



**Fidelity Committee**  
of the  
**Tri-City Joint Mayors' Task Force on Homelessness**  
**Community Action Partnership of Strafford County**  
577 Central Avenue, Suite 10, Dover NH 03820  
December 12, 2019  
6:00 PM

**MAYORS**

Mayor Caroline McCarley  
Mayor Karen Weston  
Mayor Dana Hilliard

**Rochester Members**

Jeremy Hutchinson  
(Chairman)

Barbara Holstein

**Dover Members**

Charles Reynolds

Betsey Andrews Parker

**Somersworth Members**

Todd Marsh  
(Vice Chair)

Dina Gagnon

**Workshop Meeting Summary**

Members Absent:

- Jeremy Hutchinson
- Dina Gagnon

**Introduction:**

- Vice Chairperson Marsh reviewed the history and purpose of the Fidelity committee, including its charge to make recommendations based on the approved Master Plan.
- Vice Chairperson Marsh reported the following: The City of Rochester has developed an *"Inclement Weather Special Event Permit"* which will provide greater flexibility for property owners to use a structure, whose primary use is for something other than sheltering activities, for warming center services, for a limited number of persons while the permit is valid. The structure will be inspected by the Rochester Fire Chief or his/her designee, who will also determine number of occupants allowable. Permits can be applied for as early as tomorrow. The permit has been provided to the Cities of Dover and Somersworth for their review and consideration for use to assist their residents as well. This important and potentially lifesaving action as developed is a flexible response and works within the legal restrictions of the law. The challenges of unaffordable housing, substance misuse, and other life difficulties still exist, but this is an action that likely would not have been taken without public awareness and leadership from the Tri-City Mayors. More detailed information regarding the permit process can be obtained through the Rochester City Manager's office.

**Small Group Work: Identify what is currently happening and identify where gaps exist.  
Determine next steps/recommendations**

- The Fidelity Committee, with input from the public present, reviewed the Master Plan and identified potential formal recommendations. The committee discussed the importance of short term more urgent goals and recommendations, including emergency housing and longer term goals and recommendations. (See Addendum A: Master Plan worksheet submitted by Betsey Andrew Parker). There was no formal vote taken at this workshop on recommendations; to be discussed at the next Fidelity Committee meeting.

Next Regular Fidelity Committee Meeting **Thursday January 16<sup>th</sup>, 2020 Somersworth Middle School, Media Center Room.**

**Adjournment**

Adjournment at 8:06PM

Respectfully Submitted,

Cassie Givara on behalf of Todd Marsh, Vice Chair  
and Betsey Andrews Parker, Dover member

*Strategy #1 – Create Seasonal Cold Weather Shelter*

**Narrative:** Temporary seasonal winter shelters are a starting point to transition the homeless to permanent shelters with additional resources, transitional housing, and then finally to permanent housing. Emergency shelters provide individuals, families, and youth with a safe place to stay in the winter months, allow social service agencies time to connect individuals with services, meet municipality’s legal obligations and create long term strategies for permanent housing placement.

<b>Recommended Actions</b>	<b>Tentative Starting Implementation Timeline*</b>	<b>Challenge to Implementation</b>	<b>Success Measurement*</b>
1. Clarify a warming center verses shelter	Immediate  Recommend definitions	<ul style="list-style-type: none"> <li>Unified definition</li> <li>Clarify what it means to each municipality</li> </ul>	<ul style="list-style-type: none"> <li>Formal communication to area agencies, government leaders, media</li> <li>Seeking documentation from community of their warming center v shelter definitions.</li> <li>Recommended the following definition of warming center: facility open set times provides place for people to sit, have warm/cold drink, charge phone, hygiene services open on a regular basis and be open overnight when a temperature triggers opening.</li> <li>Recommend the following definition for a shelter place to sleep, hygiene, basic services.</li> </ul>
2. Communicate strategy to opening warming centers	Immediate	<ul style="list-style-type: none"> <li>Each municipality may have different strategy</li> </ul>	<ul style="list-style-type: none"> <li>Formal communication to area agencies, government leaders, media</li> </ul>

