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New Hampshire Governor's Interagency
Council on Homelessness

New Hampshire's Homelessness Plans

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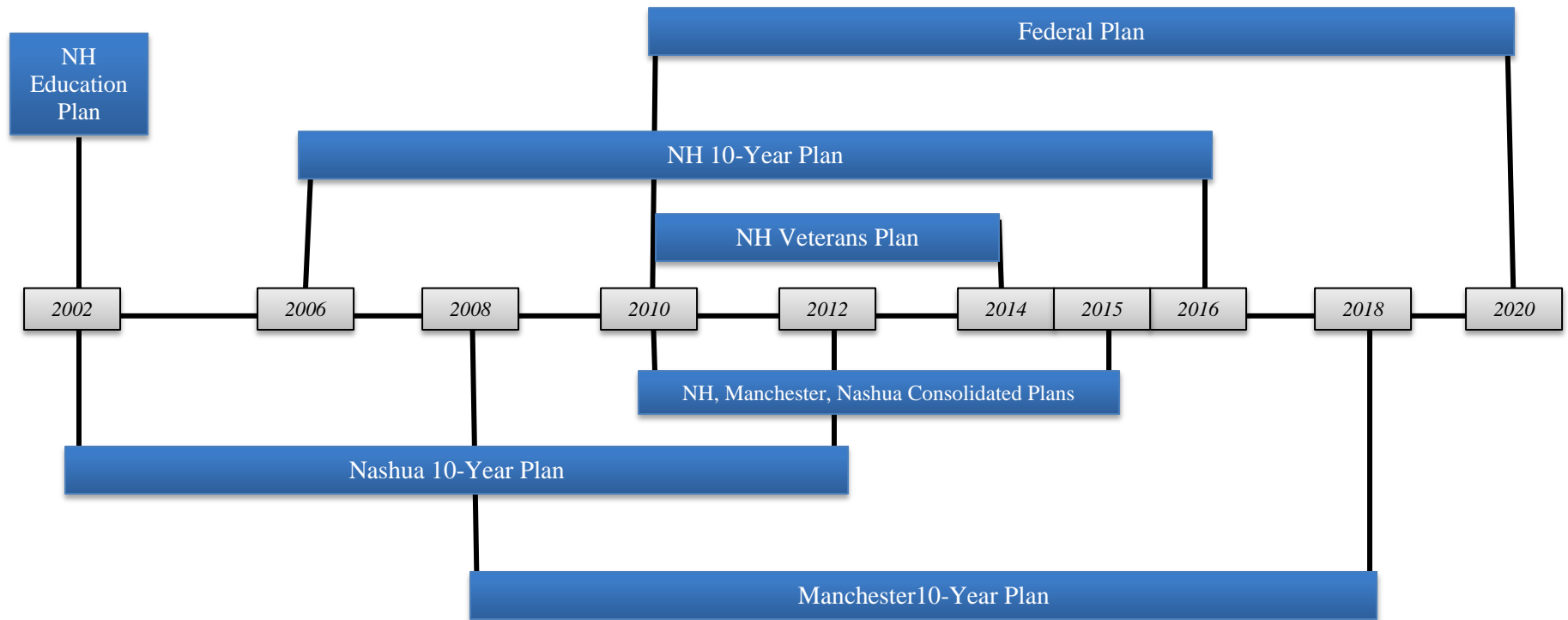
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Plan Timelines



Format of Plan Summaries

The following summaries have been organized into the following categories:

1 – Significant Dates

Criteria: A date that homelessness is expected to end by, or any other data of equivalent significance.

2 – Subpopulation Priority

Criteria: Any significant emphasis on a homeless subpopulation.

3 – Performance Measures

Criteria: The measurement of an outcome or outcomes that is has at least a stated specific unit of measurement and subject, but should also include a baseline number (a date for percentages and a specific number for non-percentages) and an expected date of completion.

4 – Strategies

Criteria: The explanation of action(s) that will or have been taken to achieve an outcome or outcomes that include at least the “who” and the “how.”

5 – Funding

Criteria: Funding and resources that will be utilized or is available to implement the plan and/or funding and resource that will be created or enhanced to accomplish certain parts of the plan.

6 – Responsibility

Criteria: Actions that a specific or general entity or entities will carry-out, which may be implied or specified.

7 – Collaboration

Criteria: Entities that are required to work together in carrying out an action, with greater emphasis on working together than carrying out the action itself.

8 – Data

Criteria: Any data source utilized within the strategic-plan, with emphasis on data used to measure the plan's progress.

9 – Incentives

Criteria: Resources or funding that are available if specific or general actions are being implemented.

NH ICH Plans Task Force

Summary of the 2010 Federal Strategic Plan to Prevent and End Homelessness: *Opening Doors*

Plan Outline

Significant Dates	<ul style="list-style-type: none"> • End veteran and chronic homelessness by 2015; and, • End homelessness among families with children and all other homeless populations by 2020.
Subpopulation Priority	<p>In the order of:</p> <ol style="list-style-type: none"> 1. Veterans; 2. Chronically homeless; and, 3. Families with children.
Performance Measures	<ul style="list-style-type: none"> • # of persons experience veteran homelessness; • # of persons experiencing chronic homelessness; • # of children and families experiencing homelessness; • # of permanent supportive housing units; • # of persons exiting homeless assistance programs that are employed; and, • # of persons exiting homeless assistance programs participating in mainstream assistance programs.
Strategies	<ul style="list-style-type: none"> • Increase affordable rental homes; • Increase service enriched housing; • Increase use of best practices to help people enter workforce; • Prepare for Medicaid expansion; • Evaluate medical home model; • Establish medical respite programs; • Improve discharge planning for adults & youth; • Increase use of best practices in crisis response system; and, • Expand permanent supportive housing.
Funding	<ul style="list-style-type: none"> • Provide incentives to communities to offer Medicaid, TANF, and SAMHSA service with housing resources.
Responsibility	<ul style="list-style-type: none"> • States and municipalities should update and implement their plans to end homelessness.
Collaboration	<ul style="list-style-type: none"> • Homeless service and housing providers should collaborate with non-traditional partners, such as health providers and economic recovery programs.
Data	<ul style="list-style-type: none"> • HUD’s Annual Homeless Assessment Report is used for all data, except youth. Data for youth is from both HUD and Department of Education. Data on youth needs to be improved in the future.
Incentives	<ul style="list-style-type: none"> • No apparent incentives.

Plan Summary

There are 4 key goals that form the foundation to *Opening Doors*, the Federal plan to end homelessness. They are, listed in order of their priority:

1. *Chronic homelessness (end in 5 years);*
2. *Veteran homelessness (end in 5 years);*
3. *Homeless families with children (end in 10 years); and,*
4. *All other categories of homelessness (no timeline).*

The plan lists objectives and a corresponding set of strategies within each of these 4 goals. Many of the strategies do not contain content relevant to the aligning of NH's plans. Relevant content from the 53 strategies is summarized below in the following 8 categories: 1-significant dates, 2-subpopulation priority, 3-performance measures, 4-strategies, 5-funding, 6-responsibility, 7-collaboration, 8-information on data, 9-incentives, and 10-responsibility chart. *Opening Doors* hereafter will be referred to as "the plan."

1. Significant Dates

The following timelines were made available in the plan:

- *End chronic homelessness in 5 years;*
- *End veteran homelessness in 5 years; and,*
- *End homelessness among families with children in 10 years.*

No other relevant significant dates were part of the plan.

2. Subpopulation Priority

The plan places significant emphasis on subpopulations. While chronic homelessness is listed as the top subpopulation priority, it is clear that Veterans are more of a focus for new and existing programs. Specifically, the plan has called for employment programs to increase opportunities for Veterans.

The plan creates 4 "signature initiatives" that focus on a specific subpopulation: Veterans, families with children, chronically homeless, and youth.

- *The Veteran initiative states that the government is pledging more collaboration among its agencies with state and local governments, as well as the VA. However, no specific plans are outlined;*
- *The Families with Children initiative states that a new program for FY2011 will combine HUD and HHS housing vouchers with funding from mainstream programs to serve*

homeless families with children or families with children at-risk of homelessness. Also, HUD will provide Section 8 Vouchers to communities with high concentrations of family homelessness;

- *The Chronic Homelessness initiative states that a new program for FY2011 will connect HUD and HHS vouchers with health and social services provided through Medicaid and with wraparound services funded through SAMHSA; and,*
- *The Youth initiative states that the US Interagency Council on Homelessness will work with the Interagency Working Group on Youth Programs to provide technical assistance to youth-service agencies, specifically by establishing content for the Federal interagency website on youth.*

It is evident that Veterans are emerging as the top subpopulation priority, with chronically homeless and families with children following. The plan does not offer any original strategies or ideas for homeless youth, however, but notes that the inadequate availability of data on unaccompanied youth needs to be addressed.

3. Performance Measures

For the plan's first 3 listed goals, there are 3 population-specific performance measures that will indicate the plan's progress:

1. *Annual changes in the number of individuals experiencing chronic homelessness;*
2. *Annual changes in the number of Veterans experiencing homelessness; and,*
3. *Annual changes in the number of families with children experiencing homelessness.*

Also, the plan will use, as indications of progress:

1. *Increases in the number of permanent supportive housing units; and,*
2. *Increases in employment and participation in mainstream assistance programs among those exiting homeless assistance programs.*

It is clear that the primary source of data for measuring the plan's performance will come from HUD, with supplementing data from the Department of Education and the VA, as needed.

