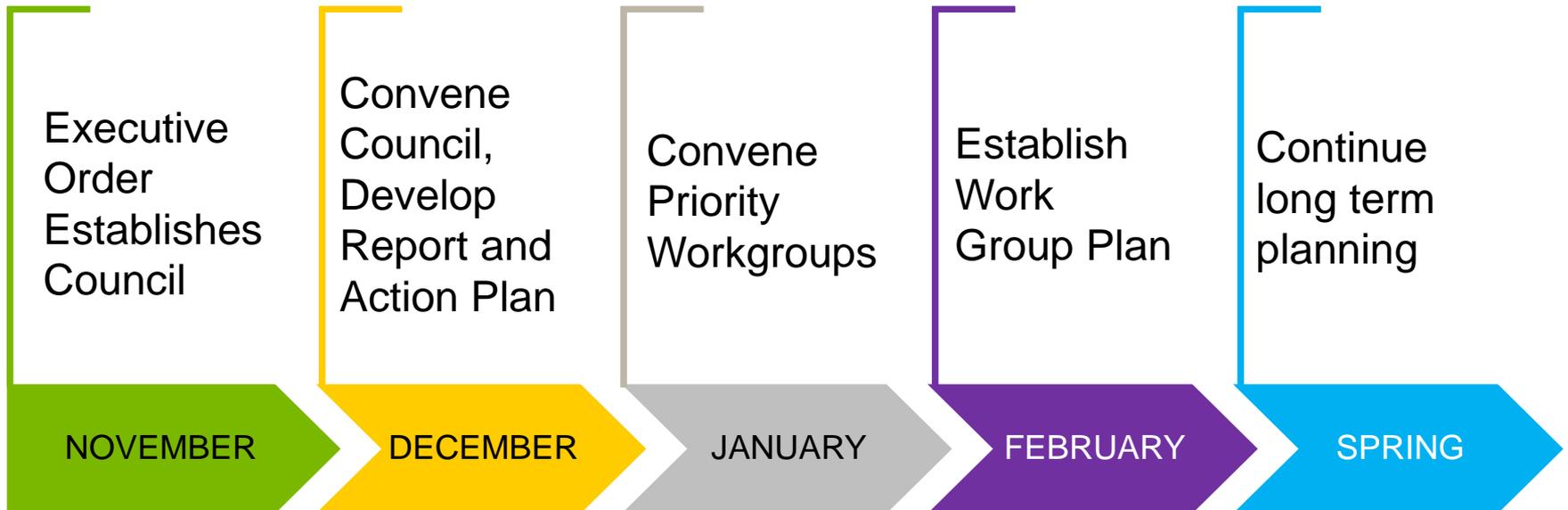
# Council Business

Roll Call and Attendance

Approval of March 23 Minutes



# Timeline



# Manchester Homeless Outreach Collaboration

April 20, 2021

*Presentation to the NH Council on Housing  
Stability*



The Mental Health Center  
of Greater Manchester



Families  
in Transition

 **CMC**  
CATHOLIC MEDICAL CENTER

Health Care for  
the Homeless

# Manchester Homeless Outreach: Brief History

- **Pre-pandemic**

- As the state's largest city, homelessness is not a new concern in Manchester
  - Homelessness in NH was on the rise before the start of the pandemic
- Largest Adult Shelter in Manchester had to put a cap on the amount of guests in the shelter
- Several agencies have had street outreach programs over the years relying on city, state, federal and private grant funding to sustain small teams
- Funding requirements frequently drive focus areas or priority populations for outreach: housing, substance misuse, mental health, youth, veterans, etc.
- Collaboration through Manchester's Continuum of Care, more informal coordination amongst the outreach teams on shared cases



# Pandemic Needs

- Increase in overall number of encampments and unsheltered residents throughout the city
- Increase in mental health, substance misuse and medical concern for unsheltered residents
- Unsheltered residents leaving the shelter due to increased fear related to Covid-19
- Lack of available specialty respite, transitional and permanent housing options.

## Team response...

- Joint multi-agency outreach team began going out 7 days a week in May 2020,
  - Homeless outreach worker, mental health clinician and Manchester Fire Department members
- Street medicine team from Healthcare the Homeless began regular medical rounds in area encampments in March 2021
- Outreach organizational leadership began meeting weekly for team coordination, new trends and hot spot areas needing support
- Team began data collection of a By Name Unsheltered List to support tracking of encampments, coordination of outreach teams and reporting



Health Care for  
the Homeless



# Current Manchester Outreach Teams



The Mental Health Center of Greater Manchester



Families in Transition



Healthcare for the Homeless



Manchester Fire Department



WayPoint  
(Youth Services)



Veterans Affairs



Harbor Care  
(Veterans Services)



Easterseals NH,  
(Veterans Services)



Manchester City Welfare

# Manchester Outreach Today



Members of the city's outreach team discovered a woman in Victory Park suffering from exposure on Tuesday. Photo/Jeffrey Hastings

- Collaborative joint outreach continues 7 days a week
- New funding has supported an increase in Manchester outreach teams:
  - One full time and per diem Mental Health Clinicians 7 days a week
  - Outreach Nursing
  - Outreach Specialists
  - Recovery Support
  - Continued Manchester Fire Department outreach
- Healthcare for the Homeless street medicine shifts continue to increase and outreach teams have a referral path to street medicine to request support
- Additional cross-organization teams go out regularly for specific populations such as youth and veterans



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# Housing First Success

## Challenges

- Medically frail male in his late 50's living unsheltered in Manchester area encampment
- Long term alcohol misuse, without interest in treatment
- Multiple medical hospitalizations
- In and out of adult emergency shelter since 2019

## Connection

- Rapport developed with 2 outreach workers in particular through regular visits to the encampments from August 2020 to February 2021
- Outreach team worked with individual and his Medicaid MCO to support disability (SSDI) applications to provide long term income support. This is currently pending and the outreach team continues to support this process.
- Agreed to formally engage in housing case management in 2021

## Successes

- Outreach team identified and supported application process for a subsidized housing program opportunity through local organization: The Way Home
- **Individual moved into an apartment in March 2021!**

## Ongoing Support

- Outreach team is continuing to support him for up to 12 months with case management and connections to community supports

# Continued Challenges

- *Affordable housing options*
- *Supportive housing options*
- Outreach teams are connected to several clients who have income and have been connected to support for security deposits and first months rent, but cannot find affordable permanent housing in their community
- Most individuals want to stay local and are unwilling to move out of area
- Closure of winter shelters decreased adult emergency shelter capacity
- Seasonal increase in unsheltered homelessness expected
- Clearing of Encampments: Lost connections and service momentum



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**Manchester Homeless Outreach Collaboration**  
**ACTIVE** Individuals Experiencing Unsheltered Homelessness  
 Data through March 31, 2021

# Continued Collaboration

Active Individuals Experiencing Unsheltered Homelessness	Count
<b>Active Individuals Experiencing Unsheltered Homelessness</b>	
<ul style="list-style-type: none"> <li>Person is known to outreach teams</li> <li>Person is confirmed to be experiencing unsheltered homelessness</li> <li>Outreach teams have confirmed whereabouts of active individuals within the last 30 days</li> <li>Individual is currently being engaged by Manchester outreach teams OR outreach teams continue to offer engagement</li> </ul>	<b>130</b>

Active Encampments	Count
An encampment is defined as a location that is not for human habitation where one or more tents or a sleeping location has been identified in Manchester	<b>25</b>