			<ul style="list-style-type: none"> <li>• Recommend: dedicated page on city websites, social media, establish in advance to help navigate.</li> </ul>
3. Determine the climate/weather/conditions required to open warming centers and temporary emergency winter shelters	Immediate	<ul style="list-style-type: none"> <li>• Not a consistent threshold or agreement across municipalities</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement on the climate/weather/conditions to open</li> <li>• Cities open warming shelters.</li> <li>• Mutual aid emergency shelter at County.</li> <li>• Seek clarification from communities for triggers to open warming centers.</li> <li>• Recommended trigger 32 degrees or other extreme weather circumstances.</li> <li>• Recommend keep the warming centers open 24 hours during the weather emergencies; leverage volunteers.</li> </ul>
4. Fund seasonal winter shelters	FY 20 budget adoption Not complete	<ul style="list-style-type: none"> <li>• Limited funding</li> <li>• Multiple requests from various agencies, including existing shelters</li> <li>• Resource reallocation</li> <li>• Site control/zoning</li> <li>• funding</li> <li>• experienced operator</li> <li>• community support/volunteers</li> <li>• limited space</li> <li>• Not enough time to make operational until winter 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Additional funding allocated to seasonal winter shelter</li> <li>• 100 additional bed capacity available during the winter for shelter</li> <li>• Barriers to zoning addressed before Winter 2019/2020</li> <li>• Permit process established for temporary emergency shelters at city level.</li> <li>• Two cities looking at city owned properties for shelter options</li> <li>• Dover and Rochester budgeted \$20k for emergency shelter. Further clarification needed on what this pays for and who it will pay.</li> </ul>

		<ul style="list-style-type: none"> <li>• Additional funding without reducing funding to existing moderate and lower barrier shelters.</li> </ul>	<ul style="list-style-type: none"> <li>• Determine the capacity for center v shelters.</li> <li>• Recommend all communities fund to support winter shelter activities.</li> </ul>
<i>Challenges being addressed</i>			
Limited bed space at established shelters			
Need for safe, cold weather shelter with low barrier for entry			
Creating a diversion from sleeping in the street, City-owned land, and other places not meant for human habitation			
<i>Possible Collaborating Entities</i>		<i>Possible Funding Sources</i>	
Municipal EMD, Inspection Services, Planning boards and city councils		Municipal	
Social service agencies		County	
Faith based		Foundation	
		Donations	
		Grants	

Strategy #2- Create Affordable Housing for all

<b>Narrative:</b> Increase the availability and accessibility of both affordable, safe/stable and homeless housing through a combination of land use policy changes and subsidies for permanent and transitional housing development.			
<b>Recommended Actions by Priority</b>	<b>Tentative Starting Implementation Timeline*</b>	<b>Challenge to Implementation</b>	<b>Success Measurement*</b>
1. Commit to review barriers and opportunities in zoning and planning	Summer/Fall 2019	<ul style="list-style-type: none"> <li>Existing ordinances</li> <li>Community perception</li> <li>Legal restrictions/ requirements</li> <li>Green space vs housing space</li> </ul>	<ul style="list-style-type: none"> <li>Density</li> <li>Parking</li> <li>Multi-use</li> </ul>
2. Conduct Regional Planning	Spring/Summer 2019	<ul style="list-style-type: none"> <li>Single municipal approach vs a collaborative communication Tri City approach</li> <li>Need to engage planning, welfare and conservation</li> <li>Securing joint municipal funding for agreed housing initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing agenda item on municipal agenda</li> <li>Engage SRPC</li> <li>Engage workforce housing coalition</li> <li>Survey community perceptions and invite input</li> <li>Annual Joint board meetings of board related to land-use</li> <li>Consideration of access to green space (health) and hazard resilience (safety) in design of affordable housing</li> </ul>
3. Make an investment in Affordable Housing	<ul style="list-style-type: none"> <li>Spring 2019 (Timeline can be lengthy so not</li> </ul>	<ul style="list-style-type: none"> <li>Engage landlords and developers</li> <li>Coordinate funding for a coordinated system</li> <li>Partner with Greater Seacoast Coalition to</li> </ul>	<ul style="list-style-type: none"> <li>Leverage municipal funds to leverage new funds (i.e. site prep work, etc?)</li> <li>Municipalities successfully implementing property tax credit program</li> <li>New units available</li> </ul>