4. Strategies

The plan has 7 main outcomes listed throughout its strategies. The following are those strategies:

- *Provide affordable housing through the expansion of affordable rental homes and through increasing service enriched housing;*
- *Increase economic security through identifying and utilizing best practices to help individuals enter the workforce;*

- *Reduce financial vulnerability through the removal of barriers for people entering the workforce and through the preparation of the expansion of Medicaid;*
- *Integrate health care with housing through evaluating the effectiveness of the medical home model and through the establishment of medical respite programs;*
- *Advance healthier and housing stability for youth and adults through the improvement of discharge planning;*
- *Transform the crisis response system through promoting the best practices in the many crisis response systems in the nation; and,*
- *Provide and expand permanent supportive housing.*

5. Funding

The plan offers very little in regards to funding, but in general offers that the US Interagency Council on Homelessness will look for savings through the collaboration of federal agencies. In addition, the plan calls for incentives to local communities to provide Medicaid, TANF, and SAMHSA services in collaboration with housing resources.

6. Responsibility

The plan offers detailed lists of which federal agencies are collaborating on what strategies. The chart is included as attachment “10 – Responsibility Chart.” The plan makes one specific note, however, that it would like states and local municipalities to update and implement their plans to end homelessness.

7. Collaboration and Partnerships

The plan calls for significant collaboration among homeless service and housing providers with those that they have not traditionally collaborated with in the past, such as health providers, job and economic recovery programs.

8. Data

The plan utilizes data from:

- *The US Department of Housing and Urban Development's Annual Homeless Assessment Report; and,*
- *The US Department of Education.*

The plan notes that there is no reliable source of data on homeless youth. The plan utilizes both HUD and the on homeless youth to develop general strategies. However, language in the plan indicates that in order to properly address homelessness among youth in future plans that data on homeless youth needs to come from one primary source. In future AHAR's and Point-in-Time

Counts, it would seem that there will be increased emphasis on collecting information on homeless youth.

The plan also calls for increases in the use of HMIS, the creation of common data standards, and the creation of uniform performance measures. The plan does not make specific who will take the lead on these activities.

9. Incentives

The plan does not include any apparent explicit incentives.

10. Responsibility Chart

The following chart was included in the plan, and lists the responsibilities of specific entities:

NH ICH Plans Task Force

Summary of the 2010 HEARTH Act

Plan Outline

Significant Dates	<ul style="list-style-type: none"> • N/A.
Subpopulation Priority	<ul style="list-style-type: none"> • N/A.
Performance Measures	<ul style="list-style-type: none"> • # of days people are homeless. • # of days families are homeless (goal under 30). • # of homeless recidivism. • # of new homeless persons outreached. • # of times same homeless person is outreached to. • # of increases in income of homeless persons. • # of increases in jobs of homeless persons. • # of people who become homeless.
Strategies	<ul style="list-style-type: none"> • Expanding homelessness prevention significantly. • Expand PSH for chronically homeless families.
Funding	<ul style="list-style-type: none"> • McKinney-Vento Homeless Assistance funding. An increase in this funding by Congress is required for full implementation of the Act.
Responsibility	<ul style="list-style-type: none"> • N/A.
Collaboration	<ul style="list-style-type: none"> • N/A.
Data	<ul style="list-style-type: none"> • N/A.
Incentives	<ul style="list-style-type: none"> • CoC Program Funding, ESG Funding – (look for more).

NH ICH Plans Task Force

Summary of the 2006 New Hampshire Strategic
Plan to Prevent and End Homelessness: *A Home
for Everyone*

Plan Outline

<p>Significant Dates</p>	<ul style="list-style-type: none"> • End homelessness among all populations by 2016; and, • Many other dates (not significant). See section “9. Plan Timeline and Outcomes.”
<p>Subpopulation Priority</p>	<ul style="list-style-type: none"> • N/A.
<p>Performance Measures</p>	<ul style="list-style-type: none"> • % of discharges to unstable housing (decreased by 80% by 2010); • # of permanent supportive housing units; and, • # of affordable housing units.
<p>Strategies</p>	<ul style="list-style-type: none"> • Create thorough and seamless service system that eliminates service duplication and loops; • Increase access to wraparound services; • Increase awareness of the impact of homelessness through increases outreach efforts to stakeholders; • Increase the permanent supportive housing and affordable housing units; and, • Many other specific outcomes. See section “9. Plan Timeline and Outcomes.”
<p>Funding</p>	<ul style="list-style-type: none"> • Amend the State Emergency Shelter Grant in Aid’s law to include support for permanent supportive housing; • Create a revolving loan fund provides first month rent and security deposit subsidies; • Create new Shelter Plus Care and Section 8 Moderate Rehabilitation through Continuum of Care NOFA funds; • Establish incentives to create household units for extremely and very low-income persons; • Increase Community Development Block Grant funding for permanent supportive housing projects; • Secure general funding to support employment counseling and job acquisition skills; and, • Secure grants from foundation and charitable organizations to increase permanent supportive housing.
<p>Responsibility</p>	<ul style="list-style-type: none"> • CDFA prioritizes assistance through scoring or set-asides under CDIP for permanent supportive housing; • Continuums of Care update lists of service and housing providers; • DHHS operates with a system to inform clients of all available resources; • Governor Lynch reviews the <i>A Home for Everyone</i>; • Legislature establishes a study committee to examine homeless youth’s ability to transition to adulthood; and, • Public housing finance sources adopt underwriting standards to develop supportive housing.
<p>Collaboration</p>	<ul style="list-style-type: none"> • Continuums of Care communicate and network through interactive website mechanisms; and, • Housing and service providers develop partnerships to create service-enriched housing.
<p>Data</p>	<ul style="list-style-type: none"> • Uses a variety of data sources (primarily studies conducted by national organizations). Also utilizes NH Point-in-Time Count data.
<p>Incentives</p>	<ul style="list-style-type: none"> • No apparent incentives.

Plan Summary

There are 4 key goals that form the foundation to *A Home for Everyone*, New Hampshire's plan to end homelessness. They are:

11. *Increase the amount of permanent supportive housing;*
12. *Increase access to wraparound services;*
13. *Increase outreach to stakeholders; and,*
14. *Create a thorough and seamlessly integrated service system.*

The plan lists goals, objectives, and a corresponding set of strategies within each of the 4 goals. There are 89 strategies that address each outcome and 18 outcomes that address each objective. While all strategies and outcomes are relevant to the purpose of aligning NH's plans, some are more specific and narrow in scope than others. The most relevant and broad in scope were teased out and summarized below in the following 8 categories: 1-significant dates, 2-subpopulation priority, 3-performance measures, 4-outcomes, 5-funding, 6-responsibility, 7-collaboration, 8-data, and 9-incentives. An attachment, which illustrates each outcome and its expected date of completion, has been made available, and is listed as section "10. Timeline of Outcomes." *A Home for Everyone* hereafter will be referred to as "the plan."

1. Significant Dates

The only significant date that is apparent in the plan is:

- *End homelessness in 10 years (2016).*

The plan also included an expected completion date for each of its outcomes, which can be found as an attachment listed as section "9. Timeline of Outcomes."

2. Subpopulation Priority

The plan does not place emphasis on any specific homeless subpopulation that is apparent in the narrative.

3. Performance Measures

The plan includes two performance measures that will measure the progress of specific outcomes, which are:

1. *Decreases in the percentage of discharges to unstable housing conditions (reduce by 80% by 2010); and,*
2. *Increases in the number of permanent supportive housing units (by 400 to 600 units).*

One other performance measure appeared to be implied in the plan's narrative, which will measure progress of the plan overall:

1. *Increases in the number of affordable housing units.*

4. Strategies

The plan places significant emphasis on its objectives and strategies, which support the 4 goals that act as the foundation of the plan. The 4 goals are:

1. *Increase the amount of permanent supportive housing;*
2. *Increase access to wraparound services;*
3. *Increase outreach to stakeholders; and,*
4. *Create a thorough and seamlessly integrated service system.*

The following are each objective that supports the corresponding goal:

Increase the amount of permanent supportive housing

- *Create a variety of housing choices;*
- *Encourage the development of housing stock that fulfills the shelter and affordability needs;*
- *Identify new sources of revenue;*
- *Maintain existing resources that support permanent supportive housing and enhance their usefulness;*
- *Provide one-time or short-term rent or mortgage subsidies to assist low-income households with the high cost of obtaining housing; and,*
- *Provide service-enriched housing.*

Increase access to wraparound services

- *Assess the individual or family's needs and assist in finding services that are required in that situation;*
- *Design and conduct a pilot case management system for research purposes;*
- *Develop comprehensive case management services; and,*
- *Develop resources that eliminate or significantly reduce barriers to obtaining services.*

Increase outreach to stakeholders

- *Advocate for changes to funding, eviction, zoning, and other legal policies;*
- *Advocate for living wages;*
- *Conduct public education to enhance the public's understanding of the causes and impact of homelessness;*
- *Design and implement and outreach/awareness campaign to increase public knowledge regarding homelessness and provides information to those that are homeless or at risk of homelessness; and,*
- *Outreach to local, state, and federal agencies about their impact on homelessness.*

