



A HOME FOR EVERYONE:

A Plan for Ending

Homelessness

in

Greater Nashua

***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.***

Adopted: June 23, 2004

Rev: September 9, 2004

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\*The following cities and towns are included within the Greater Nashua Continuum of Care (CoC) geographical service area, and are frequently referred to in the body of this report as “community”: Amherst, Brookline, Hollis, Hudson, Litchfield, Mason, Merrimack, Milford, Mont Vernon, and Nashua.

## **I. Executive Summary**

*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.*

### **a. Rationale**

Food, shelter, and clothing are basic necessities of life. The lack of any one component creates a host of other problems at great cost to our society. Homelessness is not a problem of only the destitute. Homelessness can strike anyone. The loss of a job, unanticipated, exorbitant health care costs, an accident, and lack of affordable housing all contribute to the homeless numbers. While it is difficult to know exactly how many persons are homeless in our community, the Greater Nashua Continuum of Care (CoC) in their 2003 analysis had a one-day count of 836.

In 2000, The National Alliance to End Homelessness released *A Plan, Not a Dream: How to End Homelessness in 10 Years*. Following the NAEH's vision that we need to end rather than to manage homelessness, the Greater Nashua Continuum of Care set up a subcommittee specific to ending homelessness and began developing a regional 10-year plan to achieve that goal. This committee met and worked together and in May of 2003 sponsored the first statewide conference in New Hampshire on Ending Homelessness. Keynote speakers included Steven Berg, Vice President of Programs at the National Alliance to End Homelessness and Philip Mangano, the Executive Director of the United States Interagency Council on Homelessness (ICH). While in Nashua for the conference Mr. Mangano met with Mayor Bernard A. Streeter to discuss Nashua's development of its 10-year plan to end homelessness. Mr. Mangano presented the Mayor with the step-by-step guide developed by the ICH: "The 10-Year Planning Process to End Chronic Homelessness in Your Community" to assist in plan development. The mayor enthusiastically endorsed developing a 10-year plan for Nashua and appointed Stefan Russakow, Director of Nashua Division of Public Health and Community Services to represent the mayor in the development of the plan, and to support the efforts of the Greater Nashua Continuum of Care and the surrounding communities in the development of such a plan for the Greater Nashua region. In November 2003, Governor Craig Benson announced the creation of the New Hampshire Interagency Council on Homelessness. This council is chaired by Peter Kelleher, Executive Director of Harbor Homes, Inc., and includes Lisa Christie, Executive Director of Nashua Soup Kitchen and Shelter, Inc., both of whom also serve on the Greater Nashua Continuum of Care (CoC).

As of this time, more than 80 communities, including Boston, Chicago, New York, Memphis, and a majority of states have adopted plans to end homelessness. The Greater Nashua CoC proposes to join the federal government, U.S. Interagency Council and all other states and communities in creating a local plan to eliminate homelessness. Greater Nashua is a richly endowed community that has a distinguished history, including recognition twice for being the best place to live in the United States. The multitude of resources in our community will be mobilized to add one more enduring legacy: all our citizens have homes.

## **b. The Plan**

The Greater Nashua CoC recognizes that homelessness cannot be ended by maintaining and/or creating more shelters. This temporary solution must be replaced with a firm commitment to create and implement a plan to end homelessness in our CoC community by the year 2012. The plan has three objectives:

1. Preventing homelessness whenever possible;
2. Rapidly re-housing people when homelessness cannot be prevented; and
3. Providing wrap-around services that promote housing stability and self-sufficiency.

In adopting this plan, the following factors and how they impact the community's ability to end homelessness must be considered:

- Policy, subsidy, and regulatory conditions that encourage the construction and maintenance of a pool of integrated affordable housing options that matches the demand within the community.
- The lack of job opportunities with adequate wages and how to advance policy to support living wages.
- The level of commitment to adequately fund homelessness prevention and supportive services to those members in our community who need them.

## **II. The Problem of Homelessness in the Greater Nashua Area**

The homeless problem in the Greater Nashua area is very similar to those around the country. Martha R. Burt, writing in the *Urban Institute Report* "What Will It Take to End Homelessness" in 2001, states:

Personal difficulties, such as mental disabilities or job loss, may increase vulnerability to homelessness, but they cannot explain the high number of people who fall into homelessness every year. And housing market trends indicate the situation is getting worse rather than better. Current levels of housing costs, coupled with low-wage jobs and economic contraction, could push even the working poor out of their homes. Although the availability of homeless services have increased significantly during the past decade, meeting the needs of people once they become homeless is not enough...A concerted national strategy is needed to prevent homelessness, and to end quickly discrete episodes of homelessness if they become inevitable. That strategy must include new housing resources as well as community building strategies that address the societal factors contributing to homelessness.

### **a. Causes**

The Urban Institute Report also discusses the structural factors that have fueled the factors of homelessness, including:

- Changing housing markets for extremely low-income families and single adults are pricing more and more people with below poverty incomes out of the market.
- Dwindling employment opportunities for people with a high school education or less are contributing to the widening gap between the rich and poor.

Historically, Nashua's top employers were manufacturing firms. These employers have been replaced with retail firms, which produce jobs that do not pay a "living wage" or provide benefits for a family to live on.

The increasing numbers of the homeless can be attributed to a variety of factors: wage erosion, loss of manufacturing jobs, fewer people with health insurance, a lessening of public benefits, and, the chief reason, the massive loss in the number of affordable housing units with a simultaneous marked reduction in housing units being built that are affordable for the poor and for those of moderate means.

In the 1970s there were 1.5 subsidized units across the country for each family needing housing, while today there are twice as many families eligible for subsidized housing as there are units of housing available. (Daskal, 1998)

According to the New Hampshire Housing Finance Authority, in the Nashua area, vacancy rates have averaged lower than 1% from 1996 to 2002 and were at 1.6% in 2003, with rents for a 2-bedroom apartment averaging \$1,016 (a 5% vacancy rate is considered to be a healthy housing market, with stable housing costs). These rents are clearly out of reach for not just the low wage worker but for many others, including fire fighters, dental lab technicians, beginning teachers, and licensed practical nurses. A wage of at least \$18 per hour is estimated to be needed to provide a decent standard of living for a single wage earner for a family of three. Many of the service-sector jobs in our community pay only half or less than half that amount. In one recent study, New Hampshire ranked 7<sup>th</sup> worst nationally in the wage-affordability index, i.e., the gap between wages paid and the prevailing housing costs.

Today, the lack of affordable housing continues to be one of the most significant problems facing our nation at both the state and local levels. In 1987 the Nashua Housing Task Force documented some of the issues and potential solutions in a report entitled *Affordable Housing for Nashua: The Problems and the Prospects, A Consensus for Action*. In this report, the Task Force forewarned of this problem stating:

Housing affordability is emerging as a national issue, especially in areas of the country such as Nashua, where the economy is growing and job opportunities have rapidly expanded. The view of many is that safe, decent and affordable housing is no longer a reality for much of our population. It seems that the American dream of homeownership is no longer attainable to the average working

family.

Furthermore, this same report points out the following:

- Affordable housing for all income ranges is essential to the future economic vitality of the City. Employees of business and industry must be able to find housing, or companies will move elsewhere. There have already been examples of companies that stated they left Nashua for this reason.
- Affordable housing means families can meet other basic needs, such as food, heat, clothing and health care.
- Affordable housing can reduce the demand on social services and law enforcement by creating a stable living environment.
- As the center of the Nashua region, the City should take the lead in providing affordable housing and encouraging surrounding communities to participate.
- Affordable housing can help to maintain the diversity and social vitality of Nashua.
- Lack of affordable housing in the Nashua area will create an added burden on already overloaded highways as employees commute further and further from outlying areas.

Building on this prior work, in August 2002, Mayor Bernard A. Streeter created the Mayor's Task Force on Housing. This task force consisted of more than 30 representatives including members from the Greater Nashua CoC, the social service, business and development arenas as well as private/public landlords, elected officials and employers. The report was completed in October of 2003.

The report of this Task Force includes the following information:

Housing is a social problem that affects all sectors of society despite socioeconomic status, which impacts the health and well being of the entire community. It affects our poorest citizens as demonstrated by increased homelessness and overcrowding, our working poor as they face an increase in rental housing expenses and our middle-income citizens as homeownership becomes less and less attainable. An additional consequence is that which is faced by employers, who struggle to increase operations while being unable to attract the needed workforce due to the increasing lack of housing.

For the purpose of this report, housing affordability was defined by the income required to effectively attain a safe, clean, and appropriately configured home for the size of the family, whether said home be a rental or owner occupied unit. According to the home ownership industry and the US Department of Housing and Urban Development (HUD), families should not exceed roughly one third of their income for housing related expenses.

The high cost of rental housing in the greater Nashua region has resulted in renters spending a disproportionate amount of their income on housing. Region-wide, according to the 2000 census, 32.3% of all renters were spending more than 30% of their income on housing, with 63.3% of renter households earning less than \$35,000 per year.

Housing prices in the City and region have increased significantly, primarily since 1995. In 1995, the median sales price for a single family home in Nashua was \$96,000. In the first half of 2003 this figure had ballooned to \$223,000, while the median price for a condominium was \$172,000. In other words half of the homes sold during the first six months of 2003 had a sale price of over \$223,000.

During the last 15 years, demand for housing has significantly exceeded the community's ability or willingness to meet the need causing rapid acceleration in price for both rental and ownership. Limited developable lands, local impediments to approvals, and concern over the tax impact of family style housing, have all contributed to a serious shortfall in production.

Early in the process of developing recommendations for future housing development in the City of Nashua, the Task Force determined that offering a range of policy systems that supported a rich mix of housing types would be most desirable.

The following recommendations reflect the standards of desirability described above. They also recognize the unique role that Nashua plays in the regional housing framework. As the region's principle urban center, Nashua should naturally be assumed to support a disproportionate amount of the region's low and middle income housing options.

The report recommends the following Best Practices:

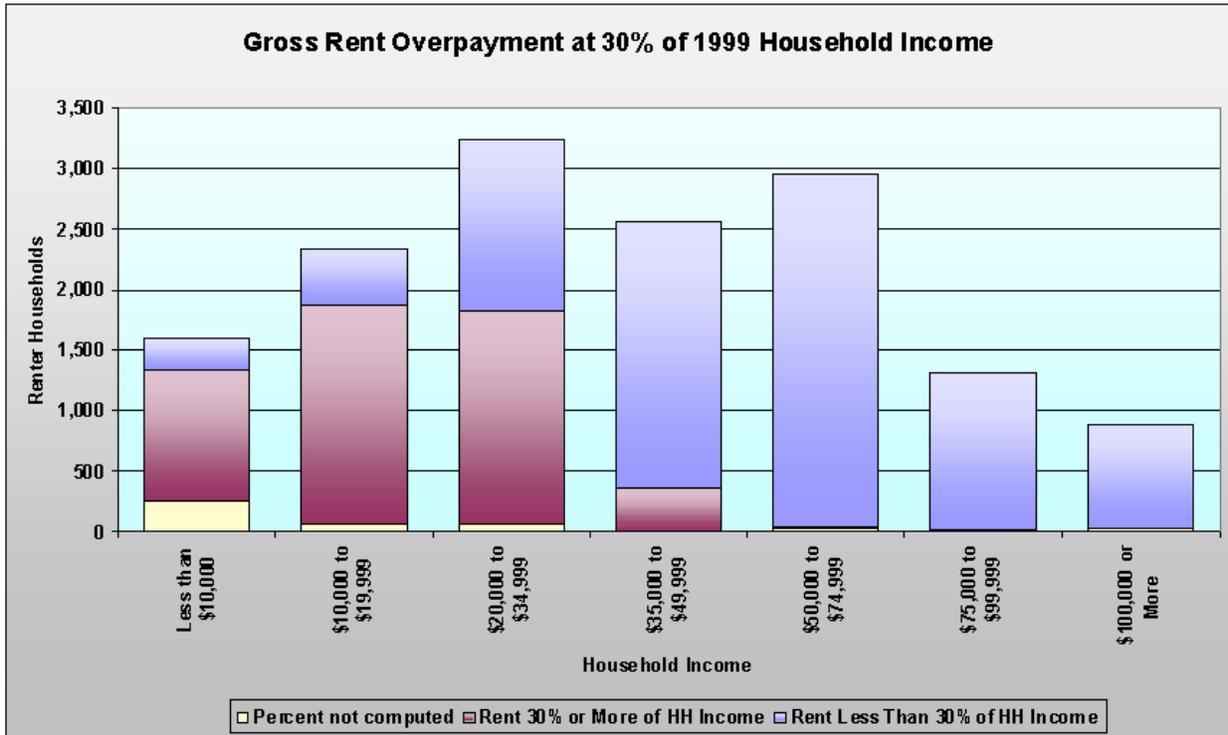
- Mixed income housing
- Mixed Use development
- Smart growth
- Adaptive Re-use
- Regional approach

It is clear that the lack of affordable housing in our community is having a dramatic impact. The current trends noted in the significant affordability gap indicate that as long as people cannot afford to purchase homes they will remain in the limited amount of available rental housing. This result in rental housing not being available to those of lesser means, which in turn results in an increase in the number of people living in emergency shelters and transitional housing for a longer period of time. The New Hampshire Housing Finance Authority report The State of Housing in New Hampshire (Feb 2003) states, "Only 11.7% of the

rental units statewide are affordable to households at 50% of median income, and virtually no units are available to extremely low-income households (those at 30% or less of median).

Both the 1987 and 2003 Mayor’s Housing Task Force reports clearly define the problem in our community and provide some clear guidelines as to what can be done to have a positive impact on the problem of affordable housing. This has a direct effect on homelessness. It is important to note that a report is just that, and the action steps necessary to carry out the recommendations within that report require action by someone or some group within the community in order for benefit to be realized. The Greater Nashua CoC will seek to utilize recommendations and when appropriate, use the report as a resource to support those that undertake the task of carrying out these recommendations.