	immediately addressed	End Homelessness to adapt and implement possible property tax credit program designed to incentivize landlords to keep units under market rate, accept tenants holding Housing Choice Vouchers, and/or work with local shelters to move those experiencing homelessness into permanent housing	
4. Analyze opportunities for mixed income affordable housing	Spring 2020	<ul style="list-style-type: none"> <li>• Private developers need incentives to include affordable housing</li> <li>• NIMBY concerns from public</li> </ul>	<ul style="list-style-type: none"> <li>• Density bonuses for including affordable units in multi-unit housing developments</li> <li>• Tax credit incentives for including affordable units in multi-unit housing developments</li> <li>• Affordable unit percentage requirements for multi-unit housing developments</li> </ul>
<p><i>Challenges being addressed:</i></p> <p>Lack of affordable housing contributes to homelessness across all walks of life and reduces ability to escape poverty and homelessness. Lack of affordable housing limits options for an aging population, leading some into eviction or foreclosure, and it also prevents younger residents from staying in New Hampshire or moving here.</p> <p>Affordable housing is both a solution to existing homelessness and a form of prevention to avoid those at risk of homelessness losing their housing.</p> <p>In addition, we need to be prepared for the future, thinking about climate change and hazard resilience. We need to be sure that we're not looking to build affordable housing in marginal lands that are going to be at most risk for extreme events in the future. We also need to be looking at where existing housing is and whether or not our lowest income communities are already vulnerable in their current states.</p>			

<i>Possible Collaborating Entities</i>	<i>Possible Funding Sources</i>
Workforce Housing Coalition	HUD/other federal grants
SRPC	State and/or local CDBG funds
Coastal Risks and Hazards Commission	Municipal funds
Planning Boards	Private foundation funds (may require non-profit partner as applicant)
NH Department of Health and Human Services, Bureau of Elderly and Adult Services and the NH State Plan on Aging Planning Committee	
Community Development staff	
The Housing Partnership	
Community Action Partnership of Strafford County	
Homeless Coalition of the Greater Seacoast	
NH Listens / Rochester Listens	

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

<p><b>Narrative:</b> Helping households maintain their housing is less costly and more effective than helping households obtain housing after they become homeless. Reducing homelessness requires effective strategies to decrease the number of families and individuals who lose their housing and become homeless.</p>			
<b>Recommended Actions by Priority</b>	<b>Tentative Starting Implementation Timeline*</b>	<b>Challenge to Implementation</b>	<b>Success Measurement*</b>
<p>1. Prevent evictions by expanding short-term rental assistance for person(s) on a fixed income</p>	<p>Immediate <b>Completed</b></p>	<ul style="list-style-type: none"> <li>Funding reduction</li> </ul>	<ul style="list-style-type: none"> <li>Reduced # of evictions</li> <li>Nonprofit outreach to landlords and clients</li> <li><b>Rapid Rehousing \$ pending with NOFA award for increase in funding via CAPSC</b></li> <li><b>Additional funding in state budget for prevention, eviction and youth homeless prevention. RFP will come from State of NH.</b></li> <li><b>Municipalities endorsed and have capacity to assist with eviction/prevention (rent, security deposit).</b></li> <li><b>Non-profits partner with cities to assist with</b></li> <li><b>Client Training</b></li> <li><b>Landlord training</b></li> <li><b>Financial support</b></li> <li><b>Case Management</b></li> <li><b>SEE THE GRID</b></li> </ul>
<p>2. Endorse and promote landlord education for eviction prevention</p>	<p>Immediate/ongoing <b>Ongoing but completed</b></p>	<ul style="list-style-type: none"> <li>Assists landlords with identifying red flags earlier</li> </ul>	<ul style="list-style-type: none"> <li>Earlier interventions to reduce evictions</li> <li>Landlords feel supported, empowered and confident</li> </ul>