Create a thorough and seamlessly integrated service system

- *Develop a team approach to increase coordination, collaboration, and integration among service providers;*
- *Ensure that all service providers have access to the most updated and complete information that can aid their clients; and,*
- *Ensure the best possible communication among service providers.*

5. Funding

Several of the plan's strategies focus on funding and resources. Some strategies focus on what funding sources will be utilized or sought to accomplish a specific outcome or goal, while others focus on changing or altering the utilization of an existing funding source. The following are the major provisions regarding funding:

- *Amend the State Emergency Shelter Grant in Aid's law to include support for permanent supportive housing;*
- *Create a revolving loan fund provides first month rent and security deposit subsidies.*
- *Create new Shelter Plus Care and Section 8 Moderate Rehabilitation through Continuum of Care NOFA funds;*
- *Establish incentives to create household units for extremely and very low-income persons.*
- *Increase Community Development Block Grant funding for permanent supportive housing projects;*
- *Secure general funding to support employment counseling and job acquisition skills; and,*
- *Secure grants from foundation and charitable organizations to increase permanent supportive housing.*

6. Responsibility

The plan places responsibility on a number of specific entities to take charge of specific outcomes. The following are each entities stated responsibility:

- *Community Development Finance Authority prioritizes assistance through scoring or set-asides under CDIP for permanent supportive housing;*
- *Continuums of Care update lists of service and housing providers;*
- *Department of Health and Human Services operates with a system to inform clients of all available resources;*
- *Governor Lynch reviews A Home for Everyone;*
- *Legislature establishes a study committee to examine homeless youths ability to transition to adulthood; and,*
- *Public housing finance sources adopt underwriting standards to develop supportive housing.*

7. Collaboration and Partnerships

The plan emphasizes collaboration and partnerships among all stakeholders. Such action is only specified for a few entities. The specified collaboration is as follows:

- *Housing and service providers develop partnerships to create service-enriched housing; and,*
- *Continuums of Care communicate and network through interactive website mechanisms.*

8. Data

The plan uses a variety of data sources, such as studies conducted by national and local agencies, NH Point-in-Time Count data, and data reported by state and local municipalities. The plan's outcomes and strategies do not include any significant action steps in regards to data (i.e. the collection of, the distribution of, etc).

9. Incentives

The plan does not have any apparent explicit incentives.

10. Timeline and Outcomes

The following are attachments from the plan that charts each goal's respective outcomes and each outcome's expected date of completion:

Timeline of Ten-Year Plan

Permanent Supportive Housing	
Goal 1: Increase the amount of permanent supportive housing and affordable housing available to people who are homeless or at risk of homelessness.	
Outcome	Target Year
• New Section 8 Modular Rehabilitation and Shelter Plus Care funding is obtained through Continuum of Care competition.	Annually
• Applications for new section 8 vouchers are submitted.	Annually
• Section 8 Housing Choice Vouchers and the existing inventory of permanent supportive housing are preserved and maintained.	Annually
• Support of housing programs, low income housing tax credits and other housing resources is evident and contributes to ending homelessness.	Annually
• Access to housing is increased for people who do not speak English or have cultural differences.	By 2008
• Partnerships with housing nonprofits and service providers are developed and result in the creation of service-enriched housing	By 2009
• Communication campaign increases awareness and educates lenders, tax credit syndicators and housing investors about supportive housing project underwriting.	By 2009
• Groups such as housing developers, management companies, nonprofits, and providers of homeless services are trained and understand their role in new housing production.	By 2008
• Coordinated efforts result in identifying and securing new sources of funding specifically for permanent supportive housing.	By 2009
• More homeless people have access to legal aid through New Hampshire Legal Assistance.	By 2009
• Increased CDBG funding for permanent supportive housing projects.	By 2009
• Engage officials from the federal, state, and municipal government, the business community, and private foundations are engaged to expand financial resources to increase permanent supportive housing, wrap-around services, outreach, and advocacy, as well as improve the integration of services.	By 2009
• \$2 million in grant funding is secured from foundations and charitable organizations to assist with increasing the permanent supportive housing inventory.	By 2009
• Landlords adopt and commit to implementing strategies that will avoid the eviction process.	By 2010
• Scoring criteria for low-income housing tax credit (LIHTC) is revised which allows projects serving single homeless disabled in SRO to better compete with family projects.	By 2007

• A revolving loan fund provides first month rent and security deposit subsidies to homeless people.	By 2010
• CDFA agrees to prioritize assistance under the Community Development Investment Program for permanent supportive housing through scoring or a set-aside.	By 2009
• Incentives are available for the extremely and very low-income household units.	By 2011
• \$10 million is raised through engaging officials from the federal, state, and municipal government, the business community, and private foundations.	By 2011
Wrap Around Services	
Goal 2: Increase access to wraparound services 1) for people who are at risk of becoming homeless to prevent them from losing their homes, and 2) to help people who are currently homeless to obtain housing.	
Outcome	Target Year
• Specific and measurable outcomes are in place for case managers.	By 2008
• A housing resource guide is available and distributed to all consumers	By 2008
• All homeless case management service providers operate with a clear description of case manager responsibilities and defined performance standards.	By 2009
• All case managers have access to integrated and comprehensive professional development training.	By 2009
• Funding enables the creation of a new health care for the homeless delivery site.	By 2009
• Case management model designed, funded and implemented.	By 2010
• New case management coordinator positions are in place to facilitate communication among case managers and between case managers and state agencies.	By 2010
• Best practices from the pilot case management program guides the replication in other New Hampshire communities.	By 2011
Outreach and Advocacy	
Goal 3: Increase outreach to legislators, the business community, and citizens so they understand the impact of homelessness on the state, individuals, families, and agencies.	
Outcome	Target Year
• Governor Lynch reviews ten-year plan, identifies a leadership working group who will discuss implementation of critical steps, calls a meeting of the leadership working group and key stakeholders to review input and ideas for the final ten-year plan, and fully designates <i>A Home for Everyone</i> as New Hampshire's ten-year plan to end homelessness in the state.	2006
• Service providers are trained in motivational interviewing, homeless entitlements, etc using a comprehensive service training guide.	By 2009
• Legislature establishes a study committee to examine the ability of New Hampshire's homeless youth to make a successful transition to adulthood.	By 2009

• Public housing finance sources adopt appropriate underwriting standards relating to the development of supportive housing.	By 2009
• A public awareness campaign is implemented.	2008 to 2009
• DHHS regional district offices use trained homeless specialists.	By 2010
• Funding is secured to support employment counseling and job acquisition skill training for homeless persons.	By 2010
• Employment opportunities are available and case management coordinators assist clients in accessing them.	By 2010
• The State Emergency Shelter Grant in Aid's (GIA) law includes support for permanent supportive housing, with incremental increases to overall state GIA to cover the cost of additional services.	By 2010
• Discharges to unstable housing are decreased by 80%.	By 2010
Integration of Services	
Goal 4: Create a service system that is thoroughly and seamlessly integrated. Provide the most efficient and efficacious way to prevent and minimize homelessness by eliminating duplication and closing service loops.	
Outcome	Target Year
• The state's website maintains an updated master list of all of the state's guides.	By 2008
• A strategy and system for coordinating case management resources across agencies is in place.	By 2009
• Each Continuum of Care maintains an updated comprehensive list of prevention and intervention service provider agencies and organizations.	By 2009
• Providers measure outcomes of prevention activities using a statewide homeless prevention toolkit that includes best practices.	By 2009
• Every consumer receives a housing resource guide and a one-page service resource guide.	By 2009
• Each New Hampshire Continuum of Care are able to communicate and network with each other through interactive Web site mechanisms.	By 2009
• Fully establish "no wrong door" policy that enables consumers to enter the service system in any of a variety of ways and obtain all of the services they need to prevent and minimize homelessness.	By 2010

• Access barriers are identified and a system is in place to address them.	By 2010
• Presentations using volunteer presenters ensures increased knowledge and understanding of how service integration works and ways to enhance it.	By 2010
• DHHS operates with a system to ensure that all clients are informed of all available resources.	By 2011
• An integrated and effective communication system is in place for homeless service providers.	By 2011
• A system is in place for service providers to share information about clients' needs.	By 2011
• The service providers' group is centralized.	By 2011