Where did you live prior to coming to this encampment? Active Individuals*	%
Manchester	<b>74%</b>
Other NH City/Town	<b>3%</b>
Out of State	<b>1.5%</b>
Unknown	<b>21.5%</b>

**Manchester Homeless Outreach Collaboration**  
 Shelter and Housing

Manchester Emergency Shelter Families In Transitions	
Average Beds Used per Night	160
Average Males Turned Away per Night	0
Average Females Turned Away per Night	0

March 2021 Shelter Activity
<ul style="list-style-type: none"> <li>The Chestnut Street and Union Street Temporary Winter Emergency Shelters (FIT) closed at the end of March</li> <li>Reconfiguration at the 199 Manchester Street adult emergency shelter allowed for 6 additional beds to be added while maintaining infection control distancing. Capacity is now 116 beds: 89 male beds and 27 female beds.</li> <li>1269 Café also continues to support 16 beds for overflow use in coordination with Families in Transition.</li> <li>6 Beds at 1269 Café were used on March 31, 2021</li> </ul>

BED CAPACITY Families In Transitions – New Horizons
190 Beds Across 3 Locations (through 3/31/21)

- Outreach workers meet twice a month through Manchester CoC Outreach Subcommittee to discuss trends, hot spots, upcoming issues or needs, available and needed community resources
- Manchester Homeless Outreach Collaboration leadership meet monthly
- Monthly dissemination of statistics regarding unsheltered homeless and outreach efforts in Manchester
- New role: Manchester Director of Homeless Initiatives starting this month under Manchester Emergency Management Team

# Questions?

**Matt Bouchie**

Homeless Outreach Coordinator

[bouchiem@mhcgm.org](mailto:bouchiem@mhcgm.org)



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of Greater Manchester

# Outline of June Report

- Plan is due by June 30th.
- Will build off of the December report
- Include review of the objectives (as outlined in the Executive Order).
- Include the work that has been done, objectives met, strategies and outcomes for what will be focused on, and what still needs to be completed.
- Updated plan for homelessness will be included.
- Make recommendations for future actions.



# Draft Plan outline

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## Plan Components:

- I. Overview of Council
- II. Review of each point in the Executive Order
- III. Three year plan end homelessness
- IV. Next Phase of the Council on Housing Stability
- V. Closing



# Member involvement for development and finalization of the plan

16

- May meeting – Findings articulate and shared by Workgroups
- Late May – Housing Instability and Homeless Workgroup present draft plan to Council
- Mid-June – draft plan sent to Council Members
- Late-June – vote on plan



# Survey and Stakeholder Session Highlights

## 85 Total Responses

- 41 CoC Members
- 19 Human Service Providers
- 3 Healthcare providers
- 3 Housing Providers (non-CoC members)
- 19 “Other” Legal Aid, Veterans Services, Nutrition, Substance Use Provider, Domestic Violence, 211, CAP Agency

## Continuum of Care Representation

- 16 = Balance of State Only
- 8 = Manchester Only
- 6 = Nashua Only
- 3 = All CoCs
- 3 = Manchester and BoS
- 5 = Unknown

*Among non-CoC Stakeholders, 29 receive state funding for their activities.*



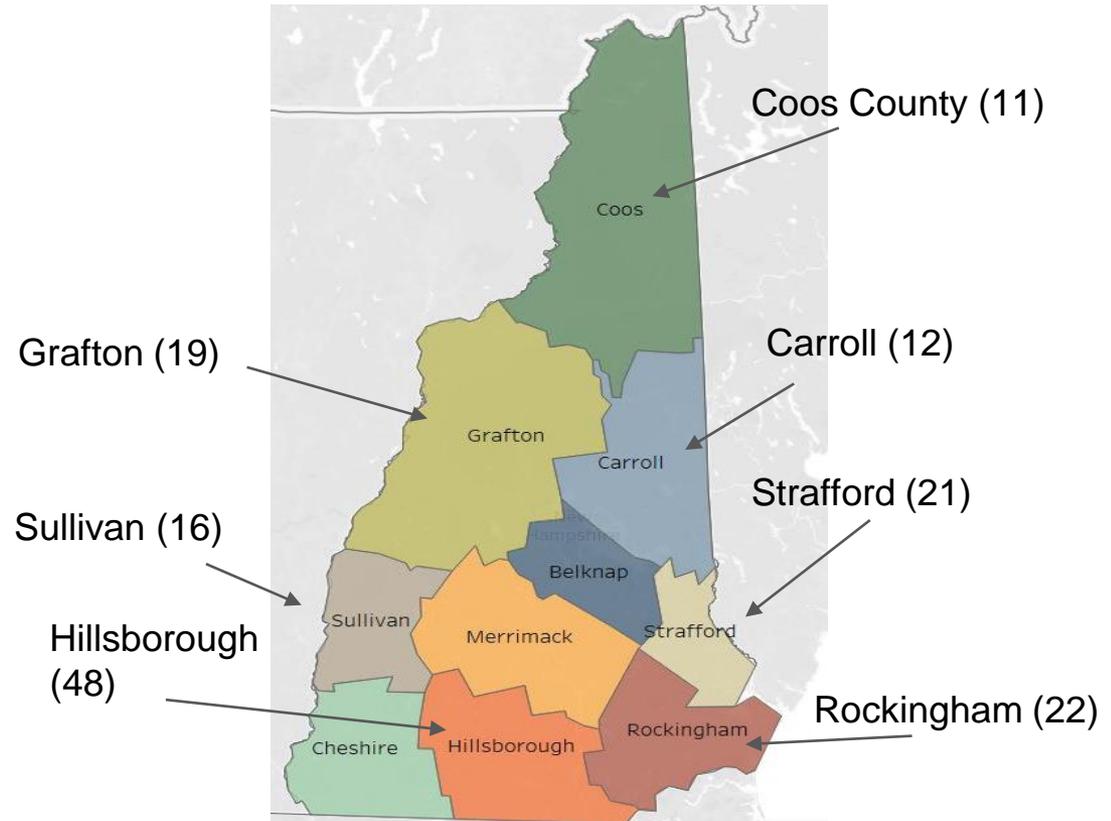
# Survey and Stakeholder Session Highlights

All Counties were represented in the survey

Most respondents serve multiple counties

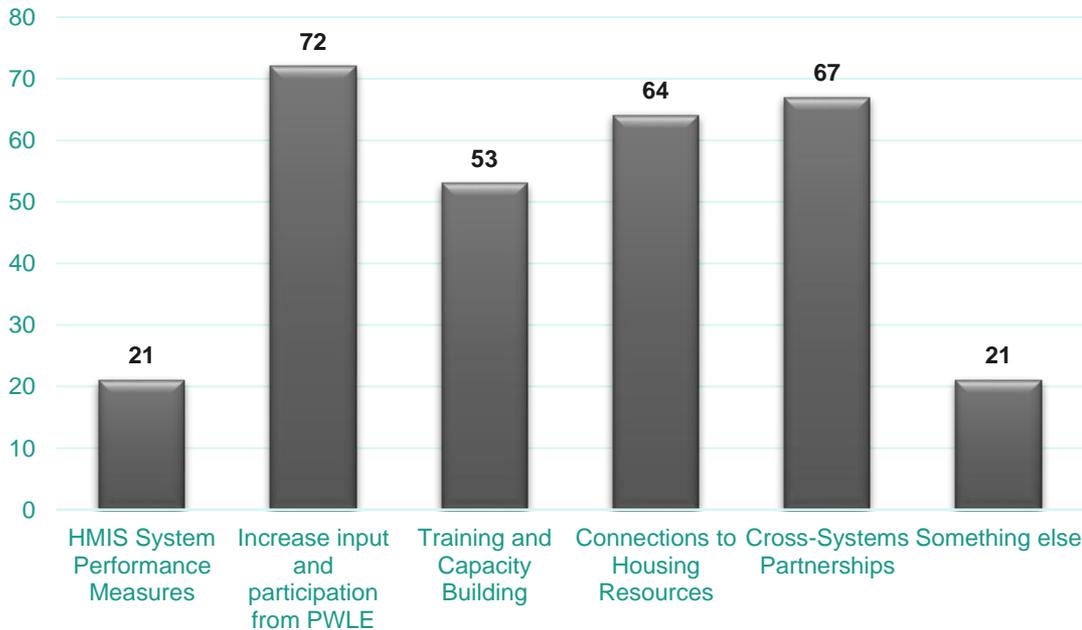
Hillsborough received the most selections