		<ul style="list-style-type: none"> <li>• Provides landlords with information on available resources</li> </ul>	<ul style="list-style-type: none"> <li>• Home for All- quarterly meetings, landlord education, programs for landlord incentives, ask Paige for detail.</li> <li>• Recommendation to assist with promotion of these efforts to educate about services.</li> <li>• Recommend sending education with tax bills, water bills.</li> <li>• Recommend promoting resources on Public Access TV.</li> </ul>
3. Support a centralized navigation to assistance eviction prevention system for both landlords and at risk tenants	Summer 2019	<ul style="list-style-type: none"> <li>• Provides landlords and at-risk tenants a clear way to access supports and services to prevent evictions</li> </ul>	<ul style="list-style-type: none"> <li>• Access to centralized system</li> <li>• Reduced number of evictions</li> <li>• Recognition of willingness to address this and technology is not clear on how to do</li> <li>• Recommendation similar resource to landlords that Portsmouth offers which is to call Welfare if client behind in rent.</li> <li>• Recommend to direct landlords to 211, welfare and CAP identify existing resource as the central point of contact for landlords to contact if behind in rent, utilities, etc.</li> </ul>
4. Provide a long-term case managed rental subsidy program for individuals on a path to gainful employment		<ul style="list-style-type: none"> <li>• Willing landlords</li> <li>• Tight housing market/low vacancy</li> <li>• Clients with bad referrals</li> </ul>	<ul style="list-style-type: none"> <li>• Expand the residential utility assistance and security deposit programs to cover individuals and families that fall into the gap for services.</li> <li>• Reduced evictions</li> <li>• Increased # of landlord participation</li> </ul>
5. Expand an array of homeless prevention services for homeless families		<ul style="list-style-type: none"> <li>• Funding</li> <li>• Individual family circumstances</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced # people in shelters</li> <li>• Reduced number of people in precarious housing situations (tents/cars/ couch surfing)</li> </ul>

6. Promote criminal record clearing clinic and expungements to reduce barriers for housing		<ul style="list-style-type: none"> <li>• Costs to clear records</li> <li>• Qualified attorneys</li> <li>• Funding or pro bono</li> </ul>	<ul style="list-style-type: none"> <li>• # of records cleared</li> <li>• # of housing obtained</li> <li>• # jobs obtained</li> </ul>
7. Financial record clearing		<ul style="list-style-type: none"> <li>• Costs to clear records</li> <li>• Qualified attorneys</li> <li>• Funding or pro bono</li> </ul>	<ul style="list-style-type: none"> <li>• # of records cleared</li> <li>• # of housing obtained</li> <li>• # jobs obtained</li> </ul>
8. Municipal review of City staff involvement in eviction proceedings		<ul style="list-style-type: none"> <li>• Municipal code challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced evictions</li> </ul>
9. Increased awareness of and access to legal aid for low income families		<ul style="list-style-type: none"> <li>• Costs to increase awareness</li> <li>• Qualified attorneys</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced evictions</li> </ul>
10. Weatherization of rental units and affordable housing to decrease energy costs		<ul style="list-style-type: none"> <li>• Costs of weatherization</li> </ul>	<ul style="list-style-type: none"> <li>• Utility cost saving</li> <li>• Reduced displacement due to housing condition</li> </ul>
11. Support local welfare, including local access, case management and flexible decision making to reduce eviction and homelessness	Immediate	<ul style="list-style-type: none"> <li>• Municipal officials understanding of local welfare laws, including humanitarian purpose</li> <li>• Potential initial increased costs</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced evictions</li> <li>• Maximum self sufficiency</li> <li>• Local and operation hours accessibility resulting in maximum emergency prevention and minimum transportation challenges to local welfare services, including homeless emergencies</li> </ul>

<i>Challenges being addressed</i>			
Stabilize households prior to them becoming homeless			
Promote individuals in becoming self-sufficient			
Reduce evictions for those unable to sustain a rent increase			
Landlords do not have resources to assist tenants who might be in challenging situations (i.e. starting to get behind in rent), educational resources might help with warning signs, red flags where landlord might encourage tenant to contact social services (i.e. one month rent is easier to support than dealing with three months back rent and/or eviction).			
<i>Possible Collaborating Entities</i>		<i>Possible Funding Sources</i>	
Workforce Housing Coalition			
Developers			
New Hampshire Legal Assistance (Housing Justice Program)			
Seacoast Landlord Association			
Gift of Warmth			