NH ICH Plans Task Force

Summary of the 2010-2014 NH Homeless Veterans Plan

Plan Outline

Significant Dates	<ul style="list-style-type: none"> • End veteran homelessness by 2014. 	
Subpopulation Priority	<ul style="list-style-type: none"> • Veterans. 	
Performance Measures	<ul style="list-style-type: none"> • Decreases in the # of homeless veterans served by the homeless service system. 	
Strategies	<ul style="list-style-type: none"> • Increase awareness of statewide resources available to homeless veterans and their families; • Increase access to the VA and other community resources for homeless veterans; • Educate city and town legislators, the business community and the public at large to the impact of homelessness on the state, law enforcement, hospitals, individuals and families; • Eliminate the barriers to providing inpatient detoxification from substances; • Develop awareness of veteran-specific resources throughout the state; 	<ul style="list-style-type: none"> • Increase access to wraparound services for veterans who are at risk of becoming homeless; • Establish a Veterans Court in NH to serve justice-involved veterans; • Increase opportunities for long-term, permanent supportive affordable housing available to veterans who are homeless or at-risk of homelessness; • Create greater employment opportunities for homeless veterans; • Increase awareness and access to homeless drop-in centers; and, • Continue to improve collaboration and coordination between VA Medical Centers, DHHS, National Guard and community partners.
Funding	<ul style="list-style-type: none"> • Utilize VA Emergency Contract funds to place homeless veterans into transitional housing; • Request additional HUD-VASH vouchers each year for the next 4 years; • Maximize the opportunities for veteran grants through the Federal Department of Labor; • Obtain Veteran’s Workforce Investment Program (VWIP) funding; and, • Seek out opportunities for funding and partnering with the Department of Defense and other government contracts to provide employment opportunities. 	
Responsibility	<ul style="list-style-type: none"> • Office of Veteran Services, HCHV Program, and DHHS increase veteran enrollment into the VA Medical Center; • NHOVS, NH Legal Assistance, and the NH Bar Association ensure that legal assistance is available for veterans needs; • Homeless Veterans Council and DHHS request that public housing authorities establish a veterans preference; and, • Harbor Homes and Veterans Employment and Training obtain Veteran’s Workforce Investment Program (VWIP) funding. 	
Collaboration	<ul style="list-style-type: none"> • Community and VA case managers will coordinate their efforts in ensuring resources are accessible regardless of where a homeless veteran enters the system. 	
Data	<ul style="list-style-type: none"> • Primarily uses the annual VA CHALENG report, but also utilizes data from NH Homeless Management Information System, NH Point-in-Time Count, and US Department of Housing and Urban Development’s Veterans Annual Homeless Assessment Report. 	
Incentives	<ul style="list-style-type: none"> • No apparent incentives. 	

Plan Summary

There are 6 key goals (“strategic-pillars”) that form the foundation to The New Hampshire Homeless Veterans Plan. They are:

- 15. Outreach and education;*
- 16. Treatment;*
- 17. Prevention;*
- 18. Housing/supportive services,*
- 19. Income/employment/benefits; and,*
- 20. Community partnerships.*

The New Hampshire Homeless Veterans Plan is NH’s 4-year plan to end homelessness. The plan places large emphasis on its “no wrong door” policy. Essentially, the plan’s overarching goal is to successfully implement a statewide policy where Veterans can access services and housing at any point in the homeless assistance system.

The plan lists 11 goals and a corresponding set of strategies (or actions) within each of the 11 goals. There are 37 strategies that address each goal. While all strategies and goals are relevant to the purpose of aligning NH’s plans, some are more specific and narrow in scope than others. The most relevant and broad in scope were teased out and summarized below in the following 9 categories: 1-significant dates, 2-subpopulation priority, 3-performance measures, 4-strategies, 5-funding, 6-responsibility, 7-collaboration, 8-data, and 9-incentives. For a complete list of strategies, see the attachment “10-Strategies.” The New Hampshire Consolidated Plan hereafter will be referred to as “the plan.”

1. Significant Dates

There is one significant date in the plan relevant to preventing in ending homelessness, which is:

- 21. End veteran homelessness within 4 years (2014).*

2. Subpopulation Priority

The plan is focused solely on ending veteran homelessness.

3. Performance Measures

The plan includes only one apparent performance measure, which is as follows:

- *Decreases in the # of homeless veterans served by the homeless service system.*

This will be measured primarily through the annual VA CHALENG report.

4. Strategies

The plan places significant emphasis on its goals and strategies, which support the 6 key goals that act as the foundation of the plan. The following are the plan's 11 goals (for a complete list with strategies, please see attachment "10-Strategies Chart"):

- 1. Increase awareness of state-wide resources available to veterans and their families;*
- 2. Increase access to the VA and other community resources for homeless veterans;*
- 3. Educate city and town legislators, the business community and the public at large to the impact of homelessness on the state, law enforcement, hospitals, individuals and families;*
- 4. Eliminate the barriers to providing inpatient detoxification from substances;*
- 5. Develop awareness of veteran-specific resources throughout the state;*
- 6. Increase access to wraparound services for veterans who are at risk of becoming homeless;*
- 7. Establish a Veterans Court in NH to serve justice-involved veterans;*
- 8. Increase opportunities for long-term, permanent supportive affordable housing available to veterans who are homeless or at-risk of homelessness;*
- 9. Create greater employment opportunities for homeless veterans;*
- 10. Increase awareness and access to homeless drop-in centers; and,*
- 11. Continue to improve collaboration and coordination between VA Medical Centers, DHHS, National Guard and community partners.*

5. Funding

The plan provides several resources to be utilized in reaching its goals. The following are the funding sources listed:

- Utilize VA Emergency Contract funds to place homeless veterans into transitional housing;*
- Request additional HUD-VASH vouchers each year for the next 4 years;*
- Maximize the opportunities for veteran grants through the Federal Department of Labor;*
- Obtain Veteran's Workforce Investment Program (VWIP) funding; and,*
- Seek out opportunities for funding and partnering with the Department of Defense and other government contracts to provide employment opportunities.*

6. Responsibility

The plan has many specific stated responsibilities for a variety of entities. As these responsibilities are specific in scope, they will be omitted from this section. However, a full list of these responsibilities can be found in the attachment "10-Strategies." Some of these responsibilities are as follows:

- *Office of Veteran Services, HCHV Program, and DHHS increase veteran enrollment into the VA Medical Center;*
- *NHOVS, NH Legal Assistance, and the NH Bar Association ensure that legal assistance is available for veterans needs;*
- *Homeless Veterans Council and DHHS request that public housing authorities establish a veterans preference; and,*
- *Harbor Homes and Veterans Employment and Training obtain Veteran's Workforce Investment Program (VWIP) funding.*

7. Collaboration and Partnerships

The plan emphasizes collaboration and partnerships among all stakeholders. Such action is specified for few entities. Such specified collaboration is as follows:

- *Community and VA case managers will coordinate their efforts in ensuring resources are accessible regardless of where a homeless veteran enters the system.*

8. Data

The plan will primarily measure its progress utilizing the annual VA CHALENG report, but will also utilize data from NH Homeless Management Information System, NH Point-in-Time Count, and US Department of Housing and Urban Development's Veterans Annual Homeless Assessment Report.

9. Incentives

The plan does not have any apparent explicit incentives.

10. Strategies

The following is a chart provided in the plan, which lists each of the 11 goals, corresponding strategies for achieving the goal, the entities that are responsible for carrying out the goal and the outcomes expected:

NEW HAMPSHIRE GOVERNOR’S INTERAGENCY COUNCIL ON HOMELESSNESS

NEW HAMPSHIRE’S 4-YEAR PLAN EXECUTABLE ELEMENTS

KEY COMPONENT: 1. OUTREACH AND EDUCATION

GOAL	ACTIONS	LEAD IMPLEMENTER	EXPECTED OUTCOMES/BENEFITS	PROGRESS/ COMPLETION
1. Increase awareness of State-wide resources available to homeless veterans and their families	1.1.1 - Continue to have agencies that provide services to homeless veterans present at statewide "Project Homeless Connect" days on a yearly basis	1.1.1 - State Local Delivery Area (LSDA) Program Managers, Balance of State COC, Manchester COC, and the Greater Nashua COC	1.1.1 – One-stop shopping for housing, support, and quality of life resources	1.1.1 - 2010 -2014 Project Homeless Connect
	1.1.2 - Continue to organize a "Stand Down" for homeless veterans on a yearly basis	1.1.2 - HCHV Program, Harbor Homes, Inc., Department of Labor	1.1.2 – One-stop shopping for housing, support, and quality of life resources	1.1.2 – Will be instituted each Fall, beginning in 2010
	1.1.3 - A letter will be composed and mailed to state-wide service providers that will include information on veteran resources	1.1.3 - HCHV Program	1.1.3 - Awareness for providers and veterans who are homelessness or at risk of becoming homeless	1.1.3 - Fall of 2010
	1.1.4 - Identify service provider network groups (COC's, VSO's, LSDA's, etc.) to target for informational presentations, military conference trainings, and networking opportunities between VA service providers and local community service providers	1.1.4 - Balance of State COC, Manchester COC, and the Greater Nashua COC, National Guard, Office of Veteran Services and DHHS	1.1.4 - Agencies and community providers will have a better understanding of the service needs for veterans who are homeless	1.1.4 - Ongoing
	1.1.4 – Update NH Veterans' Resource Directory to include resources for homeless veterans	1.1.4 – Office of Veterans Services	1.1.4 - Increase awareness of resources for veterans	1.1.4 - Ongoing
2. Increase access to the VA and other community resources for homeless veterans	1.2.1 - Partner with the National Guard on adding VA HCHV Program information to their online resource guide	1.2.1 - HVC and the NH National Guard	1.2.1 - Centralized access for veterans' resources	1.2.1 - Will be achieved upon completion of their guide
	1.2.2 - Advertise the National Homeless Call and Referral Center (1-877-4AID-VET) at local agencies and Veteran Service Organization Posts	1.2.2 - HCHV Program	1.2.2 - Increased awareness of crisis hotline	1.2.2 - Ongoing
	1.2.3 - Obtain a donation of cell phones with 6 months free service for use by homeless veterans	1.2.3 - Harbor Homes, Inc.	1.2.3 - Greater mobility and ability to access services	1.2.3 - Within 6 months after plan approval
	1.2.4 – Utilize VA Emergency Contract funds to place homeless veterans into transitional housing	1.2.4 – Harbor Homes, Inc. and HCHV Program	1.2.4 – Ability to house veterans immediately without waiting for grant and per diem (GPD) beds to become available	1.2.4 – Fall 2010
	1.2.5 – Provide VA Healthcare enrollment forms to community agencies	1.2.5 – Office of Veteran Services, HCHV Program, and DHHS	1.2.5 – Increase veteran enrollment into the VA Medical Center	1.2.5 – Ongoing