The following chart from the New Hampshire Housing Finance Authority, using the most current data available, shows the number of households paying excessive percentage of household income for shelter expenses. This is a graphic illustration of the challenge low-income individuals and families face in securing and maintaining affordable housing.



**b. Extent of Homelessness**

Homelessness is a growing national concern. Beginning in the 1980's, community after community, including Nashua, began to open soup kitchens and shelters to respond to the needs of increasing numbers of homeless and hungry people. The homeless population is estimated to be about 800,000 on any given night. The number of people experiencing homelessness at some time during a given year is between 2.3 to 3.5 million people. Of this number 900,000 to 1.4 million are children. (Urban Institute, 2000).

It is exceptionally difficult to quantify the number of homeless people in the Greater Nashua area. Some homeless people come in regular contact with service providers, welfare departments, hospitals, churches, and police departments. Others are much less visible, as they sleep in cars and outside, or shift from night to night from one couch or floor to another. As of March 3, 2004, there are 58 general emergency shelter beds for homeless individuals and families with children in the Greater Nashua area (Nashua Soup Kitchen and Shelter, Inc, and Harbor Homes, Inc.). Utilization is nearly always at or considerably above capacity. In addition, Bridges provides specialty shelter to victims of domestic violence, and the Interfaith Hospitality Network is planning to provide emergency shelter for a limited number of homeless families with children. Local municipalities also provide emergency shelter placements in local motel establishments when no alternative shelter accommodations are available.

In our community, the Greater Nashua Continuum of Care has been attempting to determine the number of persons who are homeless in this area at a given time. In their 2003 analysis, a one-day count numbered 836. On the national level, the number of people experiencing a period of homelessness at some point in the year is thought to be three or four times the number of homeless on a given day. Hence, this could mean that in our community, the number of homeless people may range between 2,400 to 3,200 people who are homeless at some point in the year.

### **c. The Cost of Homelessness**

Determining the actual number of homeless people is less important than recognizing that the number is significant and requires a response from the community. The toll from being without a place to call home is very costly to the individuals, to the community, to the state, and to society in general. The personal cost of being homeless is enormous in terms of physical and mental health problems, job-related difficulties, family stress, self-worth, and premature deaths.

According to a 1999 report *Homeless in America: A Children's Story, Part I* published by Homes for the Homeless and The Institute for Children and Poverty and cited by the Center for Mental Health Services, U.S. Department of Health and Human Services, children in particular are adversely affected by being homeless:

- 47% of homeless school-age children experience anxiety, depression, withdrawal, and other clinical problems
- 36% of homeless school-age children exhibit delinquent or aggressive behavior
- At least one out of five homeless children, or 20%, do not attend school and more than one out of four, or 25%, have attended three or more schools
- Homeless children are twice as likely to repeat a grade as other children
- Homeless children go hungry at twice the rate of other children and experience higher rates of stomach problems, ear infections, and asthma

- Homeless children experience physical and sexual abuse at two to three times the rate of other children
- In one year, 22% of homeless children spend some time apart from their immediate family, with 12% being placed in foster care

Thus, the human costs are staggering in terms of impoverished lives, devastated families, and shattered hopes. The financial costs of not providing for the neediest in our community, the homeless, are immense as well. In fact, studies have found that it costs no more and often less to house the homeless in safe, decent, permanent housing than it does in our current system where the homeless often end up in hospitals, mental health facilities, shelters, and jails.

A Connecticut study of Medicaid recipients before and after entering permanent supportive housing, (Sherwood, 1999) cited by the National Alliance to End Homelessness in their 10-year plan to end homelessness, found a reduction of \$760 for outpatient mental health and substance abuse services and a reduction of costs for inpatient and nursing home stays of \$10,900 for those admitted to a permanent supportive housing environment. Similar outcomes have been found in other studies, including ones in New York, Hawaii, and Texas. Hence, what we already know about the enormous personal cost on the individual in being homeless can also be said about the huge financial cost incurred by not providing a home for the homeless. Thus, it is more costly on any measure to continue our current way of treating those among us who are homeless.

### **III. A Four-Step Model to End Homelessness**

The National Alliance to End Homelessness 2000 Report, *A Plan Not a Dream: How to End Homelessness in Ten Years*, provides the format for on-going planning, monitoring, and evaluation of the Greater Nashua CoC plan to end homelessness in our community:

1. Plan for Outcomes - Collect data and establish a “planning process” that focuses on the outcome of ending homelessness.
2. Close the Front Door - Use strategies to prevent an individual or a family from becoming homeless including various kinds of one-time financial assistance.
3. Open the Back Door - Move people out of homelessness as quickly as possible and into permanent housing.
4. Build the Infrastructure - Insure an adequate supply of permanent affordable housing coupled with the support services necessary to keep people in their own homes.

This four-step model embraces a prevention approach to homelessness that includes strategies such as rental and utilities assistance, legal intervention, landlord mediation, and representative payee programs. For individuals and families already homeless, a Housing First Approach is an approach that seeks to assist persons to exit homelessness as quickly as possible by placing them in permanent housing and linking them to needed services. This approach assures that the

factors that have contributed to the initial state of homelessness can best be remedied once the family has a place to call home.

#### **IV. Objectives**

Based on the foundation of this four step model, the Greater Nashua CoC has adopted the following objectives to end homelessness:

- Prevent homelessness whenever possible.
- Rapidly re-house people when homelessness cannot be prevented.
- Provide wrap-around services that promote housing stability and self-sufficiency.

The Greater Nashua 10-Year Plan Execution Table, found in Appendix h, outlines those agencies/groups providing resources and/or services to meet these goals.

##### **a. Objective One: Prevent Homelessness Whenever Possible**

The most economical and humane strategy for addressing homelessness for those at imminent risk is to prevent it in the first place. Providing one-time or short-term rent or mortgage subsidies, legal assistance, and housing placement services are critical in order to reduce the high cost of providing services care and to eliminate the disruption that results when people become homeless. Additionally, we must remain focused on increasing the housing stock so the supply and demand equation does not continue to have a bottleneck so great that it prevents affordable housing from being available to those of lesser means.

*The following strategies have been identified as possible steps to Prevent Homelessness Whenever Possible: (Presented in no particular order or priority)*

- Identify those agencies, faith-based organizations, municipalities, etc. that offer prevention/intervention services
- Strengthen the Continuum of Care by educating and engaging all members with regard to the role of the continuum and the outcomes that can be achieved
- Enhance information and referral services specifically toward issues and resources surrounding homelessness/housing (i.e.: Info Bank)
- Ensure that the Department of Health and Human Services informs consumers of all available resources (Title XX, food stamps, etc.)
- Expand the funding available to assist with rental subsidies and subsidies for housing development
- Improve access to people who do not speak English
- Develop a team approach to increase coordination, collaboration, and integration

among service providers in delivering case management services

- Network with local landlords in creating strategies to avoid the eviction process
- Enhance legal aid
- Create a revolving loan fund for assisting with rental/mortgage subsidies
- Advocate changing current Stewart B. McKinney funding requirements (one must have eviction or shut-off notice. Rather use funding for monthly subsidy to avoid the eviction notice in the first place.)
- Provide wrap-around services through agencies by utilizing Internet or email communications between agencies/those providing supportive services
- Ensure that all state programs have discharge plans from institutions (prison, NH Hospital, etc.) so that people are not discharged into homelessness
- Educate Policy makers in the benefits of creating more housing stock
- Educate both for-profit and not-for profit developers about funding streams available to them for the development of affordable housing
- Work regionally recognizing the city's lack of affordable land on which to build
- Promote mixed income and adaptive re-use projects that increase housing stock
- Work to support zoning changes that provide inclusionary zoning, density bonuses for affordable housing, incentives for affordable housing developments
- Work on the local, state and federal levels to insure funding sources work together to enhance a project rather than in conflict
- Develop an opportunity for policy makers to understand the benefits to systemic changes that allow for different plans for different regions
- Engage the business community to advocate together that housing is a basic infrastructure
- Prevent the proliferation of the myths surrounding affordable housing, demonstrating the benefits to all socio-economic sectors

#### **b. Objective Two: Re-House People When Homelessness Cannot be Prevented**

When it is not possible to prevent individuals and families from becoming homeless, the next goal is to re-house those individuals and families as quickly as possible. Housing placement

services is a critical step for the care and welfare of those experiencing homelessness.

*The following strategies have been identified as possible steps to Re-House People When Homelessness Cannot be Prevented:* (Presented in no particular order or priority)

- Identify those agencies, faith-based organizations, municipalities, etc. that offer Emergency Housing/Transitional Housing/Permanent Housing/Supportive Permanent Housing services
- Enhance information and referral services specifically toward issues and resources surrounding homelessness/housing (i.e.: Info Bank)
- Ensure that the Department of Health and Human Services informs consumers of all available resources (Title XX, food stamps, etc.)
- Expand the funding available to assist with subsidies:
- Expand the resources available of a revolving loan fund to assist with first month rent and security deposit subsidies
- Review policies around funding requirements for existing resources (i.e.: Stewart B. McKinney funds require applicant to have eviction or shut-off notice). Consider utilizing funding for first month rent and security deposit subsidies.
- Create priority list for available subsidies for those who are homeless.
- Improve access to people who do not speak English
- Develop a team approach to increase coordination, collaboration, and integration among service providers in delivering case management services
- Provide wrap-around services through various mediums
- Ensure that all state programs have discharge plans from institutions (prison, NH Hospital, etc.)

### **c. Objective Three: Provide Wrap-Around Services that Promote Housing Stability and Self-Sufficiency**

Once clients are in housing, a key strategy for addressing homelessness is allocating resources and providing support services to stabilize the housing environment and encourage households to maintain housing.

*The following strategies have been identified as possible steps to Provide Wrap-Around Services that Promote Housing Stability and Self-Sufficiency: (Presented in no particular order or priority)*

- Identify those agencies, faith-based organizations, municipalities, etc. that offer case management services
- Create a housing resource guide
- Improve access to people who do not speak English
- Develop a team approach to increase coordination, collaboration, and integration among service providers in delivering case management services and reduce duplication of services/resource utilization
- Network with local landlords in creating strategies to avoid the eviction process
- Enhance access to and follow through with legal aid
- Provide wrap-around services through agencies utilizing Internet or email communications.
- Ensure that all state programs have discharge plans from institutions (prison, NH Hospital, etc.)
- Involve a broad range of agencies involved in homeless and housing services in a process to educate each other with regard to agency services, staff, mission and role within the Greater Nashua CoC.
- Centralize service providers' group
- Develop a means to share client needs between agencies

### **d. Monitoring Implementation of the Plan**

Developing a plan is only the first step in ending homelessness. Any plan, in order to be effective, must be monitored and assessed. Some of those strategies identified in the plan are in the process of or have already been accomplished. Still, many of those strategies need to be addressed. The development of clear, measurable executable elements and the identification of

who will follow through and complete those steps are imperative to the process of accomplishing those goals identified. The Greater Nashua CoC members have developed the Good Neighbor Agreement (GNA) to delineate participation and responsibilities between member towns and organizations within the Greater Nashua CoC area. (See appendices.)

Implementing the plan to end homelessness will be an on-going, long-term effort, which will be monitored by the appropriate Continuum of Care Committee. The most important indicator of the effectiveness of the plan will be the reduction of the number of homeless in our community.

Regular updates will be issued by the Greater Nashua CoC Committee that will highlight progress toward achieving targeted goals and future goals to be achieved and can be found on the Greater Nashua Continuum of Care web page at <http://www.nashua-coc.org>.

Nashua is a vital and vibrant community with many resources including a well-educated, talented, and generous citizenry. In the midst of our wealth there exists over 800 homeless.

We have the people and the know-how. We must continue to enhance our coordination and utilization of (mainstream) financial resources to end homelessness in our community. Although it will be challenging, we have everything in our community to ensure that everyone has a decent and affordable home to live in. As all of life is dynamic, so is the face of those at risk for homelessness. Becoming a community in which homelessness does not exist is not a static state. It will require ongoing vigilance to ensure that all our citizens will be housed. We as a community are committed to this goal. For it is very important for those most in need, and it is equally important to the well being of all of us as a community of caring people that we achieve this goal. And, we will.

## **V. Appendices**

- a. Good Neighbor Agreement
- b. Local Agency Efforts for Ending Homelessness in Greater Nashua Area
- c. A hundred or so Things you or your Organization might do to End Homelessness in Greater Nashua
- d. Wheel of Responsibility Table
- e. Resource Map
- f. Case Studies
- g. Resource Links
- h. Greater Nashua 10-Year Plan Execution Table
- i. Bibliography on Homelessness

a.

**GOOD NEIGHBOR AGREEMENT BETWEEN**

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(Organization name)

And

**THE GREATER NASHUA CONTINUUM OF CARE**

**WHEREAS** the following cities and towns are included within the Greater Nashua Continuum of Care (CoC) geographical service area: Amherst, Brookline, Hollis, Hudson, Litchfield, Mason, Merrimack, Milford, Mont Vernon, and Nashua;

**WHEREAS** the Greater Nashua CoC was established in 1995 and serves as the gathering of the organizations in that region to address the issues of homelessness, and since its founding has served as the conduit through which flows substantial federal funding for addressing homelessness in the service area;

**WHEREAS** the Greater Nashua CoC is developing a plan to end homelessness in its service area by the year 2012;

**WHEREAS** key to the success of that plan is the commitment of government, the private sector and the non-profit and/or volunteer sector to understand the consequences of their actions and the impact that they can make;

**WHEREAS** we believe that communication, coordination, mutual cooperation, and collaboration will strengthen that commitment:

**AND WHEREAS** the above named organization is committed to the goal of ending homelessness in the stated time frame;

**THEREFORE** it enters into this Good Neighbor Agreement with the Greater Nashua Continuum of Care and commits to the following specific activities and/or to providing resources: (please check off those that apply to your organization)

- To actively promote our community-wide efforts to end homelessness;
- To participate in the business of the Greater Nashua Continuum of Care through periodic attendance at CoC meetings and participation in committee work and/or outside support on CoC activities;
- To cooperate periodically with the Greater Nashua Continuum of Care (COC) in completing the HUD required inventory of homeless individuals and families with children as well as the units of service and shelter/housing provided;
- To share information and data to help evaluate our progress in ending homelessness;

*(List additional specific organizational commitments here)*

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**AND**, in turn, The Greater Nashua Continuum of Care agrees to act as the central point of communication regarding the status of the efforts to end homelessness, and to inform organizations of areas of opportunity and the social/political and economic challenges facing the effort; and further to act as coordinator of resources such as those received from the U.S. Department of Housing and Urban Development.