*Strategy #4 – Support Access to transportation*

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

and those at risk of homelessness to identify and resolve gaps and overlap in service		<ul style="list-style-type: none"> <li>• Funding to develop and maintain database</li> <li>• Identifying gaps in service (time &amp; type) that need to be filled</li> <li>• Funding to pay for services that will cover the gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded coverage for identified gaps</li> <li>• Elimination of redundant services</li> </ul>
Identify impediments (liability, funding, etc.) to the development of transportation services to the homeless and develop solutions	Summer 2019	<ul style="list-style-type: none"> <li>• Gathering all relevant info from providers re restrictions/ limitations of service</li> <li>• Limitations of existing funding</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced impact from identified impediments</li> </ul>
Identify funding mechanisms that can support ongoing, and increased, service to homeless.	Summer 2019	<ul style="list-style-type: none"> <li>• Time to research funding mechanisms</li> <li>• Ability/time to seek/prepare requests for funding</li> </ul>	<ul style="list-style-type: none"> <li>• Database of existing funding sources</li> <li>• Identification of potential funding sources</li> <li>• Identification of opportunities to leverage funds</li> </ul>
Identify and modify land use practices that result in impediments to transportation to the homeless.	Ongoing	<ul style="list-style-type: none"> <li>• Time to identify and evaluate local, county and state actions for their potential hindrance</li> <li>• Time to identify and evaluate local, county and state actions for their potential hindrance</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal actions (infrastructure, zoning, etc.) support reduction of identified impediments.</li> <li>• Increase in engagement by private sector re support of transportation to homeless population.</li> </ul>
<i>Challenges being addressed</i>			
Costs of services			
Financial support			
Coordination of services			
Land use practices, both public and private, that hinder access to transportation			

Availability of transportation 24/7/365	
Reaching homeless population to determine eligibility for services	
Governmental and private sector actions that fail to promote access to transportation services	
<i>Possible Collaborating Entities</i>	<i>Possible Funding Sources</i>
COAST	Federal Transportation Programs
Municipalities	Federal Transportation Programs
County	Municipal Funding
Strafford Regional Planning Commission	
VA	
DHHS/CTS	
NHDOT	
Homeless Shelters	

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

<b>Narrative:</b> Collaborate with community agencies to improve the health and safety of the homeless.			
<b>Recommended Actions by Priority</b>	<b>Tentative Starting Implementation Timeline*</b>	<b>Challenge to Implementation</b>	<b>Success Measurement*</b>
1. Participate in Community Care Team (CCT) meetings to coordinate services among providers	ongoing	<ul style="list-style-type: none"> <li>• Resource allocation of staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Increased # of participants at CCT</li> <li>• Reduced homelessness</li> </ul>
2. Connect the homeless to Medicare/Medicaid, Social Security, Disability benefits, Affordable Care Act	Ongoing	<ul style="list-style-type: none"> <li>• Access to paperwork required for program certification</li> <li>• Transportation to appointments</li> <li>• Access to computers/printers/copiers</li> </ul>	<ul style="list-style-type: none"> <li>• # individuals connected to services</li> <li>• Reduce homelessness</li> </ul>
3. Work with social service providers to reduce barriers to healthcare, mental health and education services, including but not limited to re-zoning for service delivery, reduced rent/free space in unused municipal buildings, etc.	Spring 2019	<ul style="list-style-type: none"> <li>• Zoning requirements differ in each city</li> <li>• Services to be provided</li> <li>• Support from leadership and community</li> </ul>	<ul style="list-style-type: none"> <li>• Increase # of providers offering community-based services in partner locations</li> <li>• Reduced homelessness</li> </ul>
4. Assist homeless with access to vital records, including providing a fee waiver for verified	Immediate	<ul style="list-style-type: none"> <li>• Access to computers/printers/copiers</li> <li>• Resource of time to help clients with accessing records</li> </ul>	<ul style="list-style-type: none"> <li>• # agencies and welfare offering access to internet, copiers, etc.</li> <li>• Eliminating fees for vital record for homeless and low-income residents</li> </ul>