NEW HAMPSHIRE GOVERNOR’S INTERAGENCY COUNCIL ON HOMELESSNESS

3. Educate city and town legislators, the business community and the public at large	1.3.1 - Visit libraries, schools and other public buildings throughout the state, using media and/or a panel to engage citizens in discussion	1.3.1 - HVC	1.3.1 - Increased understanding of the impact of homelessness on the State, hospitals, law enforcement, individuals and families	1.3.1 - Ongoing
	1.3.2 - Use all forms of media to educate the public on resources for homeless veterans	1.3.2 – Harbor Homes. Inc.	1.3.2 - Increased awareness of the services and resources available to homeless veterans	1.3.2 – 9-12 months after plan approval

KEY COMPONENT: 2. TREATMENT

1. Eliminate the barriers to providing inpatient detoxification from substances	2.1.1 - Increase substance abuse treatment for NH homeless veterans	2.1.1 - HVC	2.1.1 - An increased number of substance abuse treatment options for homeless veterans	2.1.1 - 2013-2014
	2.1.2 – Partner with community resources that provide substance abuse treatment and detoxification services	2.1.2 - HVC	2.1.2 – Increased number of substance abuse treatment options for homeless veterans	2.1.2 - 2011
	2.1.3 – Advocate for the Manchester VAMC to provide inpatient detox for veterans on-site	2.1.2 - HVC	2.1.2 - Provide immediate and accessible detox services at the time veteran is requesting help	2.1.2 - Spring 2011
	2.1.4 – Collaborate with the Military and Civilian Alcohol and Drug Committee (MCAD) on establishing resources and services for veterans with a substance abuse problem	2.1.4 - HVC	2.1.4 – Increased collaboration and non-duplication of efforts	2.1.4 – Spring 2011

KEY COMPONENT: 3. PREVENTION

1. Develop awareness of veteran-specific resources throughout the State	3.1.1 – Expand veteran-specific resource guide as mandated by RSA 115:6 Ila(1)	3.1.1 – NH Office of Veterans Services (NHOVS), NH Employment Security	3.1.1 – Comprehensive guide to veterans assistance services across the State	3.1.1 – Expansion is ongoing
2. Increase access to wraparound services for veterans who are at risk of becoming homeless	3.2.1 - Assist homeless veterans to access VA benefits such as disability benefits, education, and rehabilitation services	3.2.1 - VBA Fiduciary Program through the VA Benefits Administration	3.2.1 – Provides specialized case management for veterans who are homeless	3.2.1 – Ongoing
	3.2.2 - Utilize existing community walk-in centers such as 'Connections' located in Nashua, NH and the Homeless Service Center in Manchester, NH	3.2.2 - Harbor Homes, Inc., Manchester COC	3.2.2 - To channel resources of veterans at risk and homeless services	3.2.2 - Ongoing
	3.2.3 - Facilitate quarterly at-risk groups at Manchester VAMC and other locations statewide	3.2.3 - HCHV Program	3.2.3 - Information and help for veterans at risk of becoming homeless	3.2.3 - Ongoing
	3.2.4 - Partner with the VA Home Loan Guaranty Program, Homeless Prevention and Rapid Rehousing (HPRP) Program, and NH Housing Finance Authority	3.2.4 - Home Loan Guaranty Program	3.2.4 - Increases opportunity towards home ownership	3.2.4 - Ongoing

NEW HAMPSHIRE GOVERNOR’S INTERAGENCY COUNCIL ON HOMELESSNESS

	3.2.5 - Make recommendations to the VA to establish contracts with community agencies that provide services to homeless veterans in areas of the State where VA services are limited	3.2.5 – HCHV Program	3.2.5 - Decrease wait list and increase services option for homeless veterans	3.2.5 - 2012
	3.2.6 – Educate agencies throughout the state on how to apply for VA funding that will support services for low income veterans	3.2.6 – HCHV Program	3.2.6 – Agencies will be able to provide financial assistance and support services to veterans at-risk of becoming homeless	3.2.6 - 2011
	3.2.7 – Establish, refine and expand a Veteran’s Legal Advocacy Project as outlined in Senate Bill 517 (2010)	3.2.7 – NHOVS, NH Legal Assistance, NH Bar Association	3.2.7 – Legal assistance to ensure the unique legal needs of veterans are met to prevent such things as homelessness, home foreclosure, contract review, child custody issues, and civil matters due to deployments and/or military related medical conditions	3.2.7 – Program development by 2012, program expansion and refinement would be ongoing
3. Establish a Veteran’s Court in NH to serve justice-involved veterans	3.3.1 – Identify the number of justice involved veterans throughout the State of NH.	3.3.1 – HCHV Program and HVC	3.3.1 – Increased understanding of the services needed.	3.3.1 - 2012
	3.3.2 – Implement a system for coordination of services both within the VA Medical Center as well as with community agencies for justice involved veterans.	3.3.2-HCHV Program and community agencies	3.3.2 – Provided alternative sentencing and opportunities for justice involved veterans to receive mental health and substance abuse treatment	3.3.2 -2012
<u>KEY COMPONENT: 4. HOUSING/SUPPORTIVE SERVICES</u>				
1. Increase opportunities for long-term, permanent supportive, affordable housing available to veterans who are homeless or at risk of homelessness	4.1.1 - Request additional HUD-VASH vouchers each year for the next four (4) years	4.1.1 - Manchester VAMC HUD-VASH Program	4.1.1 - Additional vouchers will greatly reduce housing need for homeless veterans as well as address potential need for veterans returning home from Iraq and Afghanistan	4.1.1 - 2011-2014
	4.1.2 - Collaborate with White River Junction VAMC and other statewide partners to make the VA Supportive Housing (VASH) Program more visible, accessible, and expeditious for NH veterans	4.1.2 - WRJ VAMC HUD-VASH Program, Manchester VAMC HUD-VASH Program	4.1.2 - Greater visibility and accessibility, for veterans from the Manchester VA catchment area and the seven (7) northwestern most counties of NH	4.1.2 - Ongoing
	4.1.3 - Compile/disseminate a list of private affordable housing options throughout the State to be made available to homeless veterans	4.1.3 - VAMC HCHV Program, DHHS	4.1.3 - Awareness of affordable housing opportunities throughout the state	4.1.3 - Ongoing
	4.1.4 - Request the Public Housing Authorities to establish a veterans preference	4.1.4 - HVC, DHHS	4.1.4 - Increased housing options for homeless veterans	4.1.4 - Ongoing

NEW HAMPSHIRE GOVERNOR’S INTERAGENCY COUNCIL ON HOMELESSNESS

<u>KEY COMPONENT: 5. INCOME/EMPLOYMENT BENEFITS</u>				
1. Create greater employment opportunities for homeless veterans	5.1.1 - Maximize the opportunities for veteran grants through the Federal Department of Labor	5.1.1 - Harbor Homes, Inc., DOL, US Department of Labor/Veterans Employment & Training, and other interested applicants	5.1.1 - Technical assistance to train homeless veterans for employment, using federal funds	5.1.1 - 2009-HHI has received a \$200,000 grant for gainful employment
	5.1.2- Obtain Veteran’s Workforce Investment Program (VWIP) funding	5.1.2-Harbor Homes, Inc., US Department of Labor/ Veterans Employment & Training, and other interested applicants	5.1.2-Provides homeless veterans necessary job training, enabling them to compete in today’s workforce.	5.1.2-HHI will apply for this grant and hopes to begin delivering services by FY2011
	5.1.3 – Seek out opportunities for funding and partnering with the Department of Defense and other government contracts to provide employment opportunities	5.1.3 – Harbor Homes, Inc., US Department of Labor/Veterans Employment & Training, and other interested applicants	5.1.3 – To insure maximum veteran employment opportunities	5.1.3 – Will apply in 2010
	5.1.4-Provide vocational assistance to any veteran who requires guidance on any issue related to employment at the VAMC-WRJ and the VAMC-Manchester	5.1.4-Vocational Rehabilitation Specialist through the Compensated Work Therapy Program and the Vocational Rehabilitation Counselors located at the VA-WRJ, US Department of Labor/ Veterans Employment & Training	5.1.4-Assists veterans in overcoming barriers to employment	5.1.4-Ongoing
	5.1.5 – Assist homeless veterans to access VA benefits such as disability benefits, education, and rehabilitation services	5.1.5 – VBA Fiduciary Program through the VA Benefits Administration	5.1.5 – Provides specialized case management for without these services many veterans might be homeless	5.1.5 - Ongoing
<u>KEY COMPONENT: 6. COMMUNITY PARTNERSHIPS</u>				
1. Increase awareness and access to homeless drop-in centers	6.1.1 - Distribute homeless drop-in flyers to providers and homeless veterans in order to encourage participation	6.1.1 - HVC	6.1.1 - Increase awareness of homeless drop-in centers that will in turn lead to greater participation	6.1.1 - Ongoing
2. Continue to improve collaboration and coordination between the Manchester, WRJVAMC, NH National Guard, DHHS and Community Partners	6.2.1 - Continue scheduling quarterly meetings and make updates to homeless plan	6.2.1.- HVC	6.2.1.- Implementation of this state-wide plan to end homelessness among veterans by 2014	6.2.1.- Ongoing