Coos received the fewest selections



# What Action Plan Priority Areas Received the Most Support?

### Action Plan Priorities



*“It would be nice to coordinate all housing funders or potential funders in the state to think of ways to leverage funding for creative and effective solutions that have been utilized elsewhere.”*

*“Develop the housing for goodness sakes.”*

*“More homeless outreach workers.”*

*“It great to have connections to resources, but there are no resources.”*

*“A hard look at Zoning Regs that create barriers to group PSH.”*

*“A way to connect with agencies in real-time regarding the unsheltered population.”*

*“Legislation to protection tenants from eviction and unreasonable rent increases”*

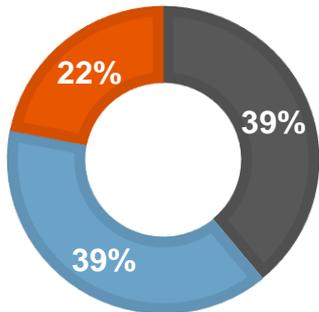
*“Outreach to the homeless encampments.”*



# Survey Results of Homeless System Stakeholders

## COC MEMBERS THAT APPLIED TO MOST RECENT NOFA

■ Yes ■ No ■ Unknown



### Reasons provided for why an agency did not apply to the NOFA:

*“Support the organizations that have more resources and expertise.”*

*“Unsure if we were eligible. Unclear on process.”*

*“We are currently only getting SGIA funds. I am a relatively new member of the MCOC and am not completely familiar with NOFA Funds and whether or not we should use such funds in addition to SGIA funds.”*

*“Not something that we have applied for before, but will be looking into this funding source in the future.”*

**5 Agencies indicated that with proper support or TA they would consider applying in the future**



## How Do CoC Members Feel About their System Performance?

**64%** of CoC respondents indicate they are **Satisfied or Very Satisfied** with the their CoC in meeting the needs of households experiencing homelessness.

**29%** indicated they were Neutral

**5%** indicated they were Dissatisfied

*“They are doing the best that they can do with the funding that they have but there remains significant gaps. Youth and young adults are also not a priority because everyone is so focused on the crisis of the visibly homeless.”*

*“We need affordable housing, rent caps, better public transport, and training for landlords to not be discriminatory. Housing availability for individuals with eviction/criminal history.”*



# What training resources would assist in meeting needs relating to homelessness?

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Most common responses centered around:

- Mental Health,
- Trauma-Informed Care,
- Substance Use and Harm Reduction
- Types of Housing Programs offered and how to access them
- Issues of Cultural Competency
- Strengthening community partnerships and the referral process
- Diversion
- Landlord Engagement



# What training resources would assist in meeting needs relating to homelessness? (continued)

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18 Respondents indicated that training was not a concern, with several elaborating further:

- Do not spend money on training - spend it on building housing.
- Training is not ideally effective unless/until the state of New Hampshire commits to providing affordable housing for homeless individuals. We already know how people can apply for the limited housing that exists.
- I don't think it's a training issue - I think it's a "having enough people to do a thorough job on an individualized level with vulnerable individuals and families" issue.
- I don't think the problem is a lack of training.



# What policy changes would you recommend to assist in meeting identified needs around homelessness?

- Require housing authorities to prioritize the homeless population and low-income people.
- A NH statute to ensure property developers and landlords maintain a slice of affordable-housing in their portfolios.
- The state must attack local regulatory barriers in suburban communities, and NIMBYism.
- Changes to local zoning regulations to encourage the development of affordable housing, incentives for developers, and increased funding for shelter providers.
- Unrestricted funds to incentivize private landlords (e.g., funds to allocate for "sign-on bonuses" similar to the Home for All Coalition),
- Mandates on affordable housing for new construction
- Ending the criminalization of homelessness - state and local police continue to clear encampments, with the expectation that we will just house them, without understanding of the issues.
- A specific budget allocation in the BHS supports and DCYF that is addressing a statewide system to respond to youth and young adult homelessness.



# Overview of Results

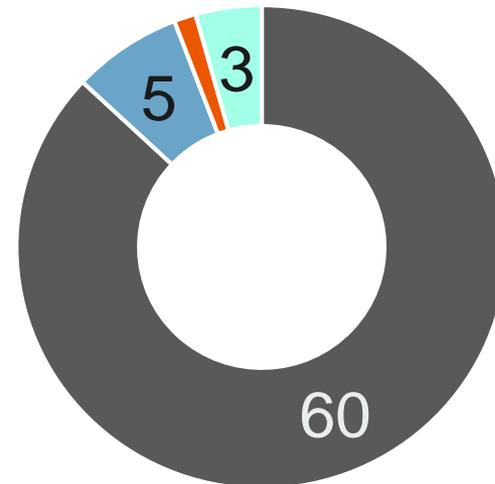
## 71 Original Responses

### 69 Responses included in sample

- 45 Currently homeless
- 17 Previously homeless
- 7 Transitional Housing Program

- 25 Male
- 42 Female
- 2 Non-Binary

Demographics



■ White ■ Black ■ Asian ■ Multi-racial



# Overview of Results

Hillsborough	28
Cheshire	15
Grafton	7
Rockingham	7
Merrimack	5
Belknap	3
Strafford	3
Carroll	2

\*No respondents from Coos or Sullivan Counties



# In your own words, how would you describe your experience making your way through the homeless system?

Hard and frustrating, people have been kind in the shelter I am in and understanding taking the time to talk to me and treat me like I am a human

Hard I have never experienced this is my life until recently and have never been in a shelter it is an adjustment.

Very hard and since COVID there is nothing for rent and no jobs

It seems like a cycle that repeats and never ends.

It is challenging at best, even if you are utilizing all the resources that are available to you

I have been in 5 different shelters since my daughter has been born. Haven't really gotten a bunch of help until I got to New Generation. They have helped me a lot.

You know where there's housing open right now? In places like Berlin and the north country where there's absolutely NO JOBS!

Its stressful and sometimes scary, I'm frustrated a lot.

Challenging and sometimes people are unfriendly and unhelpful like I am a pawn

Scary with children when you don't know where we will stay day to day. Driving around all hours trying to fine a safe place to stay. Being away from my children so they could stay in a safe warm place while I slept in the car.