This Agreement will stay in force until December 31, 2012 or \_\_\_\_\_, \_\_\_\_\_ whichever is sooner.

Acknowledged this day: \_\_\_\_\_, 2004

Organization Name: \_\_\_\_\_

By: \_\_\_\_\_

(signature)

\_\_\_\_\_  
(title)

For the Greater Nashua Continuum of Care:

By: \_\_\_\_\_

(signature)

\_\_\_\_\_  
(title)

## **b. Local Agency Efforts for Ending Homelessness in the Greater Nashua Area**

### **Adult Learning Center**

- Education agency networking with agencies for collaboration on projects
- Provides training and supports to individuals to enhance access to jobs
- Provides affordable access to community-based organizations that encourage human development
- Advocacy staying abreast of homeless
- Help to capture image of homelessness to use as tool with employees on population we deal with

#### FUTURE:

- Planning to sign Good Neighbor Agreement
- Exploring the possibility of opening a satellite office in an outlying community by 2010

### **Bridges**

- Signed on to Good Neighbor Agreement
- Participate in GNCOC
- Expanded outreach activities to include elementary and middle schools
- Education program to local colleges
- Sponsor volunteer training (50 hours) re: domestic and sexual violence
- Belong to network of domestic violence shelters in State of NH
- Lobbied Department of Justice for assistance in funding emergency and relocation funds (Victims Compensation - rent, utilities, storage, u-haul, and space; anything to rebuild their lives). Must be eligible through HUD guidelines. Put out \$20,000 in GNCOC area
- Added a transitional housing unit in Battered Women Shelter – 1 family – 2 years
- Lobbied for AmeriCorp – have 2 volunteers who work in the courts
- Enhanced special education in the Milford schools and outreach in the Milford community re: domestic and sexual violence and knowledge of Bridges
- Partnered with International Institute (immigration agency in Manchester) for homeless battered women

#### FUTURE:

- Transitional housing for persons who are beyond domestic violence phase and getting back their lives. Plans to be implemented by 2009.

### **Community Council of Nashua, Inc.**

- Signed on to the Good Neighbor Agreement
- Continue to advocate for affordable housing to alleviate homelessness
- Continue to focus case management efforts in obtaining appropriate housing for our homeless consumers
- Active participation in the GNCOC
- Assist in outreach and in coordinating and collaborating with other agencies re: assessing appropriateness of level of support services needed to meet homeless persons with a mental illness
- Referrals to Safe Haven

#### FUTURE:

- Public education related to mental illness to reduce stigma which at times prohibits a homeless person from obtaining housing.
- Looking into potential of implementing an Individual Service Option (ISO)

### **Girls, Inc.**

- Work with landlords and families in crisis (homeless or about to become homeless) to avoid eviction, search for housing and referrals on a case by case basis

### **Greater Nashua Habitat for Humanity**

- Stay informed about homelessness, trends, and policy impacts
- Participate in the GNCOC
- Network with other agencies to encourage collaboration on projects

FUTURE:

- Signing on to the Good Neighbor Agreement
- Help convert vacant buildings to housing
- Create new units of affordable housing
- Provide sweat equity opportunities to the homeless/develop construction skills

**Greater Nashua Interfaith Hospitality Network, Inc.**

- Signed on to the Good Neighbor Agreement
- Offer emergency housing for homeless families

FUTURE:

- Provide temporary transitional housing for homeless families and appropriate supportive services – opening 2004
- Hope to be “out of business” by 2012

**Harbor Homes, Inc.**

- Signed Good Neighbor Agreement
- Continue to actively participate in GNCOC
- In 2004, permanent supportive housing to 20 homeless veterans
- Continue to advocate for and develop permanent supportive housing for all homeless people we work with
- In May 2003, co-sponsor of first state-wide conference in NH on ending homelessness

FUTURE:

- Partner with Nashua Housing Authority to submit a Shelter Plus Care proposal to HUD
- Continue to use every resource to implement the action steps identified in The Plan

**Hollis, Town of**

- Board of Selectmen signed on to Good Neighbor Agreement
- Administrative Assistant to attend monthly GNCOC meetings beginning in May 2004

**Keystone Hall**

- Signed on to the Good Neighbor Agreement
- Continued active participation in the GNCOC

FUTURE:

- Beds for veterans to assist them in receiving services for substance abuse, enabling them to become employed, and to get housing so that they are no longer homeless. Implemented by 2005
- Treatment for substance abuse issues to enable persons gain and keep employment, in order for them to find and keep housing and end their cycle of homelessness. Operational by 2010.
- By 2005, Intensive Outpatient to allow court-ordered persons to have substance abuse counseling, retain their housing and not become homeless. By 2005
- Women’s group offering substance abuse counseling so that they can retain housing and not become homeless. By 2005
- Dual diagnosis group dealing with substance abuse issues in tandem with mental health issues to give persons counseling help so that they retain housing and do not become homeless.

**Marguerite’s Place, Inc.**

- Signed on to Good Neighbor Agreement
- Actively participate in the GNCOC
- Currently have 10 units of transitional housing for homeless women with children
- On site child care for residents and past residents of the program as space is available
- Structured case management and goal planning to move toward self sufficiency
- 5 year “Aftercare Program” to insure residential stability in subsidized or independent housing

FUTURE:

As our focus is on permanent housing and as we have not increased our size, we will continue to provide the above services – 10 units of transitional housing, on-site day care, and our 5-year Aftercare Program

#### **MP Housing, Inc.**

- Signing on to Good Neighbor Agreement
- Actively participate in the GNCoC
- Continues the programs of Marguerite’s Place on a permanent basis
- Currently have 5 units of permanent housing
- Child care and case management is offered to the MP Housing participants

#### FUTURE:

- To acquire 2-3 units of permanent housing per year over the next two years

#### **Merrimack County Savings Bank**

- Good Neighbor Agreement. Will probably have to go before Board.
- Participate actively in the GNCoC

#### **Merrimack River Medical Services**

- Assess current living situation in order to identify problem. Provide case management to help identify “trigger” that limits one’s ability to get into a stable living situation; contact shelters and other community resources

#### FUTURE:

- Increase staff training around available resources

#### **Milford, Town of**

- Participate in GNCoC
- Work with other agencies, such as Interfaith Hospitality Network, Greater Milford Outreach, Habitat for Humanity, Nashua Regional Planning Commission, Granite State Organizing Project

#### FUTURE:

- Plan to sign the Good Neighbor Agreement
- Pursue a feasibility study for possible transitional living at some time in the future in Milford

#### **Nashua Area Health Center – A Center of Lamprey Health Care**

- The mission of the Health Center is to provide comprehensive family oriented primary health care to all ages/all incomes regardless of the person’s ability to pay.
- Reviewing Good Neighbor Agreement
- Participate in GNCoC
- Assists members of the community by trying to increase access to primary health care by eliminating barriers to care whether they support services on staff such as nutrition, social service counseling and case management, diabetes education
- Work collaboratively with other services within the community
- Provide outreach in the community at large, in the schools, and on the public health van

#### FUTURE:

- To continue to try and address the unmet need.
- To increase outreach efforts and education of services available in the Nashua and Greater Nashua community

#### **Nashua, City of – Urban Programs**

- CHAS (Comprehensive Housing Affordability Strategy): Replaced in 1995 by Consolidated Plan
- 1995 Consolidated Plan (Adopted 7/3/05). Lays out the City’s plan for committing HUD CDBG program dollars to among other thing 1- to 4-family housing rehabilitation for low-income homeowners, and capital projects as well as services delivered by non-profits. Staff support to the Continuum of Care
- 2000 Consolidated Plan (Adopted 5/18/00). Developed through an enhanced participatory process, lays out the City’s plan for committing HUD CDBG program dollars to among other thing 1- to 4-family housing

rehabilitation for low-income homeowners, and capital projects as well as services delivered by non-profits. Staff support to the Continuum of Care

- Rental Housing (including transitional housing) development through HOME Program:
  - 3 units transitional, 10 person family shelter – 1/20/93
  - 2 transitional housing projects 6/21/94 and 3/31/97 for a total of 10 units plus office and daycare
  - 4 units transitional housing 11/18/94
  - 8 units of affordable rental housing 12/22/94
  - 5 units permanent housing 8/31/95
  - 2 unit family rental project 9/17/96
  - 10 units within an 18-unit development 12/30/97
  - 5 units transitional housing 3/13/98
  - 2 units family housing 3/12/99
  - 22 unit elderly rental housing 2/9/01
  - 5 unit special needs housing for children 9/8/03
- Data Gathering Committee constituted to collect unduplicated count of City and Region's homeless 2001, method gets perfected over the following years. Annual count done around end of March.
- CoC constitutes Ending Homeless Committee 11/6/02
- First meeting of the ending Homelessness Committee 1/03
- First Homeless Conference 5/03
- Homeless Planning Retreat 3/04

FUTURE:

- Continued funding of housing projects through CDBG and HOME,
- Continued support of supportive services to the homeless and for home buying seminars
- GNCOC participation in the preparation of next Five-Year Consolidated Plan: Fall 2004 – spring 2005

**Nashua, City of – Welfare Department**

- Will provide general assistance in accordance with RSA 165
- Will continue participation in GNCOC

**Nashua Foundation for Mental Health, Inc.**

- Reviewing Good Neighbor Agreement
- Continue to provide community-based mental health services to person with severe and persistent mental illness.

**Nashua Housing Authority**

- Participate in GNCOC
- In business of preventing homelessness – focusing more on trying to help people stay in assisted housing once they get there. Housing plan is to help people become good neighbors to their next door neighbor, not in business of evicting

FUTURE:

- Would love to expand but no land or development money – almost every housing authority in country at risk of losing some of their vouchers
- Looking at Shelter + Care proposal with Harbor Homes, Inc.

**Nashua Pastoral Care Center, Inc.**

- Signed Good Neighbor Agreement
- Continue to offer security deposit vouchers to help families obtain permanent housing
- Continue to offer rental guarantee vouchers to assist homeless families transition into permanent housing of up to \$100,000/year
- Continue to provide rental subsidies and utility subsidies for families facing eviction or disconnections
- Provided security deposit and rental guarantees to over 1100 families in Southern Hillsborough County
- Provides extensive case management and financial literacy programs to families facing homelessness
- Offers the IDA (Individual Development Accounts) to promote home ownership savings or higher education opportunities

- Currently provides 18 units of transitional housing for single mothers with children

FUTURE:

- 5 units of permanent housing within the next three years

**Nashua School District**

- More preventive - educating faculty and parents about McKinney Vento laws
- Currently have trained liaison in all schools to work with families re: rights of homeless students
- Developed homeless student policy – ready to go before school board in May
- Member of GNCOC
- Work with all kinds of agencies

FUTURE:

- Good Neighbor Agreement signing – to be presented to Board
- Continue to work with rest of community – awareness, would like to see increased identification of homeless students
- Accuracy of information to coordinate and collaborate on services

**Nashua Soup Kitchen & Shelter, Inc.**

- In 2002 NSK&S Board and Staff “retreat” committed agency to ending homelessness and bringing that message to the community
- NSK&S spearheaded community effort to END homelessness
- In May 2003, co-sponsor of first state-wide conference in NH on ending homelessness
- One of first two signatories on the Good Neighbor Agreement
- Board has added “ending homelessness” to monthly board meetings and is working on additional agency commitments to end homelessness
- Active participant in GNCOC since its inception, including providing GNCOC’s current chairperson

**Nashua Transit System**

- Offer low cost public transportation to all residents of Nashua
- Working with State and TANF Program assisting TANF recipients back into work force
- Assisting people getting back and forth to work with evening after hour services – particularly retail when individual has no car

FUTURE:

- Planning to sign Good Neighbor Agreement, but as City agency awaiting official approval
- Hoping to continue progress made so far on above activities

**Neighborhood Housing Services of Greater Nashua**

- Signed Good Neighbor Agreement
- Actively participate in GNCOC
- Developed 135 units of low-income permanent housing. Two units to Harbor Homes, Inc. for displaced families

FUTURE:

- Develop 28 units of permanent housing for low income persons by 2006

**New Hampshire Catholic Charities**

- Provide counseling and outreach services regardless of ability of pay
- Signing Good Neighbor Agreement

FUTURE:

- Establish a program for counseling for homeless or at risk individuals/families by 2006

**Soul Purpose Living**

- Participate actively in GNCOC
- Two transitional homes for 22 homeless persons in recovery and persons who are rebuilding their lives. Length of stay is 2 years after which move is to permanent housing.

FUTURE:

- Signing Good Neighbor Agreement
- Living Skills Center for special needs and persons with mental illness for ages 15 and up. Purpose is to prevent homelessness. Anticipated online date 2006.
- Resource Tech Center for persons with substance abuse and/or mental illnesses.
- Will contain computers and staff for making life changes, i.e. employment, education, etc.