NH ICH Plans Task Force

Summary of the 2011 New Hampshire Consolidated Plan

Plan Outline

Significant Dates	<ul style="list-style-type: none"> N/A (note: Consolidated Plan is a 5-year plan that is expected to be revised in 2015). 					
Subpopulation Priority	<table border="0" style="width: 100%;"> <tr> <td style="width: 33%; vertical-align: top;"> High <ul style="list-style-type: none"> Seriously Mentally Ill; Youth; Chronically Homeless; and, Veterans. </td> <td style="width: 33%; vertical-align: top;"> Medium <ul style="list-style-type: none"> Chronic Substance Abuse; and, Victims of Domestic Violence. </td> <td style="width: 33%; vertical-align: top;"> Low <ul style="list-style-type: none"> Person with HIV/AIDS. </td> </tr> </table>			High <ul style="list-style-type: none"> Seriously Mentally Ill; Youth; Chronically Homeless; and, Veterans. 	Medium <ul style="list-style-type: none"> Chronic Substance Abuse; and, Victims of Domestic Violence. 	Low <ul style="list-style-type: none"> Person with HIV/AIDS.
High <ul style="list-style-type: none"> Seriously Mentally Ill; Youth; Chronically Homeless; and, Veterans. 	Medium <ul style="list-style-type: none"> Chronic Substance Abuse; and, Victims of Domestic Violence. 	Low <ul style="list-style-type: none"> Person with HIV/AIDS. 				
Performance Measures	<ul style="list-style-type: none"> # of homeless persons given emergency and transitional shelter; # of homeless persons assisted with essential services; # of units of affordable rental housing developed or rehabilitated; # of years of affordability; # of units designated for chronically homeless; and, # of homeless persons assisted with homeless prevention. 					
Strategies	<ul style="list-style-type: none"> Create new beds by accessing mainstream housing programs and resources; Conduct outreach to Public Housing Authorities to have either preferences added to their Admin plans or to educated PHAs to remove barriers to PHA housing and voucher programs by CHI; Initiate a series of trainings and capacity building workshops to increase capacity; Address barriers, such as appropriate and available services to maintain people in their homes and transportation near homes; 	<ul style="list-style-type: none"> Increase the availability of mainstream services as well as crisis response services; Require and monitor employment to be a component of all appropriate individual service plans; Maintain and support linkages to mainstream employment training and support programs; Initiate training opportunities focused on identifying and intervening with families who are at risk of homelessness; 	<ul style="list-style-type: none"> Explore opportunities to expand community-based services; Ensure that affordable housing resources are allocated in a way that will ensure a viable pipeline of unites that are affordable to low-income families; Conduct an in-depth analysis of overall data regarding this goal on a monthly basis; and, Reduce the number of homeless families through coordination of the state’s Homeless Prevention and Rapid Re-Housing programs. 			
Funding	<ul style="list-style-type: none"> Community Development Block Grant; Community Improvement Program; Federal Home Loan Bank Affordable Housing Fund; Federal Housing Administration (203B); FHA Multi-Family Risk Sharing; HOME Investment Partnerships Program; Housing for Persons with AIDS; 	<ul style="list-style-type: none"> Internal Revenue Service Low Income Housing Tax Credits; Low Income Housing Preservation; McKinney-Vento Emergency Shelter Grant; McKinney-Vento Supportive Housing; McKinney-Vento Surplus Housing to Assist the Homeless; 	<ul style="list-style-type: none"> New England Fund; Public Housing; Rural Development Section (515, 502, 504); Section 8 Rental Vouchers; Shelter Plus Care; Supportive Housing for Persons with Disabilities; and, Supportive Housing for the Elderly. 			
Responsibility	<ul style="list-style-type: none"> Balance of State Continuum of Care and the New Hampshire Housing Finance Authority that affordable housing resources are allocated in a way that ensure a viable pipeline of units that are affordable to low-income families; and, Bureau of Homeless and Housing Services and the NH Homeless Veterans Committee will identify service provider network groups to target for informational presentations. 					
Collaboration	<ul style="list-style-type: none"> Bureau of Homeless and Housing Services and the NH Homeless Veterans Committee will collaborate with the Manchester and White River Junction VA Medical Center to make the VA Supportive Housing Program more visible, accessible, and expeditious for NH veterans. 					
Data	<ul style="list-style-type: none"> Primarily utilizing the NH Homeless Management Information System, but will also use other data sources, such as the NH Point-in-Time Count, and US Department of Housing and Urban Development’s Annual Homeless Assessment Report. 					
Incentives	<ul style="list-style-type: none"> CDBG, HOME Investment, and ESG funds. 					

Plan Summary

There are 3 key (statutory) goals that form the foundation to The New Hampshire Consolidated Plan. They are:

- 22. *Provide decent housing;*
- 23. *Provide a suitable living environment; and,*
- 24. *Expand economic opportunities.*

The New Hampshire Consolidated Plan is unlike some of the other plans summarized, because it is not a strategic-plan to end homelessness. Rather, it is a plan mandated by the US Department of Housing and Urban Development as a requirement to receiving Community Development Block Grant, HOME Investment Partnerships, and Emergency Shelter Grant funds. The plan is divided into 5 main sections: the Consolidated Plan process, a housing and homeless needs assessment, a housing market analysis, a strategic-plan, and an action plan, which is amended and updated annually. Essentially, the plan explains what, why, and how the state of NH plans to utilize funds from the aforementioned sources. As the purpose of this summary is to tease out specific information in regards to homelessness, only sections and subsections related to homelessness and housing were analyzed in this summary. Therefore, this is not a complete summary of the plan, and numbers, data, and other information may only represent certain portions of the plan.

The plan lists 6 goals and a corresponding set of strategies (or action steps) within each of the 6 goals. There are 25 strategies that address each goal. While all strategies and goals are relevant to the purpose of aligning NH's plans, some are more specific and narrow in scope than others. The most relevant and broad in scope were teased out and summarized below in the following 9 categories: 1-significant dates, 2-subpopulation priority, 3-performance measures, 4-strategies, 5-funding, 6-responsibility, 7-collaboration, 8-data, and 9-incentives. The New Hampshire Consolidated Plan hereafter will be referred to as "the plan."

1. Significant Dates

There are no significant dates in the plan relevant to preventing in ending homelessness. However, it is prudent to note that the plan is a 5 year plan, and will need to be revised in 2015.

2. Subpopulation Priority

The plan prioritizes homeless subpopulations as either "High," "Medium," or "Low," where "High" indicates a high priority and "Low" indicates a low priority. The following is the subpopulations listed into the 3 noted categories:

High

- *Seriously Mentally Ill*
- *Youth*
- *Chronically Homeless*
- *Veterans*

Medium

- *Chronic Substance Abuse*
- *Victims of Domestic Violence*

Low

- *Person with HIV/AIDS*

3. Performance Measures

The plan includes a chart with indicated performance measures that will measure the progress of specific annual objectives in the plan, which are:

3. *Number of homeless persons given emergency and transitional shelter;*
4. *Number of homeless persons assisted with essential services;*
5. *Number of units of affordable rental housing developed or rehabilitated;*
6. *Number of years of affordability;*
7. *Number of units designated for chronically homeless; and,*
8. *Number of homeless persons assisted with homeless prevention.*

4. Strategies

The plan places significant emphasis on its goals and strategies, which support the 3 key goals that act as the foundation of the plan. The following are the plan's 6 goals, and corresponding relevant strategies:

Create new permanent housing beds for chronically homeless individuals

5. *Create new beds by accessing mainstream housing programs and resources;*
6. *Conduct outreach to Public Housing Authorities to have either preferences added to their Admin plans or to educated PHAs to remove barriers to PHA housing and voucher programs by CHI;*
7. *Initiate a series of trainings and capacity building workshops to increase capacity;*

Increase percentage of homeless persons staying in permanent housing over size months to at least 82 percent.

8. *Address barriers, such as appropriate and available services to maintain people in their homes and transportation near homes;*
9. *Increase the availability of mainstream services as well as crisis response services;*
10. *Conduct an in-depth analysis of overall data regarding this goal on a monthly basis;*

Increase percentage of homeless persons moving from transitional housing to permanent housing to at least 79 percent.

11. *Explore opportunities to expand community-based services;*

Increase percentage of persons employed at exit to at least 26 percent.

12. *Require and monitor employment to be a component of all appropriate individual service plans;*
13. *Maintain and support linkages to mainstream employment training and support programs;*

Decrease the number of homeless households with children.