financial hardship housing situations		<ul style="list-style-type: none"> <li>• Wait time on phone with state and federal agencies</li> <li>• Clients must connect with a approved provider to verify hardship and need for fee waiver</li> </ul>	<ul style="list-style-type: none"> <li>• Shortened length of homelessness</li> <li>• Homeless prevention</li> </ul>
5. Implement Cloud Based Systems to access vital records	July 2019	<ul style="list-style-type: none"> <li>• Transportation to municipal offices/DMV</li> <li>• IT infrastructure at each city</li> <li>• Each municipality may not have capacity to implement</li> <li>• Budget</li> </ul>	<ul style="list-style-type: none"> <li>• Clients can access records offsite</li> </ul>
6. Case managers at social service agencies	July 2019	<ul style="list-style-type: none"> <li>• Workforce shortage</li> <li>• Funding does not allow for case management</li> <li>• Not enough funding/need to braid funding for positions</li> </ul>	<ul style="list-style-type: none"> <li>• Increase case managers in Tri City area</li> <li>• Maximum self sufficiency</li> <li>• Homeless prevention</li> <li>• Shortened length of homelessness</li> </ul>
7. Increase access to affordable and quality food resources for health benefits	ongoing	<ul style="list-style-type: none"> <li>• Cost of fresh food</li> <li>• Storage options</li> <li>• Ability to heat/cook fresh food</li> <li>• Food deserts, etc</li> </ul>	<ul style="list-style-type: none"> <li>• Development of partnership with Seacoast Eat Local, food pantries, and other related orgs.</li> </ul>
8. Increase awareness and use of free and reduced lunch options for public school students (all three cities are experiencing high rates of unpaid lunch balances and lower	Fall 2019	<ul style="list-style-type: none"> <li>• Awareness of sign ups</li> <li>• Confusion over forms</li> <li>• Stigma of sign up</li> </ul>	<ul style="list-style-type: none"> <li>• Track unpaid school lunch accounts and numbers signed up for free and reduced lunches (reduction in unpaid expected, initial increase, then hopefully decrease in free/reduced sign ups).</li> </ul>

than past sign ups for free/reduced lunch)			
9. Assist homeless community members and advocates with camp clean up	Immediate March 2019	<ul style="list-style-type: none"> <li>• Stigma</li> <li>• Zoning ordinances</li> <li>• Sharps containers</li> <li>• Access to camps</li> <li>• Where to place garbage</li> </ul>	<ul style="list-style-type: none"> <li>• Agencies/advocates permitted to use waste facilities for disposal</li> <li>• Medical waste disposal secured</li> <li>• Agencies/Advocates not penalized for helping homeless camp sites</li> </ul>
<i>Challenges being addressed</i>			
<ul style="list-style-type: none"> <li>• Educate and inform all individuals and families of services</li> </ul>			
<ul style="list-style-type: none"> <li>• Increase access to services in the community where people reside to eliminate transportation barriers</li> </ul>			
<ul style="list-style-type: none"> <li>• Increased collaboration among agencies at CCT</li> </ul>			
<ul style="list-style-type: none"> <li>• Eliminate barrier of cost for vital records</li> </ul>			
<i>Possible Collaborating Entities</i>		<i>Possible Funding Sources</i>	
Wentworth Douglas Hospital		Municipal funding- CIP for infrastructure improvements	
Frisbie Memorial Hospital		Federal grants	
Greater Seacoast Community Health Center (formally Avis Goodwin and Families First)			
Community Partners			
Seacoast Mental Health			
NH Department of Health and Human Services District Offices			
Seacoast Eat Local			
Relief Parenting ( <a href="https://www.reliefparenting.com/">https://www.reliefparenting.com/</a> )			
New Hampshire Women's Foundation			

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

<b>Narrative:</b>			
<b>Recommended Actions by Priority</b>	<b>Tentative Starting Implementation Timeline*</b>	<b>Challenge to Implementation</b>	<b>Success Measurement*</b>
1. Develop respite and recovery housing	Immediate	<ul style="list-style-type: none"> <li>• Lack of access to respite care</li> <li>• Overcome capital funding needs to create short term respite care</li> <li>• Code enforcement and zoning barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing percentage of individuals with SUD and mental health issues with access to respite care</li> <li>• Longer sustained recovery rates</li> <li>• Reduced hospitalization and reduced incarceration rates</li> </ul>
2. Create LEAD (Law Enforcement Assistance Diversion) programs in each community	July 2019	<ul style="list-style-type: none"> <li>• Personnel Resources</li> <li>• Funding</li> <li>• Policies and Procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease number of individuals sentenced</li> <li>• Increase number of individuals diverted to treatment</li> <li>• Clarify cost of SUD to municipalities</li> </ul>
3. Reduce barriers that prohibit development/ placement of substance use services/recovery	July 2019	<ul style="list-style-type: none"> <li>• Define data so they are consistent across municipalities</li> <li>• Data to be collected</li> <li>• Define how this data will be used</li> </ul>	<ul style="list-style-type: none"> <li>• Increase treatment, recovery housing and respite recovery center beds by a minimum of 25</li> <li>• Increase homeless transitional housing beds by a minimum of 100</li> <li>• Increase agencies providing day out services for recovery</li> </ul>