#### **St. John Newmann Church**

- Signed Good Neighbor Agreement
- Participate actively in GNCoC
- Assistance with utilities, mortgage rent, employment, budgeting skills, etc. Placed 2 homeless families in motel this year.
- Homebound and Elderly – home delivered baskets once/month.
- Referral information on various needs, clothing, WICK
- Food pantry

#### **St. Joseph's Hospital Mission**

- Participate in GNCoC
- Referral to agencies
- Their people serve on boards of local nonprofit agencies

#### **Salvation Army of Nashua**

- Participate in the GNCoC
- With specific population that is chemically addicted, have capacity to outsource those who are detoxified and place them in a residential work therapy program. This program is comprehensive and includes supporting their clients back into the community with a more permanent domicile.
- Regularly participates in GNCoC
- Networks with both private and public sector towards homeless prevention particularly in the areas of budget, counseling, and concrete issues related to rent and mortgage
- Assist homeless clients in emergency crisis situation with subsistence needs and referrals
- Offers advocacy for persons on the edge of loss of domicile

#### FUTURE:

- Signing Good Neighbor Agreement
- Planning to do more with rent, mortgage, food to assist persons who are homeless
- Developing activities for at-risk youth in areas of education, athletics, and the arts (music, safe haven to 'hang out', basketball, after school care) Fall 2004 – staying focused on issue of homelessness – team player - referrals

#### **Southern NH AIDS Task Force**

- Signed Good Neighbor Agreement
- Participate in the GNCoC
- Resubmitting another 3 year HOPWA renewal

#### **Southern New Hampshire Rescue Mission**

- Signed Good Neighbor Agreement
- Continue to participate in GNCoC
- To provide Case management Services
- Recovery Groups
- Meals/Food Boxes (as soon as kitchen is approved)
- Clothing/Furniture Bank
- Outreach (preventive services)

#### **Southern NH Services**

- Signed on to the Good Neighbor Agreement
- Participate in the GNCoC

- To continue to actively promote our community-wide efforts to end homelessness
- To continue to share information and data to help evaluate our progress in ending homelessness
- Maintain our tripartite board of directors which public, private and low-income members with proportional representation from Nashua
- Will continue community organizing and advocacy for groups to partner and collaborate to provide services
- Will continue to conduct a County-Wide Needs Assessment (every 3 years)
- In addition to homeless prevention activities, will continue to provide outreach to the unsheltered homeless as the essential first stage of the homeless continuum process, and advocate for funding this service
- Child Development programming such as Early Head Start, Head Start and Child Care
- Energy Assistance Programs
- Emergency Food Assistance Program (TEFAP) quarterly deliveries of surplus foods to pantries soup kitchens, non-profit nutrition groups
- Retired Senior and Volunteer Program, supporting the GNCOC participating agencies
- Info-Bank, the county-wide information and referral program
- Nutrition programming, including The Women, Infants and Children's Supplemental Nutrition Program and the Community Supplemental Food Program
- Operate Mary's House, the only permanent supportive housing program for homeless women in the Nashua area
- National Annual visit to DC to present issues to Congress to effect policy change, including meeting with the NH Congressional Delegation to affect program and policy changes
- Continue to operate and acquire the match funding to operate the State's Welfare to Work Program and its components

**FUTURE:**

- Development of 43 units of permanent housing for the elderly by 2005
- Opening the Nashua Community Development Resource Center
- Organize and conduct community workshops to educate and inform participating agencies in the program and procedures each operate to the benefit of intake, case management, and program and policy development staff
- Advocate and conduct meetings to redesign the current public assistance program
- Mobilize a grassroots movement to both commemorate the 40<sup>th</sup> anniversary of Community Action and to lead Americans into a new fight to end poverty at the *No Room for Poverty* National Rally in Washington, DC, September 2004

**United Way of Greater Nashua**

- Signed on to Good Neighbor Agreement
- Participate in the GNCOC
- Funding programs that prevent homelessness
- Support agencies that serve homeless individuals and families

**Youth Council of Nashua**

- Provides counseling, outreach and prevention to children and families ages 3 and up to promote self esteem, become employable, and prevent family breakdown which may lead to homelessness
- Various programs offered such as School Suspension Center, Substance Prevention Program, parenting classes to avoid involvement with the criminal justice system. Have partnered with public housing for several years
- Court Diversion Program through the Juvenile Justice system which is operating in 3 area communities—piloting in 4th

**FUTURE:**

- Developing with area schools to provide screening and assessment for at-risk students by 2005

**c. A Hundred or so Things you or your Organization might do to End Homelessness in Greater Nashua**

Whether you are a social service organization, a faith-based congregation, a unit of government, a civic group, a business or a lone citizen, you can help end homelessness in the Greater Nashua area by 2012.

A group of concerned individuals and organizations met at a strategic planning retreat on March 3, 2004 and offered this list of possible specific commitments you could make and include in your Good Neighbor Agreement with the Greater Nashua Continuum of Care.

Organization

- Serve on a Board of Directors
- Rewrite your mission statement around ending homelessness, engage in strategic planning that gets the organization aligned with that mission

Advocacy

- Regularly stay informed about homelessness, trends, and policy impacts
- Report on trends, statistics, provide the data for HMIS, point-in-time
- Use e-mail as a tool
- Become a critical thinker: Do not take reasons for not creating more housing at face value, but strive to understand the arguments that discourage housing development, and be prepared to dispute them
- Do not be willing to accept the status quo of the band aid solutions
- Advocate for flexibility in supports and services so that they may be tailored to a particular household's needs
- Help capture the images of the reality of homelessness, engage the media
- Advocate for streamlining the applications processes of agencies, help reduce the time to assistance
- Network with other agencies to encourage collaboration on projects, and to assure that the homeless can be connected to necessary services
- Inform policy makers, legislators/administration, funders and civic and religious groups regarding homeless issues
- Advocate for laws that lessen, not increase the likelihood of homelessness
- Develop a speakers bureau; do public outreach and education
- Vote in support of candidates and proposals committed to helping end homelessness
- Advocate for universal primary care
- Advocate for a minimum living-, or preferably, a saving-wage
- Clarify and strengthen the role of regional planning commission at the CoC
- Advocate for subsidies and tax advantages to encourage affordable housing development by the private sector
- Run for public office with a platform that includes the homeless
- Participate in the CoC
- Get organizations to sign on to Good Neighbor Agreement
- Give of your time, talent and money

- Streamline housing committees and avoid duplication
- Advocate for a more equitable way to share the burden regionally
- Use existing tools (films, articles, etc.) to create awareness
- Develop an activist attitude
- Become committed to the cause

### Sheltering

- Put up homeless in shelter or motel
- “Adopt” a family that does not have a home
- Accept it “in your backyard”
- Pursue funding opportunities and develop shelters that meet crisis needs
- Housing
- Security deposit loans
- Convert vacant building to housing
- Help get housing accomplished by serving on boards that govern land use (zoning, planning)
- Create more single room occupancy (SRO) units, efficiency and studio apartments
- Create transitional housing and permanent supportive housing
- Create new units of affordable housing
- Advocate for a balance of rental and home-ownership opportunities
- Provide sweat equity opportunities to the homeless/ develop construction skills
- Accept it “in your backyard”
- Provide housing and services for children aging out of the system
- Provide housing for those re-entering the community from prison
- Provide housing and supports for those living with physical illness such as HIV/AIDS or physical handicap
- Even one house at a time helps
- Community Building
- Develop and support a community center for the homeless
- Locate access to services where the homeless are
- Raise your own family to be aware, caring and to think critically
- Provide the homeless with affordable access to community-based organizations that encourage human development (Boys and Girls Club for example)
- Rely on current clients to define needs, and help locate the under-served or at-risk
- Supportive Services
- Create a 1-800 hotline for homeless services
- Develop staff capabilities to diagnose individual problems and offer treatment plans
- Provide early interventions
- Provide referrals and connection to mainstream and other services
- Substance abuse treatment
- Mental health care
- Treatment in a home-like setting
- Teach budgeting skills
- Life skills training

- Provide child care, so that the homeless can pursue work and educational opportunities
- Provide training and supports to enhance access to jobs
- Provide public or private transportation for the homeless
- Provide no-cost legal assistance to the homeless
- Promote self-sufficiency
- Provide translation services or outreach for non-English speakers
- Use interns and volunteers more effectively, create awareness in their eyes
- Create for-profit ventures that can hire the homeless
- Voice mail and telephones for the homeless
- Improve internal communication within organization
- Increase detoxification facility capacity
- Increase mental health crisis bed capacity

#### Needed Resources

- Buy bus tickets, gas for car, or other necessities to help the homeless get back to their family
- Assist with rent payments and back rent when a household experiences economic crisis (loan or grant)
- Help with utility bills
- Prescription drug assistance

d.

### Homelessness: The Wheel of Responsibility



The *Wheel of Responsibility* identifies those agencies/organizations that interact and/or provide services to homeless individuals and/or families in the form of housing/shelter assistance either through direct service provision, funding opportunities, and/or referrals to other resources. Increasing the level of participation by some of those identified is important to comprehensively fulfill the overall goal of ending homelessness in the Greater Nashua region.

**Category**

Started with the original seven areas of concern on the GAPS Analysis Chart

At the request of the Committee, Crisis Homelessness (economic) and Crisis Homelessness (disaster) have been added

**Focus**

Also taken from the GAPS Analysis Chart

**Level**

Primary = Provided direct care and services

Secondary = Makes referrals for, or referrals to Primary providers

Tertiary = Indirectly supports, but does not provide service to or referrals to service providers

**Type**

Whether the agency is a Nonprofit, Government Entity, or Private Business

**Participation**

Direct Representation, meaning that the agency was here and participating in this exercise

Referral means the agency wasn't present at the exercise, but that an agency that was present indicated they made referrals to, or received referrals from them

**Strategy**

What strategy (or strategies) is/are used by the agency to address homelessness

Category	Focus: I = Individuals F = Families B = Both	Level: P=Primary S=Secondary T=Tertiary	Type: N=Nonprofit G=Government B=Business	Participation: D=Direct R=Referral F=Future	Strategy: P=Prevention E=Emergency Shelter C=Case Management T=Transitional Housing S=Permanent Supportive Housing
<b>Chronically Homeless</b>	<b>Focus</b>	<b>Level</b>	<b>Type</b>	<b>Participation</b>	<b>Strategy</b>
Bridges	B	S	N	R	E
Chamber of Commerce	B	T	B	F	
Community Council of Nashua	B	S	N	D	P,C
Department of Employment Security	B	T	G	F	
DHHS	B	T	G	D	
Harbor Homes	B	P	N	D	E,C
HUD	B	T	G	D	
Marguerite's Place	F	S	N	D	C,T,S
Mary's House	I	S	N	R	T
Municipal Welfare	B	P	G	D	P,E,C
Nashua Housing Authority	B	P	G	D	C,S
Nashua Pastoral Care Center	B	P	N	D	P,C,T,S
Nashua Soup Kitchen and Shelter	B	P	N	D	P,E,C,T
Neighborhood Housing Services of Greater Nashua	B	S	N	D	P,S
New Hampshire Housing Finance Authority	B	P	N	D	P
Police Department	B	S	G	R	
Salvation Army	B	S	N	D	P
Share (Milford)	B,I	P,S	N	D,R	P
Soul Purpose Living	I	S	N	R	P,C,T
Southern NH Rescue Mission	I	P	N	D	P,E,C
Southern New Hampshire Services Homeless Outreach	B	S	N	R	P,C
Southern New Hampshire Services Mary's House	I	P	N	D	C,S
United Way of Greater Nashua	B	T	N	D	P,E,C,T,S
Urban Programs	B	T	G	D	C,S
<b>Seriously Mentally Ill</b>	<b>Focus</b>	<b>Level</b>	<b>Type</b>	<b>Participation</b>	<b>Strategy</b>
Bridges	B	S	N	R	
Community Council of Nashua	B	P	N	D	P,C
Harbor Homes	B	P	N	D	E,C,T,S
Municipal Welfare	B	P	G	D	P,E
NAMI	B	S	N	R	
Nashua Housing Authority	B	P	G	D	C,S
Nashua Pastoral Care Center	B	S	N	D	P,C
NH State Hospital	I	S	N	R	T
Police Department	B	S	G	R	
Southern New Hampshire Services Homeless Outreach	B	S	N	R	P,C
Southern New Hampshire Services Mary's House	I	P	N	D,R	C,S
United Way of Greater Nashua	I	T	N	D	P,C