14. *Ensure that affordable housing resources are allocated in a way that will ensure a viable pipeline of unites that are affordable to low-income families;*
15. *Imitate training opportunities focused on identifying and intervening with families who are at risk of homelessness; and,*
16. *Reduce the number of homeless families through coordination of the state's Homeless Prevention and Rapid Re-Housing programs.*

5. Funding

The plan provides a chart with the resources that are available for homeless and housing activities. The following are the funding sources listed:

- *Community Development Block Grant;*
- *Community Improvement Program;*
- *Federal Home Loan Bank Affordable Housing Fund;*
- *Federal Housing Administration (203B);*
- *FHA Multi-Family Risk Sharing;*
- *HOME Investment Partnerships Program;*
- *Housing for Persons with AIDS;*
- *Internal Revenue Service Low Income Housing Tax Credits;*
- *Low Income Housing Preservation;*
- *McKinney-Vento Emergency Shelter Grant;*
- *McKinney-Vento Supportive Housing;*
- *McKinney-Vento Surplus Housing to Assist the Homeless;*
- *New England Fund;*
- *Public Housing;*
- *Rural Development Section (515, 502, 504);*
- *Section 8 Rental Vouchers;*
- *Shelter Plus Care;*
- *Supportive Housing for Persons with Disabilities; and,*
- *Supportive Housing for the Elderly.*

6. Responsibility

The plan places responsibility on a number of specific entities to take charge of specific strategies. The following are some of the major responsibilities and the corresponding entities:

Balance of State Continuum of Care

- *Review its entire inventory of housing to determine if any additional units can be set aside for chronically homeless populations.*
- *Ensure long-term stability in its permanent housing projects by continuing to monitor projects on a monthly basis.*
- *Increase the availability of mainstream services.*
- *Work with Public Housing Authorities to adopt a preference for homeless persons coming from transitional housing programs*
- *Explore opportunities to expand community-based services.*
- *Require and monitor employment to be a component of all appropriate Individuals Service Plans*
- *Maintain and support linkages to mainstream employment training and support programs*

Bureau of Homeless Housing and Services

- *Continue to cosponsor the annual homeless provider and homeless education liaison conference with the NH department of education*
- *Initiate training opportunities focused on identify and intervening with families who are at risk of homelessness*
- *Make training opportunities available for non-profit and homeless services providers on accessing resources and funding to develop veteran-specific projects.*

NH Homeless Veterans Committee

- *Conduct outreach to educate city and town officials, legislators, concerned citizens, the business community, and the public at large of the impact of veteran homelessness.*

7. Collaboration and Partnerships

The plan emphasizes collaboration and partnerships among all stakeholders. Such action is specified for most entities. Such specified collaboration is as follows:

- *Bureau of Homeless and Housing Services and the NH Homeless Veterans Committee will collaborate with the Manchester and White River Junction VA Medical Center to make the VA Supportive Housing Program more visible, accessible, and expeditious for NH veterans.*

8. Data

The plan uses a variety of data sources. The plan will measure its progress primarily through the NH Homeless Management Information System, but will also use data sources, such as the NH Point-in-Time Count, and US Department of Housing and Urban Development's Annual Homeless Assessment Report.

9. Incentives

The plan does not have any apparent explicit incentives, but does imply that the steps laid out in this plan are meant to be followed in order to continue to receive funding from the US Department of Housing and Urban Development's sources as noted in the introduction.

NH ICH Plans Task Force

Summary of the New Hampshire State Plan Education for Children and Youth Experiencing Homelessness

Plan Outline

Significant Dates	<ul style="list-style-type: none"> • No apparent significant dates.
Subpopulation Priority	<ul style="list-style-type: none"> • Youth (under 18).
Performance Measures	<ul style="list-style-type: none"> • No apparent performance measures.
Strategies	<ul style="list-style-type: none"> • The State Department of Education’s website will post information on education of homeless children and youth; • Training and information will be provided to local Education Agency homeless liaison on school nutrition programs; • Relevant entities (shelters, homeless outreach workers, school nurses, etc) will be provided with information on the eligibility of school nutrition programs; • Local liaison will maintain a resource list of available pre-school programs and provide this information to appropriate entities; • School nurses will be provided information and guidance on assisting homeless children and youth in accessing required immunizations and medical documents; • Local liaisons will receive training on addressing issues of transportation; • Parent Pack Folders (NCHE) containing information about educational rights will be provided to appropriate entities; and, • Appropriate entities will be identified and included in appropriate mailings and on goings.
Funding	<ul style="list-style-type: none"> • NH will receive a minimum of \$150,000 each year to assist in meeting the educational needs of homeless children and youth; • Funds are used at the State level to fund the position and activities of the State Coordinator; and, • Not less than 50% of federal funds received by the state will be distributed in the form of competitive sub grants to local educational agencies (for purposes described in the plan).
Responsibility	<ul style="list-style-type: none"> • The State Coordinator will develop methods of indentifying children and youth experiencing homelessness; • The state education agency will disseminate information to local educational agencies; and, • The State Coordinator will conduct an annual one-day school and shelter count of homeless children and youth.
Collaboration	<ul style="list-style-type: none"> • The State Coordinator will collaborate with local educational agency liaisons; and, • The State Coordinator will work collaboratively with other agencies serving homeless children and youth, including the Homeless and Runaway Youth Task Force, NH Coalition to End Homelessness, and NH Department of Human Services Homeless and Housing.
Data	<ul style="list-style-type: none"> • No apparent data used or noted as measuring the plan’s progress.
Incentives	<ul style="list-style-type: none"> • Annual funding from the McKinney-Vento Homeless Education Act, which is set at a minimum of \$150,000 for NH and roughly \$75,000 available in sub grants to local education agencies.

Plan Summary

There is one main belief that acts as the foundation to NH Homeless Children and Youth Education Plan, which is:

25. To ensure New Hampshire children and youth experiencing homelessness have equal access to the same free and appropriate public education and to meet the same challenging state student performance standards as all other children and youth.

The NH Homeless Children and Youth Education Plan is not a strategic-plan to prevent and end homelessness. Rather, it is a strategic-plan that explains (1) how NH will utilize fund provided by the McKinney Vento Homeless Education Act and (2) what steps NH will take to become in compliance with the McKinney-Vento Homeless Education Act, as required by the McKinney-Vento Homeless Education Act.

The NH Homeless Children and Youth Education Plan lists 5 main goals and a number of strategies within the plan that support the goals. While all strategies and goals are relevant to the purpose of aligning NH's plans, some are more specific and narrow in scope than others. The most relevant and broad in scope were teased out and summarized below in the following 9 categories: 1-significant dates, 2-subpopulation priority, 3-performance measures, 4-outcomes, 5-funding, 6-responsibility, 7-strategies, 8-data, and 9-incentives. The NH Homeless Children and Youth Education Plan hereafter will be referred to as "the plan."

1. Significant Dates

There are no apparent significant dates within the plan.

2. Subpopulation Priority

The plan is focused solely on children and youth under the age of 18.

3. Performance Measures

The plan does not include any specific performance measures.

4. Strategies

The plan places significant emphasis on its goals and strategies, which support the foundation for the plan. The following are the plan's 5 goals summarized, and a list of relevant strategies that support the goals:

- 1. Students experiencing homelessness will remain in their school of origin, whenever feasible;**

- 2. Students experiencing homelessness will be enrolled immediately in the school services area in which they temporarily reside;**
 - 3. Students experiencing homelessness will have access to all education services they qualify for that are provided to non-homeless students;**
 - 4. Students experiencing homelessness will participate in the NH State Assessment; and,**
 - 5. Students experiencing homelessness will have access to expedited assessments to identify academic needs and learning strengths.**
- *The State Department of Education's website will post information on education of homeless children and youth;*
 - *Training and information will be provided to local Education Agency homeless liaison on school nutrition programs;*
 - *Relevant entities (shelters, homeless outreach workers, school nurses, etc) will be provided with information on the eligibility of school nutrition programs;*
 - *Local liaison will maintain a resource list of available pre-school programs and provide this information to appropriate entities;*
 - *School nurses will be provided information and guidance on assisting homeless children and youth in accessing required immunizations and medical documents;*
 - *Local liaisons will receive training on addressing issues of transportation;*
 - *Parent Pack Folders (NCHE) containing information about educational rights will be provided to appropriate entities; and,*
 - *Appropriate entities will be identified and included in appropriate mailings and on goings.*

5. Funding

The plan is generally aimed at explaining how funds received through the McKinney-Vento Homeless Education Act will be utilized. Specifically, the plan notes:

- *NH will receive a minimum of \$150,000 each year to assist in meeting the educational needs of homeless children and youth;*
- *Funds are used at the State level to fund the position and activities of the State Coordinator; and,*
- *Not less than 50% of federal funds received by the state will be distributed in the form of competitive sub grants to local educational agencies (for purposes described in the plan).*

6. Responsibility

The plan places responsibility on a number of specific entities, specifically:

- *The State Coordinator will develop methods of indentifying children and youth experiencing homelessness;*

- *The state education agency will disseminate information to local educational agencies; and,*
- *The State Coordinator will conduct an annual one-day school and shelter count of homeless children and youth.*

7. Collaboration and Partnerships

The plan emphasizes collaboration and partnerships among all stakeholders. The following was specific collaboration stated in the plan:

- *The State Coordinator will collaborate with local educational agency liaisons; and,*
- *The State Coordinator will work collaboratively with other agencies serving homeless children and youth, including the Homeless and Runaway Youth Task Force, NH Coalition to End Homelessness, and NH Department of Human Services Homeless and Housing.*

8. Data

The plan does not indicate what data source will be used to measure its progress.