Rough, lonely, shameful



# Please describe the biggest challenges faced by people experiencing homelessness in NH

- Trying to save money while simultaneously having to live off of and pay for a roof over your head with minimal income
- Staying connected. Our current systems neglect folks without phones, emails, internet connection, etc. You can't get help if you can't make and receive phone calls. Transportation falls into that connection work too.
- Housing wait list. Some shelters have criteria you have to meet in order to get in.
- Lack of resources, 211 doesn't actually help anyone, careless people you get referred to
- Rent is ridiculous. And there's hardly any all year around shelters. Subsidized housing or vouchers take forever to get.
- Lack of being able to find a job, no affordable housing.
- Discrimination and camp sweeps by police.



# Leading Themes from this Survey

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- Overwhelmingly, respondents indicate a need for more housing units.
- People feel de-humanized and poorly treated
- The importance of jobs and a living wage
- Lack of knowledge on available resources
- Lack of transportation and/or connectivity to assist in accessing resources or employment.
- Long waiting lists for the resources that do exist.



# Work Groups



## Goals and Guiding Principles

Intervention Areas

Outcomes

System  
Coordination and  
Capacity

Direct Service

Metrics



# Guiding Principles

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- Systems and services are person centered and trauma informed
- Use data-driven strategies and national best practice models
- Address racial disparities through racial equity approach
- People with Lived Experience/Expertise shape the plan and are involved with implementation
- Culturally and Linguistically appropriate
- Choice of the person experiencing homelessness and housing instability matters, and responses should prioritize choice
- Ensure equal access to services



# Direct Services Intervention Areas

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## Create more Permanent Housing

- Invest in a range of housing options/interventions
- Landlord incentives
- Increase the creation of supportive housing within publicly-financed affordable housing
  - Align funding for capital, operating/rent, and services
- Repurpose vacant commercial structures for affordable/supportive housing

## Prevent Homelessness

- Flexible funding to help people stay in their own home/community
- Improve function, relationship and role of Welfare Departments for people seeking homelessness prevention support (among other things)



# System Capacity and Coordination

## Capacity Building

- Services models
- Provider-Housing Developer partnerships
- Preparation for Medicaid-financed housing services
- Align across 3 Continuums of Care to maximize impact

## Cross-system Collaboration

- Address the Recovery Home, Homeless Shelter Coordination and distinctions
- Increase treatment access and then acceptance of people who are not in treatment into shelters
- Increase coordination with local hospitals, jails, particularly on people with mental health who overuse institutional settings because of lack of housing and services
- Increase mental health supports and services levels for people experiencing homelessness



# Attend to Special Subpopulations

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- Youth
- Chronic homelessness
- Veterans
- Justice involved
- Limited English Proficiency/ Immigrants and Refugees
- People with disabilities



# Outcome Areas

## Improve and promote Housing Stability for all individuals and families

- Increase prevention
- Decrease inflow to shelter/street
- Increase housing retention
- Decrease chronic homelessness

## Reverse the trend and increase the rate of positive exits from homelessness to housing

- Increase Supportive Housing
- Increase Rapid Rehousing

## Create a more person-centered homeless response system

- Increase representation of PLE in CoC's
- Track and address racial disparities in data
- Create opportunities for youth



# Housing Instability & Homelessness Systems Workgroup

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- DHHS will submit a 1915(i) State Plan Amendment to provide supportive services to assist individuals and families in obtaining and maintaining housing.
- Formalize and share ongoing work focused on homelessness services, prevention, and mitigation; and look at performance metrics.
- Identify nonprofit social service and housing agencies with interest and capacity to take a larger role in operating Supportive Housing; create strategies to strengthen capacity in high-need regions, including partnerships between housing and social service agencies.



# Housing Instability & Homelessness Systems Workgroup

## **Continuum of Care Collaboration Committee**

- Identify system-level options to improve outcomes and efficiencies, up to consolidation of Continuums of Care.
- State-wide coordinated entry
- CoC System Analysis – State Presentations on CoC Mergers
- Development of Public Funding Map

## **Supportive Services Action Committee**

- Create a process-map to reflect existing intersections between family supports and homeless/at-risk service systems.
- Analyze outcomes to identify effective efforts, highlight barriers
- DHHS will develop an enhanced case management model for individuals experiencing homelessness, including looking at Medicaid Case Management.

## **State Plan Action Committee**

- CSH will provide detailed update



# Housing Instability & Homelessness Systems Workgroup

## Continuum of Care Collaboration Committee

- 4/20/21 11:00-12:00pm – meets monthly

## Housing Instability & Homelessness Systems Workgroup

- 4/21/21 1-2:30pm – meets monthly

## State Plan Action Committee

- 4/21/21 2:30-3:30pm – meets bi-weekly

## Supportive Services Action Committee

- 4/28/21 11-12pm – meets bi-weekly



## Short Term Actions

- Extend the time that a tenant has to “cure” their nonpayment (often referred to as “pay and stay”). Currently, a tenant only has until the Eviction Notice expires (usually 7 days after service) to pay the past due rent and avoid eviction. It would be of tremendous help if the tenant could pay and stay right up to the time of the court hearing. Although the federal government has made available a substantial amount of money to help many tenants pay past due rent, the application process, which will require a significant amount of verification, is likely to take a month or more before payment will be made to the landlord. NOTE: This proposal will NOT add any time to the eviction process. Eviction cases will be filed and processed as usual
- During the Covid-19 State of Emergency, prohibit landlords from:
  - 1) imposing any rent increase on an occupied residential rental unit
  - 2) charging or collecting any late fee for any rent payment



## Ideas for permanent housing legislation:

- Increase the notice period for significant rent increases
- Extend the time that a tenant has to “cure” their nonpayment (often referred to as “pay and stay”)
- Prohibit landlords from reporting eviction activity to credit bureaus or landlord reporting services, unless the report includes the result of the eviction case
- Future legislative changes should be put forth to incentivize landlords to accept people who have Housing Choice Section 8 Vouchers, and to close the loop hole that deprives tenants of long-term occupancy of rooming housing protections