Category	Focus: I = Individuals F = Families B = Both	Level: P=Primary S=Secondary T=Tertiary	Type: N=Nonprofit G=Government B=Business	Participation: D=Direct R=Referral F=Future	Strategy: P=Prevention E=Emergency Shelter C=Case Management T=Transitional Housing S=Permanent Supportive Housing
<b>Chronic Substance Abuse</b>	<b>Focus</b>	<b>Level</b>	<b>Type</b>	<b>Participation</b>	<b>Strategy</b>
Community Council of Nashua	B	S	N	D	P,C
Keystone Hall	I	P	N	D	C,T
Marguerite's Place	F	P	N	D	C,T,S
Municipal Welfare	B	P	G	D	P,E
Nashua Housing Authority	B	P	G	D	C,S
Nashua Pastoral Care Center	BI	S	N	D	P,C,T
Nashua Soup Kitchen and Shelter	B	P	N	D	P,E,C,T
Police Department	B	S	G	R	
Soul Purpose Living	I	P	N	R	P,C,T
Southern New Hampshire Services Homeless Outreach	B	S	N	R	P,C
Southern New Hampshire Services Mary's House	I	P	N	D,R	C,S
Southern NH Medical Center Access Team	B	P	N	R	
Youth Council	I	P	N	D	P
<b>Veterans</b>	<b>Focus</b>	<b>Level</b>	<b>Type</b>	<b>Participation</b>	<b>Strategy</b>
Community Council of Nashua	B	S	N	D	P,C
Harbor Homes	B	P	N	D	E,T
Manchester Veteran's Home	I	P	V	R	
Municipal Welfare	B	P	G	D	P,E
Nashua Housing Authority	B	P	G	D	C,S
Nashua Soup Kitchen and Shelter	B	P	N	D	P,E,C,T
Neighborhood Housing Services of Greater Nashua	B	S	N	D	P,S
Police Department	B	S	G	R	
Southern New Hampshire Services Homeless Outreach	B	S	N	R	P,C
Veteran's Administration	I	S	G	R	
<b>Persons with HIV/AIDS</b>	<b>Focus</b>	<b>Level</b>	<b>Type</b>	<b>Participation</b>	<b>Strategy</b>
Bridges	B	S	N	R	
Community Council of Nashua	B	S	N	D	P,C
Harbor Homes	B	P	N	D	E
Marguerite's Place	F	P	N	D	S
Municipal Welfare	B	P	G	D	P,E
Nashua Housing Authority	B	P	G	D	C,S
Nashua Soup Kitchen and Shelter	B	P	N	D	P,E,C,T
Police Department	B	S	G	R	
Southern New Hampshire Services Homeless Outreach	B	S	N	R	P,C
Southern New Hampshire Services Mary's House	I	P	N	D,R	C,S
Southern NH HIV/AIDS Task Force	I	P	N	R	P,C,T*, S*

Category	Focus: I = Individuals F = Families B = Both	Level: P=Primary S=Secondary T=Tertiary	Type: N=Nonprofit G=Government B=Business	Participation: D=Direct R=Referral F=Future	Strategy: P=Prevention E=Emergency Shelter C=Case Management T=Transitional Housing S=Permanent Supportive Housing
<b>Victims of Domestic Violence</b>	<b>Focus</b>	<b>Level</b>	<b>Type</b>	<b>Participation</b>	<b>Strategy</b>
Bridges	B	P	N	D	P,E,C,T
Community Council of Nashua	B	S	N	D	P,C
Harbor Homes	B	P	N	D	E
Municipal Welfare	B	P	G	D	P,E
Nashua Housing Authority	B	P	G	D	C,S
Nashua Pastoral Care Center	B	P	N	D	P,C,T,S
Nashua Soup Kitchen and Shelter	B	P	N	D	P,E,C,T
Neighborhood Housing Services of Greater Nashua	B	S	N	D	P,S
Police Department	B	S	G	R	
Soul Purpose Living	I	S	N	R	C,T
Southern New Hampshire Services Homeless Outreach	B	S	N	R	P,C
Southern New Hampshire Services Mary's House	I	P	N	D,R	C,S
United Way of Greater Nashua	B	T	N	D	P,E,C
Youth Council	I	P	N	D	P
<b>Youth</b>	<b>Focus</b>	<b>Level</b>	<b>Type</b>	<b>Participation</b>	<b>Strategy</b>
Bridges	B	S	N	R	
Child and Family Services	B	P	G	R	
Community Council of Nashua	B	P	N	D	P,C
Host Homes (Milford)	I	S	N	R	
Interfaith Hospitality Network	F	T	N	R	
Marguerite's Place	F	S	N	R	
Neighborhood Housing Services of Greater Nashua	B	S	N	D	P,S
Nashua Area Health Center- A center of Lamprey Healthcare	B	P	N	D	P
Nashua Children's Home	I	S	N	D	T
Nashua Housing Authority	B	P	G	D	C,S
Nashua Pastoral Care Center	F	S	N	R	
Nashua Police Department	I	P	G	R	
Norwell Home	F	T	N	R	
Police Department	B	S	G	R	
School System	I	T	G	R	
Southern New Hampshire Services Homeless Outreach	B	S	N	R	P,C
United Way of Greater Nashua	B	T	N	D	P,C
Urban Programs	B	T	G	D	S
Youth Council	I	P	N	D	P
<b>Crisis Homelessness (Economic)</b>	<b>Focus</b>	<b>Level</b>	<b>Type</b>	<b>Participation</b>	<b>Strategy</b>
Bridges	B	S	N	R	
Greater Nashua Interfaith Hospitality	F	P	N	D	E,C

Category	Focus: I = Individuals F = Families B = Both	Level: P=Primary S=Secondary T=Tertiary	Type: N=Nonprofit G=Government B=Business	Participation: D=Direct R=Referral F=Future	Strategy: P=Prevention E=Emergency Shelter C=Case Management T=Transitional Housing S=Permanent Supportive Housing
Network					
Municipal Welfare	<b>B</b>	<b>P</b>	<b>G</b>	<b>D</b>	<b>P,E</b>
Nashua Area Health Center- A center of Lamprey Healthcare	<b>B</b>	<b>P</b>	<b>N</b>	<b>D</b>	<b>P</b>
Nashua Housing Authority	<b>B</b>	<b>P</b>	<b>G</b>	<b>D</b>	<b>C,S</b>
Nashua Pastoral Care Center	<b>B</b>	<b>P</b>	<b>N</b>	<b>D</b>	<b>P,C,T,S</b>
Nashua Soup Kitchen and Shelter	<b>B</b>	<b>P</b>	<b>N</b>	<b>D</b>	<b>P,E,C,T</b>
Southern New Hampshire Services Homeless Outreach	<b>B</b>	<b>S</b>	<b>N</b>	<b>R</b>	<b>P,C</b>
Southern New Hampshire Services Mary's House	<b>I</b>	<b>P</b>	<b>N</b>	<b>D,R</b>	<b>C,S</b>
United Way of Greater Nashua	<b>B</b>	<b>T</b>	<b>N</b>	<b>D</b>	<b>P,E,C,T,S</b>
Urban Programs	<b>B</b>	<b>T</b>	<b>G</b>	<b>D</b>	<b>P,E,C,T,S</b>
<b>Crises Homelessness (Disaster)</b>	<b>Focus</b>	<b>Level</b>	<b>Type</b>	<b>Participation</b>	<b>Strategy</b>
Bridges	<b>B</b>	<b>S</b>	<b>N</b>	<b>R</b>	
Greater Nashua Interfaith Hospitality Network	<b>F</b>	<b>P</b>	<b>N</b>	<b>D</b>	<b>E,C</b>
Marguerite's Place	<b>F</b>	<b>S</b>	<b>N</b>	<b>R</b>	<b>C,T,S</b>
Municipal Welfare	<b>B</b>	<b>P</b>	<b>G</b>	<b>D</b>	<b>P,E</b>
Nashua Area Health Center- A center of Lamprey Healthcare	<b>B</b>	<b>P</b>	<b>N</b>	<b>D</b>	<b>P</b>
Nashua Housing Authority	<b>B</b>	<b>P</b>	<b>G</b>	<b>D</b>	<b>C,S</b>
Nashua Pastoral Care Center	<b>B</b>	<b>P</b>	<b>N</b>	<b>D</b>	<b>P,E,C</b>
Southern New Hampshire Services Homeless Outreach	<b>B</b>	<b>S</b>	<b>N</b>	<b>R</b>	<b>P,C</b>
Southern New Hampshire Services Mary's House	<b>I</b>	<b>P</b>	<b>N</b>	<b>D,R</b>	<b>C,S</b>
*Rental Assistance					



Community Crisis Services Map for  
Nashua, New Hampshire brought to you  
by:

## The Greater Nashua Continuum of Care [http:// www.nashua-coc.org](http://www.nashua-coc.org)

1. **Adult Learning Center, 4 Lake St., Nashua, NH 03060 (603-882-9080):** ESL, computer training, and job placement, GED testing, Spanish, Citizenship, childcare and school age care.
2. **Area Agency for Developmental Services, 144 Canal St., Nashua, NH 03060 (603-882-6333):** Services for people with developmental disabilities and their families.
3. **Big Brothers/ Big Sisters, 33 Main St., Suite 501, Nashua, NH 03064 (603-883-4851):** Professionally supported one to one relationship with an adult volunteer who has been appropriately matched to a child who is in need of a mentor/ friend.
4. **Boys & Girls Club, 47 Grand Ave., Nashua, NH 03060 (603-883-0523):** Affordable daily programs promoting the health, social, educational, vocational and character development of youth from disadvantaged circumstances ages 6- 18.
5. **Bridges, 33 East Pearl St., Nashua, NH 03060 24- Hour Support Line (603-883-3044) Office (603-889-0858):** Services for victims and survivors of domestic violence, sexual assault, teen dating violence, child sexual abuse, elder abuse, stalking, and harassment. Services include crisis intervention, emergency shelter, court advocacy, support groups, and education and outreach to both women and men.
6. **The Caregivers, PO Box 6107, Nashua, NH 03063 (603-595-4502):** Support to the frail elderly, disabled and culturally disadvantaged. Trained volunteers provide the "hands" of support.
7. **Child and Family Services, 22 E. Pearl St., Nashua, NH 03060 (603-889-7189):** Serves children by strengthening families through counseling, adoption, teen services, and home-based services.
8. **Community Council of Nashua, 7 Prospect St., Nashua, NH 03060 (603-889-6147):** Professional behavioral health services and education, and information and referral, psychotherapy, psychopharmacology, crisis response, hospitalization, outreach, day treatment, rehabilitative and vocational services.
9. **Corpus Christi, 43 Franklin St., Nashua, NH 03064 (603-882-6372):** Food pantry open Monday and Wednesday 12: 30pm- 2: 30pm, Tuesday and Thursday 3: 00pm- 5: 00pm, and Saturday 10: 00am-12: 00pm. Please call ahead.
10. **Easter Seals, 491 Amherst St., Nashua,**

- NH 03060 (603-889-0735): Diagnostic, habilitative, rehabilitative and support services to children and adults with disabilities, injuries, and other special needs (including job placement and training, vocational education, return- to-work services, community inclusion programs, community residential services, supported employment, school- to- work services, and brain injury services).
11. **The Gathering Place, 82 Main St., Nashua, NH 03033 (603-886-1282):** Member-run social club for the mentally ill and homeless offering recreation, socialization, and free nutritious meals.
  12. **Girls, Inc., 27 Burke St., Nashua, NH 03060 (603-882-6256):** Prevention and outreach programs for disadvantaged and/ or at- risk girls.
  13. **Greater Nashua Child Care Centers, 2 Shattuck St., Nashua, NH 03060 (603-883-4431):** Affordable Early Childhood care, education and family support. Fees based on family size and income.
  14. **Greater Nashua Interfaith Hospitality Network, 491 Amherst St., Suite 22, Nashua, NH 03063 (603-883-7338):** Provides shelters, meals, and supportive services to sustain a community- wide effort of compassion for homeless families.
  15. **Habitat for Humanity of Greater Nashua, PO Box 159, Nashua, NH 03061 (603-883-9162):** Building affordable homes for families that otherwise could not afford to purchase a house, and by providing assistance in critical repairs or modifications that the homeowner cannot afford.
  16. **Harbor Homes, 12 Amherst St., Nashua, NH 03060 (603-881-8436):** Residential and support services for persons and families challenged by mental illness and/ or homelessness.
  17. **Home Health & Hospice Care, 22 Prospect St., Nashua, NH 03060: (603-882-2941):** Services and support to the acutely, chronically, and terminally ill, and bereaved families (including nursing, hospice care, home health aides, homemakers, well- child care, health promotion clinics, and education).
  18. **Keystone Hall-(Greater Nashua Council on Alcoholism), 88 Pine St. Extension, Nashua, NH 03060 (603-881-4848):** Comprehensive services for chemically dependent persons (including crisis intervention, case management, transitional living, women's programming, outpatient counseling, and bilingual services for the Hispanic community).
  19. **Marguerite's Place, 87 Palm St., Nashua, NH 03060 (603-598-1582):** Transitional housing and on- site day case management and daycare for single mothers and their children.
  20. **Mary's House, 123 W. Pearl St., Nashua, NH 03060 (603-886-3562):** A Southern New Hampshire Services program offering

permanent housing for homeless women.

21. **Nashua Advocacy Group, 9 New Searles Rd., Nashua, NH 03062 (603-888-2028):** Advocacy and peer support for homeless individuals by formerly homeless individuals.
22. **Nashua Area Health Center, 10 Prospect St., Suite 20, Nashua, NH 03060 (603-883-1626):** Sliding fee primary care services, physical exams, preventive care, general health counseling, case management, reproductive and prenatal care, and substance abuse counseling.
23. **Nashua Center for the Multiply Handicapped, 18 Simon St., Nashua, NH 03060 (603-595-0961):** Services to persons with developmental disabilities through early intervention (the Children's Pyramid), adult day habitation/ supported work employment (JOBS/ETC) and residential services.
24. **Nashua Children's Home, 125 Amherst St., Nashua, NH 03060 (603-883-3851):** Residential care, special education services, and home- based counseling primarily to abused/ neglected and educationally handicapped children and their families.
25. **City of Nashua, Community Services Division, 18 Mulberry St., Nashua, NH 03060 (603-589-4516):** Serves the community by maintaining the well being of its citizens. Services are provided through a collaborative effort for Child Care Services, Environmental Health, Mediation, Public Health and Welfare.
26. **CARENET, 12 Front St., Nashua, NH 03060 (603-883-9355):** Information and practical assistance to women facing unplanned pregnancy to help them make informed decisions and choices.
27. **Nashua Foundation for Mental Health, 155 Main Dunstable Rd., Suite 200, Nashua, NH 03060 (603-546-6116):** A not for profit agency providing intensive community- based mental health services to persons with severe and persistent mental illness.
28. **Nashua Housing Authority, 40 E. Pearl St., Nashua, NH 03060 (603-883-5661):** Owns and manages public housing units and offers Section 8 Rental Assistance Certificates for use in private market apartments.
29. **Nashua Pastoral Care Center, 7 Concord St., Nashua, NH 03064 (603-886-2866):** Services for disadvantaged individuals and families through crisis times to help them become self-sufficient. Provides transitional housing, case management, food, housing, medical, and dental assistance.
30. **Nashua Senior Center, 70 Temple St., Nashua, NH 03060 (603-889-6155):** Services to assist seniors in maintaining active community involvement.
31. **Nashua Soup Kitchen & Shelter, 42 Chestnut St., Nashua, NH 03061 (603-889-7770):** Dedicated to providing shelter and food to those in need, and to advocate, create and operate programs and services that promote dignity and self- sufficiency.