4. Enhance recovery-friendly workplace initiative	Immediate	<ul style="list-style-type: none"> <li>• Lack of job training programs for trades</li> <li>• Lack of use of current vocational schools</li> <li>• Ban the box</li> <li>• Reduce stigma</li> <li>• Increase employer education</li> <li>• Increase employee Education</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in employed individuals struggling SUD</li> <li>• Increase in training programs</li> <li>• Increase workplace cultures with reduced stigma</li> </ul>
5. Municipalities are “Recovery Friendly Workplaces”	Fall 2019	<ul style="list-style-type: none"> <li>• “Ban the box” initiative- will this conflict with insurance carriers</li> </ul>	<ul style="list-style-type: none"> <li>• Recovery Friendly Workplace designation (partnership with local Chambers of Commerce)</li> </ul>
6. Partner with Wentworth-Douglass as the regional funded HUB for single point of entry into SUD treatment system	Immediate	<ul style="list-style-type: none"> <li>• Development of increased spokes</li> <li>• Development of stronger spokes</li> </ul>	<ul style="list-style-type: none"> <li>• Increased access to recovery and healthcare services</li> <li>• Increased communication between service providers</li> </ul>
7. Support access to affordable health care	Immediate	<ul style="list-style-type: none"> <li>• Is the City providing these services to model good practice?</li> <li>• Transportation</li> <li>• Cost of insurance/ medication</li> <li>• Qualified providers</li> </ul>	<ul style="list-style-type: none"> <li>• More individuals accessing medical care in non-Emergency Room settings</li> <li>• More individuals accessing mental health care and treatment</li> <li>• Reduced costs to hospitals and municipalities</li> </ul>
8. -Assist with funding “spoke” services that will ultimately serve		<ul style="list-style-type: none"> <li>• Funding</li> </ul>	

those entering the HUB		<ul style="list-style-type: none"> <li>Lack of effective co-occurring disorders services</li> </ul>	
9. Community Action awareness day	July 2019	<ul style="list-style-type: none"> <li>Define what services are promoted</li> <li>Perception of community</li> </ul>	<ul style="list-style-type: none"> <li>Information on services promoted in the community</li> <li>Education about SUD widely available</li> <li>Reduction in NIMBY</li> </ul>
<i>Challenges being addressed</i>			
The lack of transitional or respite housing means that individuals are coming out of detox, out of incarceration without proper supports to maintain recovery and get themselves into a stable situation.			
There are not sufficient SUD treatment providers; we need to promote area provider services- use the Pro Business Model for SUD			
Cost of municipal expenses needs to be visible so that it becomes clear that providing housing and recovery services is a net decrease in expenditures for municipalities in the longer-term.			
<i>Possible Collaborating Entities</i>		<i>Possible Funding Sources</i>	
Municipalities Police Departments		CSBG	
Chambers of Commerce (recovery friendly workplaces, ban the box, etc)		DEA	
		City Budget Line Item	

Strategy #7- Engaging the Community to End Homelessness

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

affordable housing, etc			
3. Create mechanisms for community education and input	Immediately	<ul style="list-style-type: none"> <li>• Time</li> <li>• Resources</li> <li>• Childcare for meetings</li> <li>• Identifying leadership</li> <li>• Transportation</li> </ul>	Forum conducted (public input for plan) Listening sessions / community engagement forums through NH Listens, etc to begin to reduce the stigma
<i>Challenges being addressed</i>			
Reducing NIMBY Generates support for municipal involvement/funding at the tax payer level Creates a stronger sense of community			
<i>Possible Collaborating Entities</i>		<i>Possible Funding Sources</i>	
Greater Seacoast Coalition to End Homelessness Workforce Housing Coalition of the Greater Seacoast Local planning departments Local media		United Ways NH Charitable Foundation Municipalities Leveraged support from partners	