# Planning And Regulation Workgroup



# Data Analytics And Integration Workgroup

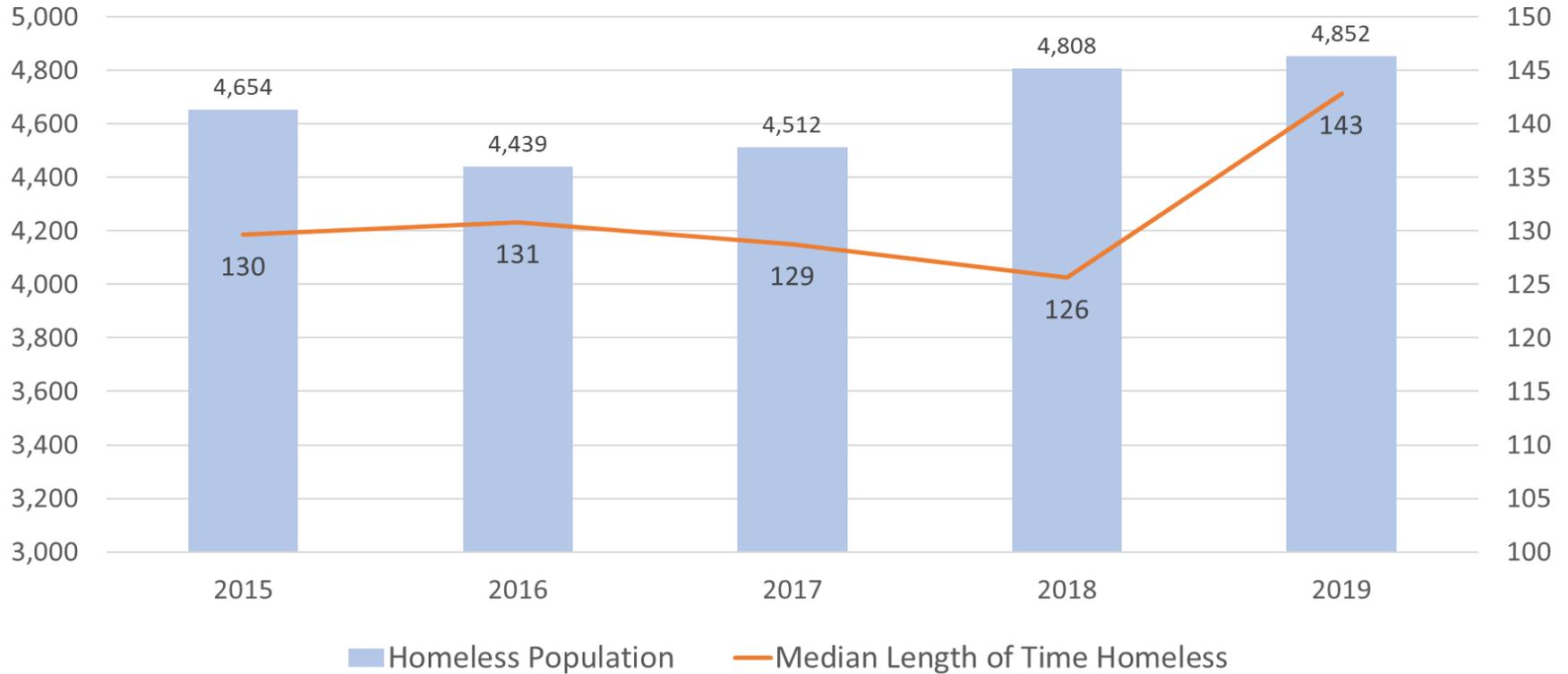
## Our Approach

- The causes of homelessness are complex and interconnected, community and state-level factors can be strong predictors of homelessness rates and housing instability.
- Addressing homelessness and housing instability requires an understanding of their root causes.
- Our task is to evaluate empirical relationships between trends in homelessness and housing instability and how those trends relate to community-level factors such as housing and economic markets and demographic changes.
- Results from previous studies show that housing market factors and housing costs are the strongest predictors of homelessness.
- Economic conditions, in contrast to housing market conditions, also play a role but appear to have a more secondary relationship with community levels of homelessness.
- High median rents and evictions were particularly strong predictors of total homelessness rates and tight, high-cost housing markets. Holding these factors constant. Studies find that increased housing density is protective against homelessness.
- Economic principles governing the availability and pricing of housing and the growth in demand for the lowest quality housing explain a vast portion of the variation in homelessness across housing markets.

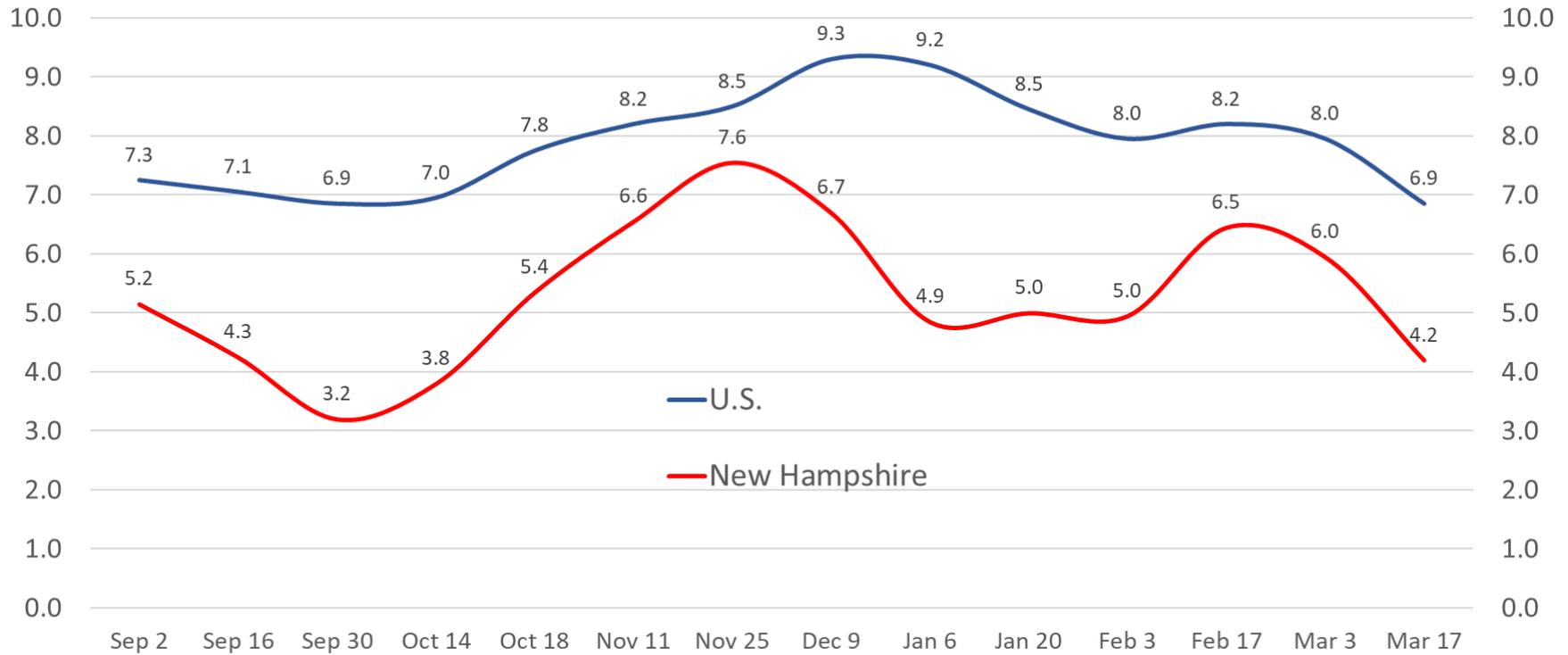


# The Length of Time Individuals Remain Homeless May Be Rising, Suggesting Efforts to Address it are Falling Behind

Est. Number of Homeless and Weighted Avg. of Median Time Homeless



# Percentage Of Adults Who Are Not Current On Rent Or Mortgage Payments And Who Have Slight Or No Confidence That Their Household Can Pay Next Month's Rent Or Mortgage On Time (At Risk of Homelessness)