**32. Nashua Transit Center, 219 Ledge St., Nashua, NH 03060 (603-880-0100):** Bus stops are marked with a Citybus sign. There are bus stops every two or three blocks along each route, and the transfer station is located on Elm St. behind City Hall

**33. Neighborhood Housing Services of Greater Nashua, 50 Tolles St., Nashua, NH 03064 (603-882-2077):** Develop and manage low-income rental housing; provide seminars, counseling, and financial assistance to first time homebuyers; and work to revitalize inner-city neighborhoods.

**34. New Hampshire Catholic Charities, 261 Lake St., Nashua, NH 03060 (603-889-9431):** Counseling, pregnancy and adoption services, and outreach services to parishes and the greater Nashua community.

**35. New Hampshire Department of Health and Human Services, Nashua District Office, 19 Chestnut St., Nashua, NH 03061 (603-883-7726):** Provides a comprehensive and coordinated system of services to promote and protect the health, safety and well-being of NH citizens. Directed at supporting families, strengthening communities and developing the independence and self-sufficiency of NH citizens to the extent possible.

**36. New Hampshire Division for Children, Youth and Families- Child Protective Services, PO Box 1025, Nashua, NH 03060 (603-883-7726):** Services to children, youth and families experiencing child abuse or neglect.

**37. New Hampshire Division of Elderly & Adult Services, PO Box 1025, Nashua, NH 03061 (603-883-7726):** Services to help elderly and disabled adults remain at home or placement services when needed. Protective investigations for reports of abuse, neglect, self-neglect and exploitation of incapacitated adults.

**38. Salvation Army, One Montgomery Ave., Nashua, NH 03060 (603-883-7841):** Direct

individual and community emergency/temporary assistance. Conducts adult and youth activities, tutoring, disaster relief, and summer camp and character building programs.

**39. Social Security Administration, 175 Amherst St., Nashua, NH 03064 (603-880-0295) or (1-800-772-1213):** Social Security cards; maintenance of Social Security earnings records; applications for Social Security Disability, survivors, retirement benefits, Supplemental Security Income, Medicare, and Post-Entitlement actions (direct deposit, lost checks, change of address, etc.)

**40. Southern New Hampshire HIV/AIDS Task Force, 111 Lock St., Suite 101, Nashua, NH 03064 (603-595-8464):** Comprehensive care, support and educational services to people living or affected by HIV/AIDS.

**41. Southern New Hampshire Medical Center, 10 Prospect Street, Nashua, NH 03060 (603-577-2728):** Committed to stewardship and provides comprehensive medical services, many of which are exclusive to this region.

**42. Southern New Hampshire Services, 134 Allds St. Nashua, NH 03060 (603-889-3440):** Community Action Agency for Hillsborough County providing social services programs and advocacy activities to low income youth, elderly and other specialized populations through Housing, Head Start, WIC, Weatherization, Parent Aide, Energy Assistance, Summer Youth Feeding, Child Care and Transportation.

**43. St. Joseph Hospital, 172 Kinsley Street, Nashua, NH 03060 (603-882-3000):** A caring, progressive, comprehensive 200 bed not-for-profit health care facility serving southern New Hampshire and dedicated to the prevention of disease and care of the sick, with special concern for the poor.

**44. The Plus Company, 240 Main Dunstable Road, Nashua, NH 03062 (603-889-0652):** A comprehensive organization providing

vocational, residential and social services to people with disabilities.

**45. Tolles Street Mission, 52 Whitney St., Nashua, NH 03060 (603-880-4984):** Food pantry open Tuesday, Wednesday, and Thursday from 1:30pm-3:00pm.

**46. Upper Room Compassionate Ministries, 3 Elm St., Nashua, NH 03060 (603-595-2039):** Food pantry open Tuesday, Wednesday, and Thursday from 10:00am-4:00pm.

**47. The Youth Council of Nashua, 112 West Pearl St., Nashua, NH 03060 (603-889-1090):** Serves children, teens, and families struggling with sexual abuse, physical abuse, neglect, substance abuse, behavioral difficulties and parenting stress through counseling, diversion and crisis services.

If you need more information, please call Info-Bank Nashua at (603-883-9330) Monday to Friday, 8:30 am to 4:30 pm or browse to <http://www.info-bridge.com/InfoBank>

Info-Bank Nashua is a comprehensive information and referral program of Southern New Hampshire Services, Inc., the Community Action Partnership for Hillsborough County.

To assist people in need of information, Info-Bank Nashua maintains a comprehensive database of over 1100 programs. Their database contains contact information about social service agencies and their programs through the Greater Nashua area.

Info-Bank Nashua publishes THE HELP BOOK, a directory of Social Services for the Greater Nashua area.

Info-Bank Nashua regularly updates to be sure the information and referrals they provide are accurate and appropriate.

## f. Case Studies:

“A”

A. is a 38-year-old, single female. She came to municipal welfare directly from jail. Although she hadn't lived there for some time, it was the last town her name was on an apartment's lease. Town Welfare assisted with paying for an emergency shelter stay in a motel and medications for an infection. She found and maintained employment, utilized the newly founded public transportation to get to the job, and has made it on her own thanks to Mary's House.

“A”

A's world started falling apart when she was fifteen and found herself pregnant. Her mother made her a ward of the state. At eighteen, she found herself homeless, alone, unemployed, and expecting her second child. She stayed at Harbor Homes Emergency Shelter a little over a year. In that time she received the emotional support she needed to gain confidence and rebuild her self-esteem. Facing her fear of failure helped her realize that she needed to start building a life for herself and child. HHI staff helped her find a job when no one wanted her because she was five months pregnant. A saved her dollars, met a wonderful man, had her baby, and married just before leaving the shelter. She now lives in a beautiful home and has a very happy, solid family life. Staff sees A from time to time when she drops off donations to the shelter she once lived in.

“B”

An older couple Came to Nashua Pastoral Care seeking assistance with their past due rent. The eviction notice indicated that they owed \$1,960.00 in back rent. The husband, aged 65, and his wife, aged 63, lived on a fixed income made up of social security and a small pension. Due to the expensive medications that they both need and the costs incurred for medical care, they fell behind in their rent. The husband had just had eye surgery and needed to have surgery on the other eye. He had been working to make extra money, but it was no longer possible due to his surgery. By contacting several agencies, the couple managed to raise more than half of the amount owed. The landlord agreed to lower their rent if they could pay the overdue amount. With the help of Pastoral Care and some of the local churches, they were able to pay the back rent. They are also receiving help with their medication bills through the medication bridge program.

“E”

E. is a 41-year-old female who left her physically and emotionally abusive husband in February 2003. Since moving to Mary's House, she has continued with her schooling and she is on her way to becoming an RN. She also works for a local social service agency while attending school. She has a 4.0 grade point average.

“J”

J. is a 19-year-old female who was homeless for over a year before moving into Mary's House in April 2003. She “couch hopped” between different friends and family members' homes during her senior year of high school. Because of the fact that where she was going to sleep every night was her main priority, she ended dropping out of school. Since moving to Mary's House, she has received her GED and has also attended her 1<sup>st</sup> semester of college in a local art school.

“J”

One participant in Access to Jobs Program had just moved to Nashua with her three children. She had found housing at a local shelter; one of her children was in school and the other two were in daycare. After meeting with her caseworker, she came to Nashua Transit to get her Access to Jobs pass enabling her to use the Citybus system to look for suitable work. She is now living in her own apartment, she has

found a job where she has already been promoted and her children are safe and happy in school and at a local daycare.

“J”

J. is a 24-year-old female with two children (ages 6 and 1). It was determined she had suffered brain damage as a result of domestic violence. She is able to work and needed her own apartment. She has become self-sufficient with the help from Marguerite’s Place.

“J”

After years of marriage, J never thought she would be abandoned, let alone end up homeless with two children. However, J did become homeless, and called our shelter daily, hoping for an opening. The day she was told there was a place for her she was overwhelmed with happiness mixed with tears. J stayed at the emergency shelter for a year and three months. Determined to make a better life for her family, J worked with staff and made her first steps to make a real commitment to change. Staff provided the support she needed and helped her connect with several social services agencies, and eventually a job. When J first came to us, she lacked the skills, training, and confidence she needed to obtain meaningful work that would pay enough to support her family, so she enrolled in a CNA certificate course, all the while working to save for an apartment. Her training and positive attitude assured her success. After completing the CNA course, she transitioned into the workforce of her field, found a townhouse to rent, and packed up her girls and said goodbye to us. She called last Christmas and expressed her gratitude and her belief that one can change their life with the needed supports and services. J said that although her life is not perfect, it would be one day – when all her dreams come true.

“K”

K. is a 37 year old, single male. He came to the shelter when he was evicted from his apartment because he fell behind on his rent. He had his own carpentry business, but was not able to work for a time after injuring his ankle. He didn't have enough money to pay his rent after paying his child support. He began working part time for another company while he healed and worked with an employment advocate to develop a resume. He obtained full time employment and within a month and a half was able to save enough money to move into his own apartment.

“M”

M. is a 44-year-old, single female and a chronic municipal welfare client. She has come in for assistance at least once a year for approximately eight years. She is a substance abuser. She lost custody of her only child since she did not have a home. She is trying to address her alcoholism and found work. A landlord was willing to “give her a chance.” She is still working, maintaining her apartment, and has not been into the municipal welfare office for over a year. Her daughter visits her for weekends at her apartment.

“M”

M, 21 and homeless, needed temporary housing after a hospital stay. His biggest problem was maintaining medication compliance to stabilize his condition. For M, support services were a key component. He got a job as a plumber’s assistant and began talking about a journeyman’s license. Six months passed; he had remained medication compliant and began his training for a journeyman’s license. During this time, M had saved over \$3000. A week later, staff helped M move to his new apartment, and a new beginning. Last year, we received a Christmas card with just his name on it. We didn’t know who it was until we read the small print: “if you need any plumbing done at Maple, be sure to call me.”

“P” and “J”

P (28) and J (25) were a couple with two children. They came to the shelter unemployed. P began working full time as a cook and saving money. P and J applied for and got into transitional housing (there are three apartments in the city of Nashua that will take an intact family). J went back to school for an accounting certificate and upon completion got a job in her field. P is now working on a certificate in computer information systems. P and J are paying their rent every month and are saving \$50-\$100 per month in a program that matches 3 to 1 to save for a down payment on a house.

“R ”

R. is an unemployed 22-year-old male. He and his girlfriend and two children were evicted and had been living with friends/relatives here and there for a few months. He will be returning to work in the next two weeks. They checked in at the shelters, which were full. They presented themselves at municipal welfare, and were placed in an emergency shelter motel until they could get into the public shelter or obtain permanent housing.

**g. Resource Links**

**Federal:**

Centers for Medicare & Medicaid Services - [www.cms.hhs.gov](http://www.cms.hhs.gov)  
Corporation for Supportive Housing – [www.csh.org](http://www.csh.org)  
Department of Health & Human Services - [www.cdc.gov](http://www.cdc.gov)  
Department of Veteran’s Affairs - [www.va.gov](http://www.va.gov)  
Health Insurance Portability and Accountability Act - [www.hipaa.org](http://www.hipaa.org)  
Health Resources and Services Administration - [www.hrsa.gov](http://www.hrsa.gov)  
United States Department of Housing & Urban Development – [www.hud.gov](http://www.hud.gov)  
Interagency Council on Homelessness – [www.ich.gov](http://www.ich.gov)  
National Alliance to End Homelessness – [www.naeh.org](http://www.naeh.org)  
Substance Abuse & Mental Health Services – [www.samhsa.gov](http://www.samhsa.gov)  
Department of Veterans Affairs – [www.va.gov](http://www.va.gov)

**State:**

New Hampshire State Government – [www.state.nh.us](http://www.state.nh.us)  
New Hampshire Department of Health & Human Services – [www.dhhs.state.nh.us](http://www.dhhs.state.nh.us)  
USDA-United States Department of Agriculture – [www.rurdev.usda.gov](http://www.rurdev.usda.gov)  
New Hampshire Housing Finance Authority – [www.nhhfa.org](http://www.nhhfa.org)  
NH Helpline – [www.nhhelpline.org](http://www.nhhelpline.org)

**Local:**

Bridges, Inc. – [www.bridgesnh.org](http://www.bridgesnh.org)  
Community Council of Nashua, NH, Inc. – [www.ccofnashua.org](http://www.ccofnashua.org)  
City of Nashua – [www.gonashua.com](http://www.gonashua.com)  
Diocese of Manchester – [www.rcbm.org](http://www.rcbm.org)  
Girls Inc. – [www.girlsincnewhampshire.org](http://www.girlsincnewhampshire.org)  
**Greater Nashua Continuum of Care – [www.nashua-coc.org](http://www.nashua-coc.org)**  
Greater Nashua Council on Alcoholism, Inc. – [www.keystonehall.org](http://www.keystonehall.org)  
Greater Nashua Habitat for Humanity – [www.nashahabitat.org](http://www.nashahabitat.org)  
Greater Nashua Interfaith Hospitality Network – [www.gnihn.com](http://www.gnihn.com)  
Harbor Homes, Inc. – [www.harborhomes.org](http://www.harborhomes.org)  
Info-Bank Nashua – [www.info-bridge.com/InfoBank](http://www.info-bridge.com/InfoBank)  
Marguerite’s Place – [www.margueritesplace.org](http://www.margueritesplace.org)  
Milford, Town of – [www.milford.nh.gov](http://www.milford.nh.gov)  
Nashua Foundation for Mental Health – [www.angelfire.com/nh/nepafoundation](http://www.angelfire.com/nh/nepafoundation)  
Nashua Pastoral Care Center – [www.nashuanpcc.org](http://www.nashuanpcc.org)  
Nashua School District - [www.nashua.edu/district](http://www.nashua.edu/district)  
Nashua Soup Kitchen & Shelter, Inc. – [www.nsk.org](http://www.nsk.org)  
Nashua Transit System – [www.gonashua.com](http://www.gonashua.com)  
New Hampshire Catholic Charities – [www.catholiccharitiesnh.org](http://www.catholiccharitiesnh.org)  
NH Community Loan Fund – [www.nhclf.org](http://www.nhclf.org)  
Salvation Army – <http://www.salvationarmy.org>  
St. Joseph’s Hospital Mission – [www.stjosephhospital.org](http://www.stjosephhospital.org)  
Soul Purpose Living – [www.soulpurposeliving.org](http://www.soulpurposeliving.org)  
Southern New Hampshire Rescue Mission – [www.snhrm.org](http://www.snhrm.org)  
Southern New Hampshire Services – [www.snh.org](http://www.snh.org)  
Southern New Hampshire HIV/AIDS Task Force – [www.aidstaskforcenh.org](http://www.aidstaskforcenh.org)

The Youth Council – [www.theyouthcouncil.org](http://www.theyouthcouncil.org)  
United Way of Greater Nashua – [www.unitedwaynashua.org](http://www.unitedwaynashua.org)

**h. Greater Nashua 10 Year Plan Execution**

<b>OBJECTIVE ONE: Prevent Homelessness Whenever Possible</b>						
<b>Strategy(ies)</b>	<b>Action(s)</b>	<b>Manager</b>	<b>Proposed/ Suggested Implementer</b>	<b>Expected Outcomes</b>	<b>Benchmarks</b>	<b>Completion Date (estimated)</b>
1.1. Decrease the number of incidents of homelessness resulting from evictions by 3% annually	1.1.1. Designate a representative to attend local landlord association meetings and report back to general Greater Nashua Continuum of Care (GNCOC)	GNCOC	GNCOC Executive Committee	Greater partnership developed and landlord association buy-in for ending homelessness as measured by greater landlord representation at GNCOC meetings	Designee selected Meetings attended Reports back to the GNCOC at least quarterly	January 2005
1.1. Decrease the number of incidents of homelessness resulting from evictions by 3% annually	1.1.2. Advocate for development of a local legal aid office to provide pro bono client representation for landlord/tenant issues	GNCOC	GNCOC Executive Committee Local Legislators	Creation of a legal assistance office in Nashua NH Legal Assistance homeless prevention services provided in Nashua	Letter sent to NH Legal Assistance seeking partnership Regular representation of NH Legal Assistance at GNCOC meetings Donated office space provided to NH Legal Assistance Funding secured for ongoing operations	January 2006
1.1. Decrease the number of incidents of homelessness resulting from evictions by 3% annually	1.1.3. Advocate change of McKinney funding requirements for use as a subsidy to prevent eviction (rather than after an eviction or shut-off notice)	GNCOC	GNCOC Legislative Committee Federal Legislators	McKinney funding requirements modified to allow for prevention purposes	Letter sent to HUD from legislators and all three NH COC requesting change Partnership achieved with NAEH Regulation changed	January 2007

**OBJECTIVE ONE: Prevent Homelessness Whenever Possible**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
1.1. Decrease the number of incidents of homelessness resulting from evictions by 3% annually	1.1.4. Create a Homelessness Prevention Toolkit to be delivered along with eviction notices, to include: Homelessness Helpline contact information, contact numbers for City Welfare, Crisis Map, and other Emergency Assistance	GNCOC	GNCOC Legislative Committee  Local Legislators	Homelessness Prevention Toolkit will be delivered by sheriff to 100% of persons receiving eviction notices in Greater Nashua	Create Toolkit  Legislation change submitted  Legislation change enacted  Toolkit accessible to appropriate personnel	January 2008
1.1. Decrease the number of incidents of homelessness resulting from evictions by 3% annually	1.1.5. Advocate for a Statewide discharge policy that prohibits discharge into homelessness from publicly funded facilities	GNCOC MCOC BOSCOC	NHICH	An implemented Statewide Discharge Policy approved by State Government	Continued advocacy for Statewide approval by NHICH of the proposed policy  Approval by appropriate offices of State Government	December 2004
1.1. Decrease the number of incidents of homelessness resulting from evictions by 3% annually	1.1.6. Create an early warning system enabling prevention providers (as identified in the Wheel of Responsibility) to apply resources during critical periods for persons at risk of homelessness	GNCOC	GNCOC Prevention Committee  Prevention Providers	10% increase annually in retaining housing by at risk individuals and families	Formation of Prevention Acquisition Committee within the GNCOC  MOA on Early Warning System entered into by GNCOC prevention providers  Implementation of MOA  Establish Early Warning System e-mail distribution loop  Housing First approach implemented	January 2006

**OBJECTIVE ONE: Prevent Homelessness Whenever Possible**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
1.2. Increase stock of affordable housing units by 50 units annually	1.2.1. Support the enactment of legislation that encourages the development of affordable housing	GNCOC	GNCOC Legislative Committee  NH Legislators  NHHFA	Legislation enacted that supports development of affordable housing units.  Eligible homeless persons gain access to affordable housing units	Attendance of affordable housing developers at GNCOC meetings	June 2007
1.2. Increase stock of affordable housing units by 50 units annually, for a total of 150 units	1.2.2. Create an organized strategy of resource acquisition for affordable housing	GNCOC	NHSGN  Urban Programs  NHA  NHHFA  Private Developers  Other Affordable Housing providing agencies	20% increase in dollars for acquisition, rehab, and development of affordable housing opportunities annually	Formation of Resource Acquisition Committee within the GNCOC comprised of Implementers  Increased funding sources identified and utilized  Development of a Pro Forma 10 Year Resource Acquisition Plan	January 2006
1.2. Increase stock of affordable housing units by 50 units annually	1.2.3. Propose and advocate for 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	GNCOC	GNCOC Legislative Committee  Municipal Zoning Boards  Governing body of City/Towns	Increased stock of available affordable housing.  Increased developer interest in creating new affordable housing units.	Propose changes to zoning board.  Attend zoning board meetings and address issues  Advocate to governing body of City/Towns	January 2009

**OBJECTIVE ONE: Prevent Homelessness Whenever Possible**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
1.2. Increase stock of affordable housing units by 50 units annually	1.2.4. GNCOC-hosted legislator open house on affordable housing	GNCOC	GNCOC Legislative Committee	Passage of affordable housing legislation	Targeting appropriate venue, time, and format  Invitations sent to key legislators, policy makers, service providers, homeless persons, representatives from the business sector and real estate community  Increased community and legislative participation	January 2006
1.3. Increase availability and utilization of mainstream resources by homeless persons	1.3.1. Inventory Greater Nashua agencies, faith-based organizations, and municipalities that offer prevention/intervention services	GNCOC	Greater Nashua Info-Bank  Service Providers	Detailed and updated inventory of available prevention and intervention resources	Survey completed by GNI&R at GNCOC request  Directory available online (linked from COC web page) and hard copy  Update directory as changes occur	January 2005
1.3. Increase availability and utilization of mainstream resources by homeless persons	1.3.2. Create a regional revolving loan fund to assist with emergency rental subsidies for eviction prevention and to maintain housing stability	GNCOC	Credit Union/Lender entities  Service Providers	Greater usage of emergency funds resulting in maintenance of housing stability	Identification of pools of emergency rental funding  Consolidation of access to all available sources of emergency rental funding  Seek resources to increase capacity and ability to leverage pool of emergency rental funding	June 2005

**OBJECTIVE ONE: Prevent Homelessness Whenever Possible**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
1.3. Increase availability and utilization of mainstream resources by homeless persons	1.3.3. Expand cultural competency and sensitivity by providing ESOL education and/or translation services to homeless and at risk families and individuals	GNCOC	Adult Learning Center  Area school systems  Entities with bilingual capacity	Greater access to mainstream resources by ESOL homeless persons by 5% annually as reflected by the Annual Gaps Analysis	Inventory of existing local ESOL education programs and translation services  Explore existing and potential opportunities for funding or utilization of ESOL education and translation services  Cultural Competency training offered to GNCOC Members	January 2006
1.3. Increase availability and utilization of mainstream resources by homeless persons	1.3.4. Support expansion of public and alternative transportation for homeless persons and persons at risk	GNCOC	Regional Planning Commission  Nashua Transit Authority  Other entities equipped with transportation resources	Increased mobility of homeless or at risk persons as evidenced by creation and utilization of transportation vouchers	Create a regional voucher or subsidy program that allows homeless or at risk persons to access public transportation  Facilitate donation of vehicles for access to employment and mainstream resources	January 2007
1.4. Increase participation in the Greater Nashua Continuum of Care for the purpose of enhancing capacity to coordinate prevention services and resources	1.4.1. Increase number of entities participating in the GNCOC	GNCOC	GNCOC Lead Entity Committee	Broader range of GNCOC participants to better represent the region's demographics as reflected by new member Good Neighbor Agreements (GNA)	Annual identification of gaps in membership composition  Target potential members for invitation to join the GNCOC  New GNCOC members sign on to the GNA	January 2008

**OBJECTIVE ONE: Prevent Homelessness Whenever Possible**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
1.4. Increase participation in the Greater Nashua Continuum of Care for the purpose of enhancing capacity to coordinate prevention services and resources	1.4.2. Encourage all three NH COCs to develop a web page and utilize web-based inter-COC communication	GNCOC	GNCOC MCOC BOSCOC	Greater service coordination and unified efforts toward Statewide policy changes	Web page creation for each GNCOC  Mail account creation for each GNCOC	January 2006

**OBJECTIVE TWO: Rapidly Re-House People When Homelessness Cannot be Prevented**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
2.1. Decrease long term emergency shelter and motel utilization	2.1.1. Prioritize development of affordable housing units – a Housing First approach (rather than emergency shelter units or motels)	GNCOC	GNCOC Executive Committee	Increased utilization of available affordable housing stock  Decreased reliance on costlier emergency shelter units or motel vouchers	Develop a timeline for conversion of existing shelter units into permanent housing	January 2010
2.1. Decrease long term emergency shelter and motel utilization	2.1.2. Partner with landlords who are willing to execute short term leases to rapidly house homeless persons in apartments rather than shelter units	GNCOC	Individual housing agencies	Rapid access to short term housing	Quarterly reports generated from individual housing agencies measuring short term housing access to be compared to shelter and motel voucher utilization	January 2008
2.2. Develop an efficient, coordinated mechanism for housing placement	2.2.1. Improve communication with the local landlord association and other housing resources for the purpose of maintaining a current list of available vacancies	GNCOC	Individual housing agencies	Rapid access to permanent housing	Quarterly reports generated from individual housing agencies measuring placement into permanent housing	January 2007
2.2. Develop an efficient, coordinated mechanism for housing placement	2.2.2. Develop a standardized housing application process among area providers	GNCOC	Community Services Council of NH (HMIS Department)	Rapid application to all housing with a reduction in duplicative paperwork  Standardization for the purpose of data collection and reporting	Draft proposed, reviewed, and accepted by GNCOC  Application made available web-based	January 2008
2.2. Develop an efficient, coordinated mechanism for housing placement	2.2.3. Explore co-location of human service provision agencies	GNCOC	GNCOC Executive Committee	Increased efficiency  Cost reduction  Ease of access	Exploratory discussions within GNCOC meetings  Explore Best Practices  Pilot prototype	January 2009

**OBJECTIVE TWO: Rapidly Re-House People When Homelessness Cannot be Prevented**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
2.2. Develop an efficient, coordinated mechanism for housing placement	2.2.4. 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	GNCOC Executive Committee	Increased understanding and systematization resource allocation and utilization	Forum organized and held  Determination of trends and any applicable Best Practices  Incorporated into GNCOC 10 Year Plan and other City/State 10 Year Plans	January 2006

**OBJECTIVE THREE: Provide Wrap-Around Services that Promote Housing Stability and Self-Sufficiency**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
3.1. Create a GNCOC Funding Oversight Subcommittee to coordinate funding application and utilization that includes local, State, and Federal level participation	3.1.1. Issue a memo to all funding sources requesting that the Greater Nashua 10 Year Plan Implementation be construed as a "program"  Such funding to be strategically and flexibly applied to address stop gap funding and Plan implementation where it is most needed	GNCOC	GNCOC Resource Acquisition Committee	Greater synchronization between GNCOC allocation of resources and the Nashua 10 Year Plan for Ending Homelessness	Development of an organized strategy of resource acquisition  Payment issued to providers on a "per instance" basis for prevention, and "per placement" into long term housing	January 2006
3.2. Establish GNAs with specialized service providers and other mainstream program agencies to reduce barriers to access by homeless individuals and families.	3.2.1. Determine individual agency responsibility for specific homeless sub-populations	GNCOC	GNCOC Executive Committee  Participating agencies	Increased clarification of roles and responsibilities  Increased effectiveness of service delivery system	Completed GNAs with agencies that provide services to homeless persons or families with Developmental disabilities, Mentally Illness, Elderly, Victims of Domestic Violence, Substance Abuse, Youth, HIV/AIDS, and Veterans	June 2005