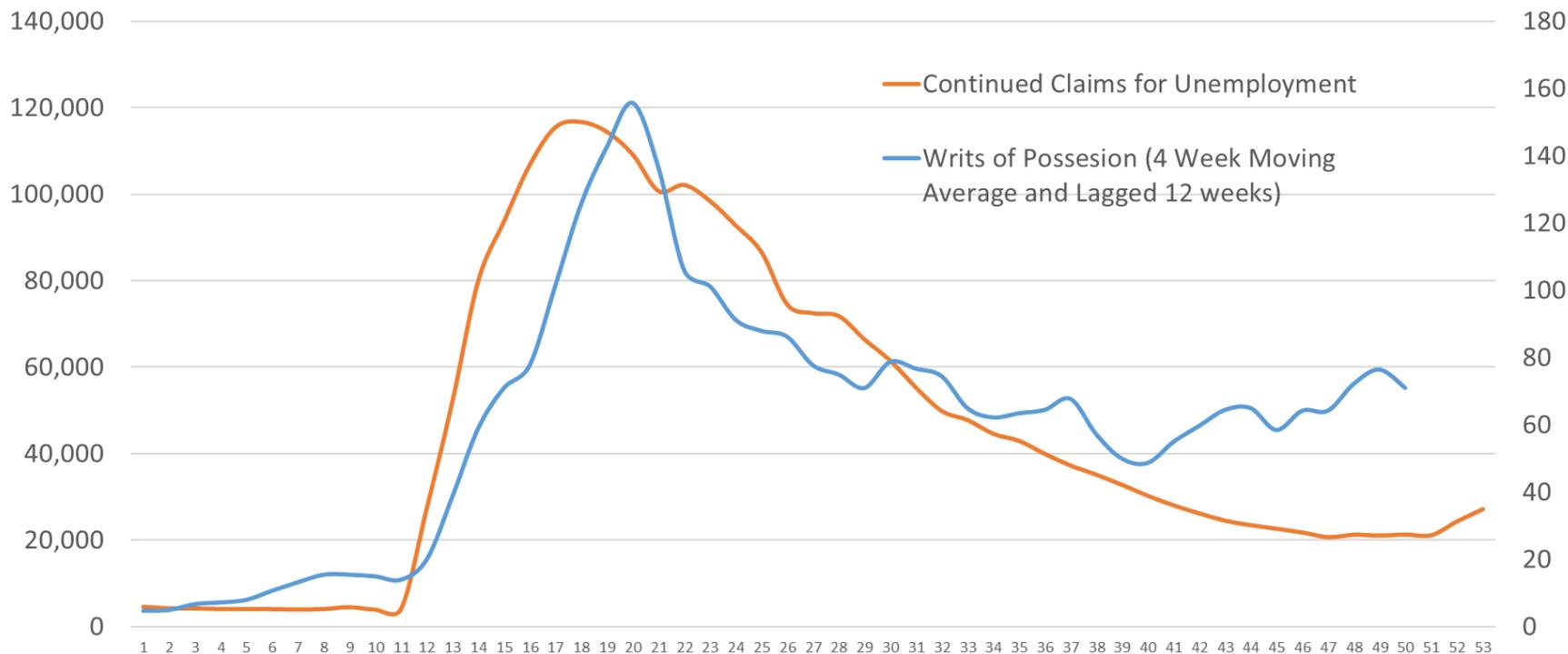


U.S. Census Bureau "Household Pulse Survey"