**OBJECTIVE THREE: Provide Wrap-Around Services that Promote Housing Stability and Self-Sufficiency**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
<p>3.3. Develop a comprehensive, statewide, homeless data collection and analysis reporting capacity (HMIS).</p>	<p>3.3.1. Conduct an analysis on the existing methodologies that are used to report on housing and services provided to homeless individuals.</p>	<p>GNCOC</p>	<p>Community Services Council of NH (HMIS Department)</p>	<p>Accurate measure of effectiveness and impact of service delivery  Eliminates duplicative counts  Standardization of data collection for incorporation into HMIS reporting</p>	<p>Analysis conducted  Recommendations incorporated into HMIS planning and policy structuring</p>	<p>October 2005</p>
<p>3.3. Develop a comprehensive, statewide, homeless data collection and analysis reporting capacity (HMIS).</p>	<p>3.3.2. Conduct monthly data collection of key indicators with regard to success or failure in achieving the strategies of this plan</p>	<p>GNCOC</p>	<p>Community Services Council of NH (HMIS Department)</p>	<p>Accurate measure of effectiveness and impact of service delivery  Eliminates duplicative counts  Standardization of data collection for incorporation into HMIS reporting</p>	<p>Collection of monthly data consolidated and presented to GNCOC  Ongoing monitoring of progress towards overall Plan completion</p>	<p>January 2005</p>

**OBJECTIVE THREE: Provide Wrap-Around Services that Promote Housing Stability and Self-Sufficiency**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
3.3. Develop a comprehensive, statewide, homeless data collection and analysis reporting capacity (HMIS).	3.3.3. Prepare a model for the aggregation of all the available data reports.	GNCOC	Community Services Council of NH (HMIS Department)	Accurate measure of effectiveness and impact of service delivery  Eliminates duplicative counts  Standardization of data collection for incorporation into HMIS reporting	Analysis conducted  Recommendations incorporated into HMIS planning and policy structuring	January 2006
3.4. Incorporate consumer input and participation in decision making advocacy groups directed toward plan implementation	3.4.1. Conduct ongoing focus groups in consumer settings	GNCOC	NSKS  Gathering Place  NAG  NAMI	Consumers input will expedite implementation of the plan geared more specifically toward actual need	Scheduling of regular and ongoing focus groups  Consumer survey to capture input towards consumer driven innovation derived from first hand experience	January 2006
3.4. Incorporate consumer input and participation in decision making advocacy groups directed toward plan implementation	3.4.2. Create bridge opportunities between consumers and funding sources	GNCOC	NSKS  Gathering Place  NAG  NAMI	Increase in "social capital" among various socio-economic strata  Funding geared towards consumers' real needs rather than those needs proposed by policy makers and funders	Consumer representation in proposal writing, speaking engagements, and meetings with potential funders and policy makers  Consumer driven satisfaction survey to help shape service provision	January 2006

**OBJECTIVE THREE: Provide Wrap-Around Services that Promote Housing Stability and Self-Sufficiency**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
3.4. Incorporate consumer input and participation in decision making advocacy groups directed toward plan implementation	3.4.3. Encourage greater consumer participation in GNCOC meetings	GNCOC	NSKS Gathering Place NAG NAMI Friends of Recovery (FOR)	Broader representation of the entire community as measured by GNCOC membership profiles	Monthly GNCOC attendance counts to measure increase	January 2006
3.5. Advocate for Statewide policy change that mandates law enforcement reporting of observed incidents of homelessness to local welfare administrators	3.5.1. Develop a consensus partnership regarding most effective methods of accomplishing this strategy	GNCOC MCOC BOSCOG	GNCOC Legislative Committee NHICH	Improved service availability for homeless persons and families  More accurate counting of the need level within our region	Policy changes proposed Advocate for policy changes Policy Changes enacted	January 2007
3.6. Develop an ongoing process for investigation, consideration, and integration of Best Practices into the Nashua 10 Year Plan	3.6.1 -Create a NH Trust (i.e.: Melville Trust)	GNCOC	GNCOC Executive Committee	Implementation of Best Practices, resulting in a stronger, more effective 10 Year Plan	Research how Melville Trust was established Identify key stakeholders with the vision for such an endeavor Establishment of trust	January 2006
3.6. Develop an ongoing process for investigation, consideration, and integration of Best Practices into the Nashua 10 Year Plan	3.6.2. Investigate and retain consultant services for the purpose of researching and integrating Best Practices	GNCOC	Fannie Mae United Way Others	Implementation of Best Practices, resulting in a stronger, more effective 10 Year Plan	Consultant retained Consultant services utilized to research Best Practices Best Practices implemented in 10 Year Plan	January 2006

**OBJECTIVE THREE: Provide Wrap-Around Services that Promote Housing Stability and Self-Sufficiency**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
3.6. Develop an ongoing process for investigation, consideration, and integration of Best Practices into the Nashua 10 Year Plan	3.6.3. Investigate replication of Culhane Study in NH	GNCOC	NH Dartmouth Psychiatric Research Center	Availability of more accurate and compelling data illustrating cost effectiveness of service provision	Obtain support and approval from PRC  Conducting and analyzing survey results study  Implementation of results in all applicable funding applications, Statewide planning and publications, etc.	January 2006
3.7. Increase the community's capacity to provide a full range of services that are not currently available	3.7.1. Conduct GAPS analysis to determine where critical services effecting homeless persons are not adequately available in our community	GNCOC	GNCOC Data Analysis Committee	Identification of GAPS in service provision system  Provide area of focus for seeking funding and program development	Creation of GAPS Analysis survey tool  Annual GAPS Analysis conducted  GAPS Analysis integration into HMIS system	January 2005
3.7. Increase the community's capacity to provide a full range of services that are not currently available	3.7.2. Research and apply for funding that will provide a full range of substance abuse treatment services	GNCOC	Keystone Hall  Friends of Recovery (FOR)  Nashua Youth Council	Adequate funding obtained for needed services	Funding Sources identified  Proposals prioritized and submitted  Programs implemented	January 2008
3.7. Increase the community's capacity to provide a full range of services that are not currently available	3.7.3. Research and apply for funding that will provide a full range of services for Victims of Domestic Violence	GNCOC	Bridges	Adequate funding obtained for needed services	Funding Sources identified  Proposals prioritized and submitted  Programs implemented	January 2008

**OBJECTIVE THREE: Provide Wrap-Around Services that Promote Housing Stability and Self-Sufficiency**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
3.7. Increase the community's capacity to provide a full range of services that are not currently available	3.7.4. Research and apply for funding that will provide for the development of an access point for provision of health care services for the homeless	GNCOC	Healthy at Home	Adequate funding obtained for needed services	Funding Sources identified  Proposals prioritized and submitted  Programs implemented	January 2008
3.7. Increase the community's capacity to provide a full range of services that are not currently available	3.7.5. Creation and operation of a 24 hour designated receiving location for homeless persons to be brought to until other supports and services can be coordinated	GNCOC	GNCOC Emergency Shelter providers	Adequate funding obtained for this service  Emergency services personnel cross trained for service provision  Emergency services personnel integrated into 10 Year Plan	Agencies meet to design a plan to carry out this program in a collaborative manner  Service implemented	January 2008

**OBJECTIVE THREE: Provide Wrap-Around Services that Promote Housing Stability and Self-Sufficiency**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
<p>3.8 To provide homeless persons with adequate opportunities to receive reasonable and livable wage as a major exit strategy from homelessness</p>	<p>3.8.1 Create an Employment Services subcommittee of the GNCOC</p>	<p>GNCOC</p>	<p>Employment Advocacy Program (Nashua Soup Kitchen &amp; Shelter, Inc.)                       Employment Services (Harbor Homes, Inc.)                       NH Division of Vocational Rehabilitation                       NHEP (Southern New Hampshire Services)                       Adult Learning Center                       Marguerite's Place, Inc.                       Community Council of Nashua                       Private Companies</p>	<p>An enhanced and coordinated delivery of employment services                       A more effective implementation of "Housing First" and rapid re-housing of homeless persons</p>	<p>Passage of a resolution by the GNCOC for the formation of an Employment Services Subcommittee                       The Employment Services Subcommittee will meet at least monthly, and report back to the GNCOC</p>	<p>June 2009</p>

**OBJECTIVE THREE: Provide Wrap-Around Services that Promote Housing Stability and Self-Sufficiency**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
<p>3.8 To provide homeless persons with adequate opportunities to receive reasonable and livable wage as a major exit strategy from homelessness</p>	<p>3.8.2. Hold a bi-annual "Job Fair" for homeless persons in the Greater Nashua area</p>	<p>GNCOC</p>	<p>Employment Advocacy Program (Nashua Soup Kitchen &amp; Shelter, Inc.)  Employment Services (Harbor Homes, Inc.)  NH Division of Vocational Rehabilitation  NHEP (Southern New Hampshire Services)  Adult Learning Center  Marguerite's Place, Inc.  Community Council of Nashua  Private Companies</p>	<p>More community and local business awareness of and buy in into the need for employment opportunities for the homeless.  Creation of job opportunities with local businesses.  Matching of available opportunities for employment with homeless persons who would benefit from them.</p>	<p>Establish a working relationship with area employers  Employment Services Subcommittee will report monthly on successful employment matches</p>	<p>June 2006</p>

**OBJECTIVE THREE: Provide Wrap-Around Services that Promote Housing Stability and Self-Sufficiency**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
<p>3.8 To provide homeless persons with adequate opportunities to receive reasonable and livable wage as a major exit strategy from homelessness</p>	<p>3.8.3. Partner with local businesses to create employment positions reserved for homeless persons, or who will offer internships or co-ops</p>	<p>GNCOC</p>	<p>Employment Advocacy Program (Nashua Soup Kitchen &amp; Shelter, Inc.)  Employment Services (Harbor Homes, Inc.)  NH Division of Vocational Rehabilitation  NHEP (Southern New Hampshire Services)  Adult Learning Center  Marguerite's Place, Inc.  Community Council of Nashua  Private Companies</p>	<p>More community and local business awareness of and buy in into the need for employment opportunities for the homeless.  Creation of job opportunities with local businesses.  Matching of available opportunities for employment with homeless persons who would benefit from them.</p>	<p>Establish a working relationship with area employers  Employment Services Subcommittee will report monthly on successful employment matches</p>	<p>June 2006</p>

**OBJECTIVE THREE: Provide Wrap-Around Services that Promote Housing Stability and Self-Sufficiency**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
<p><b>3.9</b> To provide homeless persons with adequate opportunities to develop marketable employment skills</p>	<p><b>3.9.1.</b> Expand the funding of continuing education opportunities for homeless persons through local colleges, adult education centers, or other skill development and job training programs</p>	<p>GNCOC</p>	<p>Employment Advocacy Program (Nashua Soup Kitchen &amp; Shelter, Inc.)</p> <p>Employment Services (Harbor Homes, Inc.)</p> <p>NH Division of Vocational Rehabilitation</p> <p>NHEP (Southern New Hampshire Services)</p> <p>Adult Learning Center</p> <p>Marguerite's Place, Inc.</p> <p>Community Council of Nashua</p> <p>Private Companies</p> <p>Local Colleges and NH Technical Institute</p>	<p>Development of marketable skills by homeless persons.</p> <p>Increased opportunity for accessing employment.</p> <p>Enhanced capability for homeless persons to earn a livable wage.</p>	<p>Explore and research available and appropriate funding resource</p> <p>Invite personnel from local education institutions to present opportunities to the GNCOC.</p> <p>Apply for grants that will support this strategy</p>	<p>December 2005</p>

**OBJECTIVE THREE: Provide Wrap-Around Services that Promote Housing Stability and Self-Sufficiency**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
<p>3.9 To provide homeless persons with adequate opportunities to develop marketable employment skills</p>	<p>3.9.2. Pursue and support continued funding for employment counseling and job acquisition skill training for homeless persons through the programs such as the Workforce Investment Act, TANIF, and NHEP</p>	<p>GNCOC</p>	<p>Employment Advocacy Program (Nashua Soup Kitchen &amp; Shelter, Inc.)                       Employment Services (Harbor Homes, Inc.)                       NH Division of Vocational Rehabilitation                       NHEP (Southern New Hampshire Services)                       Adult Learning Center                       Marguerite's Place, Inc.                       Community Council of Nashua                       Private Companies</p>	<p>Allow for homeless persons to acquire and/or develop employment related coping and problem solving skills.                       Decreased possibility of absenteeism through utilization of employment services and counseling.</p>	<p>Support agency and corporate efforts to seek appropriate funding                       Homeless persons receive benefit of funding through program services</p>	<p>March 2006</p>

**OBJECTIVE THREE: Provide Wrap-Around Services that Promote Housing Stability and Self-Sufficiency**

Strategy(ies)	Action(s)	Manager	Proposed/ Suggested Implementer	Expected Outcomes	Benchmarks	Completion Date (estimated)
<p><b>3.10</b> To provide homeless persons with a means or reliable transportation to and from places of employment</p>	<p><b>3.10.1</b> Expansion of existing public transportation to include more extensive coverage area and expanded hours of operation</p>	<p>GNCOC</p>	<p>Employment Advocacy Program (Nashua Soup Kitchen &amp; Shelter, Inc.)</p> <p>Employment Services (Harbor Homes, Inc.)</p> <p>NH Division of Vocational Rehabilitation</p> <p>NHEP (Southern New Hampshire Services)</p> <p>Adult Learning Center</p> <p>Marguerite's Place, Inc.</p> <p>Community Council of Nashua</p> <p>Private Companies</p> <p>Nashua Transit System</p> <p>Nashua Regional Planning Commission</p>	<p>Homeless persons will have more reliable, affordable transportation to and from work.</p> <p>Increased work stability, with a decreased rate of absenteeism or late arrivals for shift.</p>	<p>Passage of a resolution by the GMCOC for the expansion of existing transportation</p> <p>Partnering with appropriate entities concerning transportation</p>	<p>July 2007</p>

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