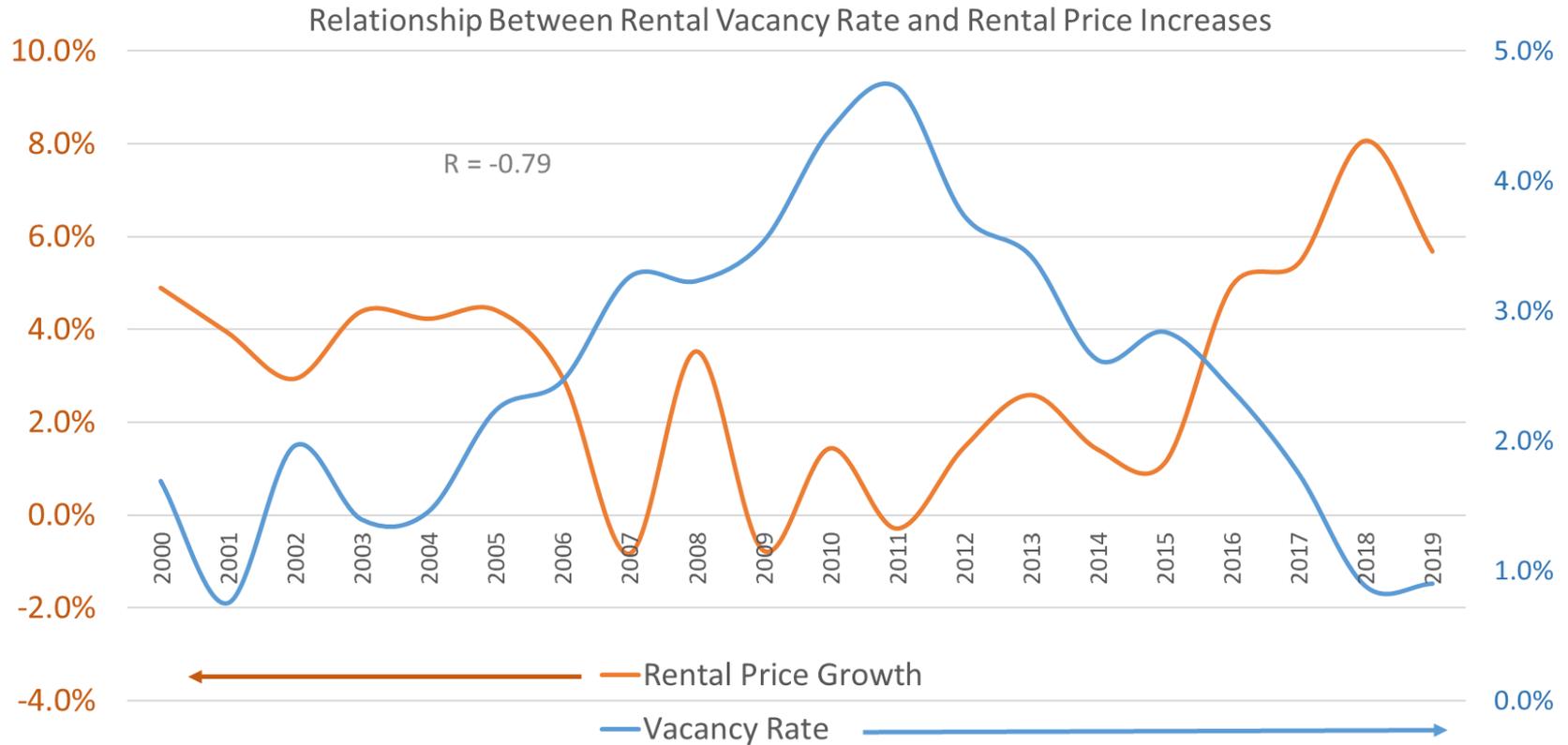


# There is a Strong Relationship Between Unemployment Claims and Writs of Possession 12 Weeks Later

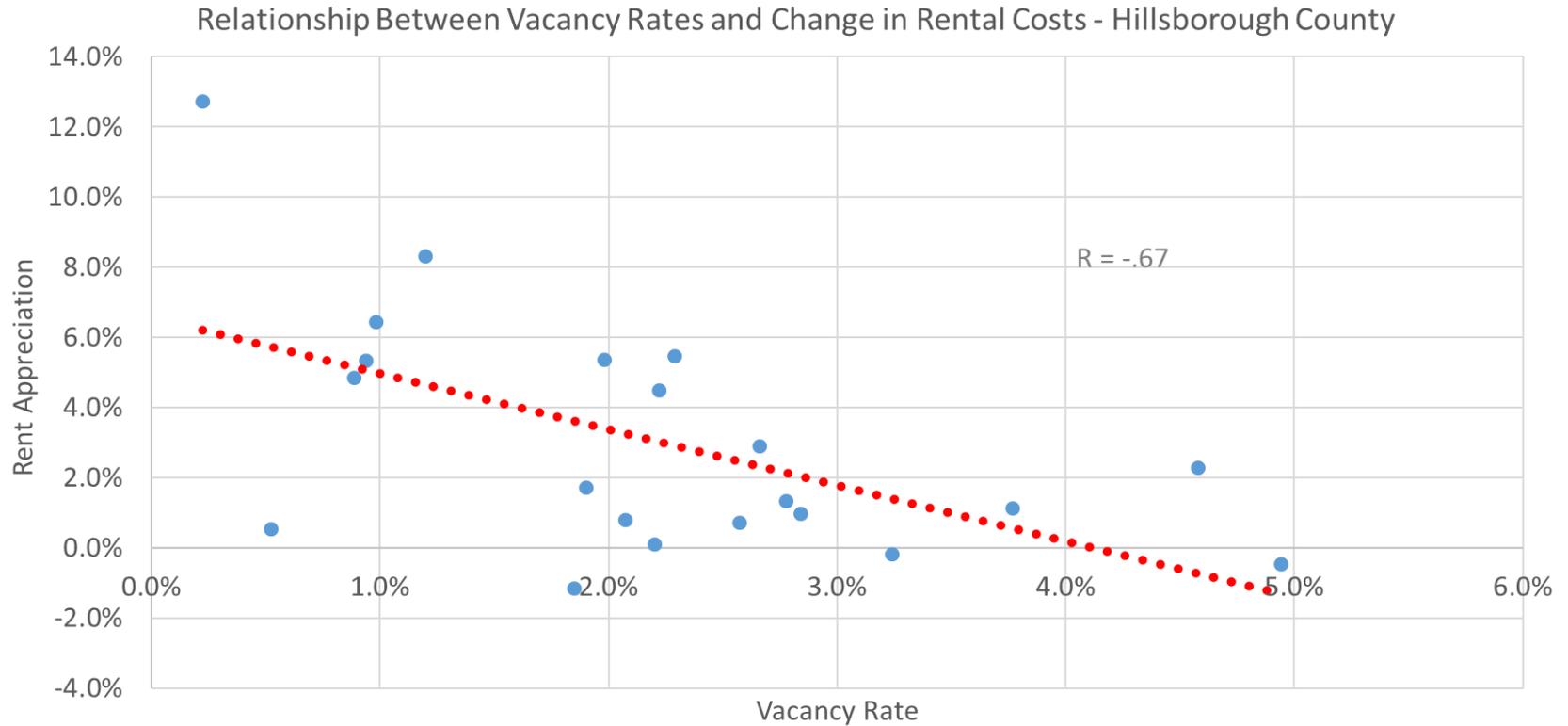
### Relationship Between Unemployment Claims and Writs of Possession



# The Lower the Supply of Rental Housing (Low Vacancy Rate) in NH, the Greater is Rental Price Appreciation (Mitigated by Economic Conditions)

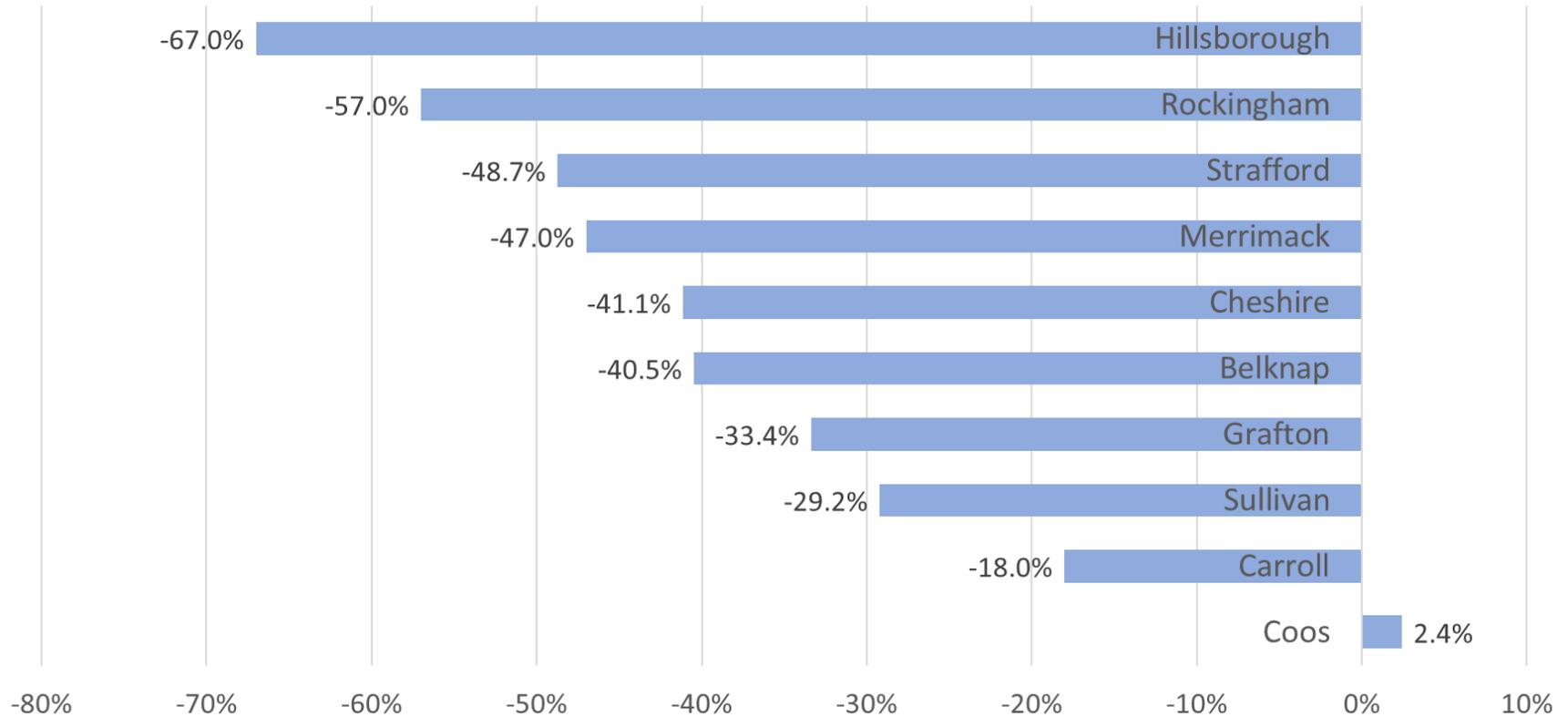


# The Relationship Between Vacancy Rates and Rental Prices is Strongest in NH's More Populous Counties



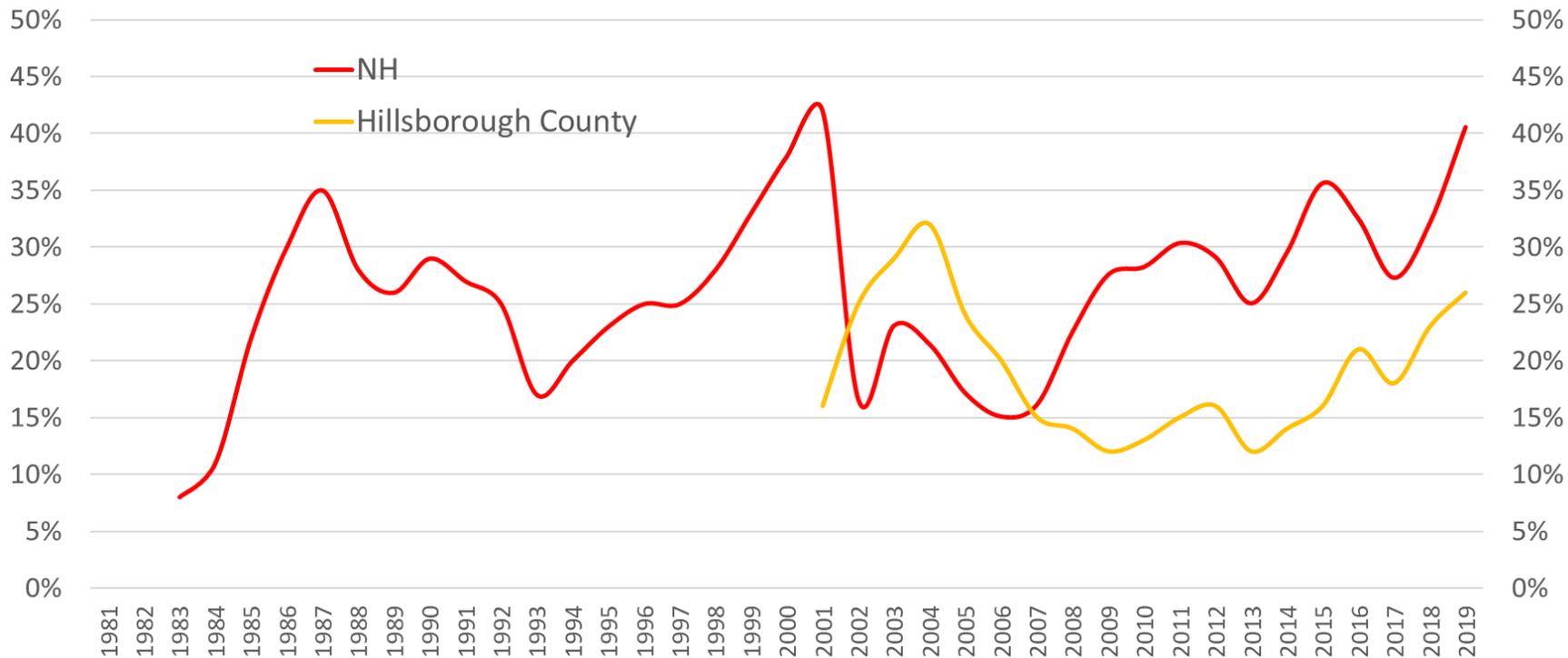
# Vacancy Rates and Rental Price Appreciation is Strongest in More Populated Counties (Consistent With National Research Showing Strongest Relationships in Urban Areas and Suggesting the Need for Different Strategies Across NH)

Correlation Between Rental Vacancy Rate and Rental Price Appreciation



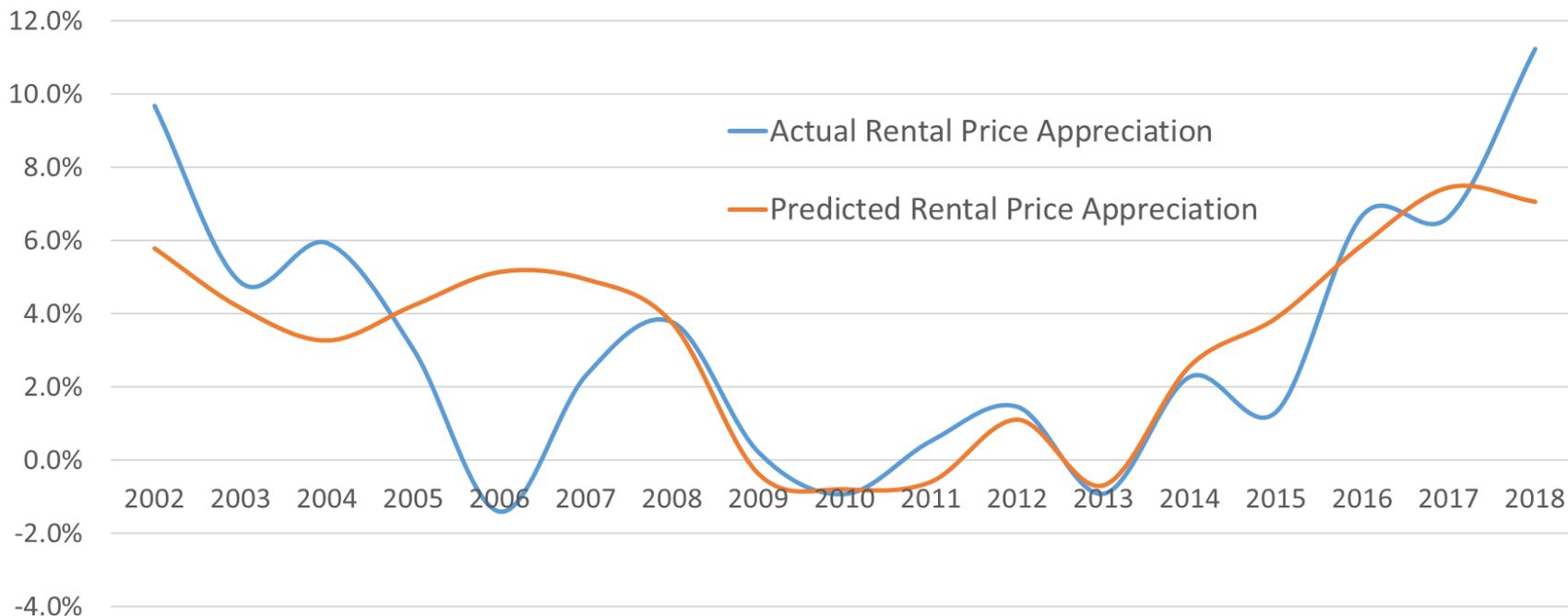
# The Supply of Multi-Family Housing is Increasing Following Low Levels of Growth (Potentially Helping Vacancy Rates) – But How Much is for Low and Moderate Income Households?

% of Housing Permits That Were Multi-Family



# Drilling Down to the Community Level: A Simple Model of Rental Price Appreciation Using Population & Job Growth, Vacancy Rates, and City Unemployment Rate Explained Much of the Change in Rental Prices in the City of Dover

Actual vs Predicted Rental Price Appreciation in Dover, NH



# Next Steps and Timeline

ACTIVITY	TIMING	PROPOSED ACTION
Priorities advanced by Workgroups	March/ April	Participate in Workgroup discussions
Initial findings of economic/employment data to identify and project the impact of COVID-19 on structural employment and income shifts, to include housing metrics and the cliff effect, will be presented by the Data Analytics and Integration Workgroup	April	Review
Needs of individuals most impacted by housing instability will be surveyed to inform the strategies of the statewide Plan	Early April	Surveying coordinated by consultant, Council encouraged to support
Findings articulated by Workgroups	May	Discuss findings with networks
Full council meetings	May 4, 2021 May 18, 2021	
Review statewide Homelessness Plan as presented by Housing Instability and Homelessness System Workgroup and consultant	Late May	Review plan
Submit Plan for Homelessness to Governor's Office for review	June 1	Review plan and give feedback
Return Plan to Council on Housing Stability Leadership with comments	June 11	Make edits
Send Draft plan to Council members	June 18	Review plan in advance of meeting.
Full council meeting	June 22, 2021	



# PUBLIC COMMENT