9. Incentives

The plan does not have any apparent explicit incentives. However, it is implied that in order to continue to receive annual federal funding NH must comply with the policies and strategies identified in the plan.

NH ICH Plans Task Force

Summary of the Manchester 10-Year Plan to
End Homelessness: *A Home for Everyone*

Plan Outline

Significant Dates	<ul style="list-style-type: none"> • End homelessness by 2018.
Subpopulation Priority	<ul style="list-style-type: none"> • N/A.
Performance Measures	<ul style="list-style-type: none"> • Decrease # of unsheltered and persons in emergency shelters by 40% within 5 years; and, • Increase # of people in permanent supportive housing staying over 1 year to at least 70%.
Strategies	<ul style="list-style-type: none"> • Rapidly re-house people who become homeless and provide wrap-around, supportive services that promote housing stability and self-sufficiency; • Prevent individuals and families from becoming homeless whenever possible; • Provide Adequate Employment and/or educational services to increase wages to housing affordability, particularly for individuals at or below 50% of AMI; • No one sleeps and lives on the streets; • Focus on the specific needs of veterans as a vulnerable population segment; • Increase access to supportive services; • Build public awareness and education about the causes and costs of homelessness, the rationale behind the city’s plan, the models of success, and the need to engage the entire community in the solutions; and, • Establish a Steering Committee of 10-12 leaders and a Chairperson to serve as a political and community champions for the 10-Year Plan, to provide oversight and evaluation of plan implementation, and to help generate resources and commitment for ending homelessness in Greater Manchester.
Funding	<ul style="list-style-type: none"> • Increase engagement with private and public funding sources that have not yet been engaged; • Maximize the availability of Federal and State funding; • Align resources, funding allocations, the budget, and local incentives; • Utilize City Welfare funds and create supplementary funds to provide emergency assistances to prevent evictions into homelessness; and, • Maximize availability of funding to meet the needs of veterans.
Responsibility	<ul style="list-style-type: none"> • The Manchester Planning Department will maximize the availability of Federal and State funding to optimize private resources; and, • The Mayor and the Board of Aldermen work to align resources, the budget, funding allocations, and local incentives.
Collaboration	<p>The plan emphasizes that collaboration between the following entities is essential to the success of the plan:</p> <ul style="list-style-type: none"> • Mayor of Manchester; • President of the Granite United Way; • Manchester Continuum of Care; • Health Manchester Leadership Council; • Greater Manchester Association of Social Agencies; • Manchester City Welfare; • Manchester Planning Department; and, • Manchester Board of Alderman.
Data	<ul style="list-style-type: none"> • Manchester Point-in-Time Count. Other data sources that will be used are the NH Department of Education, Annual Homeless Needs Assessment data, and other national sources.
Incentives	<ul style="list-style-type: none"> • No apparent incentives.

Plan Summary

There is one main belief that acts as the foundation to Manchester's 10-Year Plan to End Homelessness, which is:

26. Manchester is a city where all children, adults, and families have access to decent, safe and affordable housing and the resources and supports needed to sustain it.

Manchester's 10-Year Plan to End Homelessness lists 8 goals and a corresponding set of strategies (or actions) within each of the 8 goals. There are 34 strategies that address each goal. While all strategies and goals are relevant to the purpose of aligning NH's plans, some are more specific and narrow in scope than others. The most relevant and broad in scope were teased out and summarized below in the following 9 categories: 1-significant dates, 2-subpopulation priority, 3-performance measures, 4-strategies, 5-funding, 6-responsibility, 7-collaboration, 8-data, and 9-incentives. Manchester's 10-Year Plan to End Homelessness hereafter will be referred to as "the plan."

1. Significant Dates

There are 3 significant dates within the plan, which are:

- *End homelessness by 2018; and,*
- *Decrease # of unsheltered and persons in emergency shelters by 40% within 5 years (2013).*

2. Subpopulation Priority

The plan does not place any apparent priority on homeless subpopulations.

3. Performance Measures

The plan includes two specific performance measures which will aid in measuring progress of goal #1 of its 8 goals, which are:

- *Decrease # of unsheltered and persons in emergency shelters by 40% within 5 years; and,*
- *Increase # of people in permanent supportive housing staying over 1 year to at least 70%.*

4. Strategies

The plan places significant emphasis on its goals and strategies, which support the main belief that acts as the foundation for the plan. The following are the plan's 8 goals, and corresponding relevant strategies summarized:

- 6. Rapidly re-house people who become homeless and provide wrap-around, supportive services that promote housing stability and self-sufficiency.**
 17. *Develop an efficient and coordinated intake system to reduce duplication;*
 18. *Create discharge procedures to provide individuals with respite housing and supportive services until more a more permanent living situation is available; and,*
 19. *Provides separate emergency shelters for each vulnerable population.*
- 7. Prevent individuals and families from becoming homeless whenever possible.**
 20. *Increase efficiency of access to information for homeless individuals on resources and services available in Manchester.*
- 8. Provide Adequate Employment and/or educational services to increase wages to housing affordability, particularly for individuals at or below 50% of AML.**
 21. *Increase homeless and low-income person's access to public transportation.*
- 9. No one sleeps and lives on the streets.**
 22. *Maintain adequate safety net of emergency and transitional housing;*
 23. *Increase availability of permanent supportive housing; and,*
 24. *Provide shelter services during the day as well as the night.*
- 10. Focus on the specific needs of veterans as a vulnerable population segment.**
- 11. Increase access to supportive services.**
 - *Connect homeless and at-risk of homeless persons to mainstream resources;*
 - *Seek and incorporate consumer input on services;*
 - *Expand access to medical, health and mental care services; and,*
 - *Provide legal assistance.*
- 12. Build public awareness and education about the causes and costs of homelessness, the rationale behind the city's plan, the models of success, and the need to engage the entire community in the solutions.**
 - *Advocate on all governmental levels for policies and legislation to help eng homelessness;*
 - *Increase citizen, public and private partisanships in implementing the 10-Year Plan; and,*
 - *Annually report on progress of the 10-Year Plan.*
- 13. Establish a Steering Committee of 10-12 leaders and a Chairperson to serve as a political and community champions for the 10-Year Plan, to provide oversight and evaluation of plan implementation, and to help generate resources and commitment for ending homelessness in Greater Manchester.**
 - *Fund and recruit a full-time Coordinator to take day-to-day responsibility for implementing the 10-Year Plan;*
 - *Strengthen and broaden participation in the Manchester Continuum of Care;*
 - *Increase participation in HMIS to strengthen information gathering and evaluation of outcomes; and,*
 - *Develop and maintain an accurate and complete directory of all housing and homeless service providers within the Greater Manchester area.*

5. Funding

The plan provides a chart with the resources that are available for homeless and housing activities. The following are the funding sources listed:

- *Increase engagement with private and public funding sources that have not yet been engaged;*
- *Maximize the availability of Federal and State funding;*
- *Align resources, funding allocations, the budget, and local incentives.*
- *Utilize City Welfare funds and create supplementary funds to provide emergency assistances to prevent evictions into homelessness; and,*
- *Maximize availability of funding to meet the needs of veterans.*

6. Responsibility

The plan places responsibility on a number of specific entities to take charge of specific strategies. The following are some of the major responsibilities and the corresponding entities:

- *The Manchester Planning Department will maximize the availability of Federal and State funding to optimize private resources; and,*
- *The Mayor and the Board of Aldermen work to align resources, the budget, funding allocations, and local incentives.*

7. Collaboration and Partnerships

The plan emphasizes collaboration and partnerships among all stakeholders. Such action is not specified; rather, the plan lists entities and individuals whose collaboration is essential to the plan's successful implementation. Some of the entities and individuals are as follows:

- *Mayor of Manchester;*
- *President of the Granite United Way;*
- *Manchester Continuum of Care;*
- *Health Manchester Leadership Council;*
- *Greater Manchester Association of Social Agencies;*
- *Manchester City Welfare;*
- *Manchester Planning Department; and,*
- *Manchester Board of Alderman.*

8. Data

The plan uses a variety of data sources. The plan does not indicate what data source will be used to measure its progress, but it is clear that emphasis in measuring progress will be given to the

Manchester Point-in-Time Count. Other data sources that will be used are the NH Department of Education, Annual Homeless Needs Assessment data, and other national sources.

9. Incentives

The plan does not have any apparent explicit incentives.

NH ICH Plans Task Force

Summary of the 2010-2015 Manchester Consolidated Plan

Plan Outline

<p>Significant Dates</p>	<ul style="list-style-type: none"> • End homelessness by 2018.
<p>Subpopulation Priority</p>	<ul style="list-style-type: none"> • N/A.
<p>Performance Measures</p>	<ul style="list-style-type: none"> • Provide daily comprehensive services to 75 homeless at the Homeless Services Center; • Outreach, crisis intervention, emergency shelter to 1,250 homeless and runaway youth; • Housing counseling and advocacy services to assist 2,500 individuals who are homeless or at risk of homelessness to obtain and succeed in permanent housing; • Develop 13 units of housing for women who are at risk of becoming homeless • Construct 26 units of transitional housing for homeless veterans; • Crisis intervention services to 175 youth at risk; • Provide transitional shelter to 100 men in recover from alcohol and drug abuse; • Provide secure housing to 100 women and children who are victims of domestic violence; • Provide emergency shelter, transitional housing, and supportive services for 115 men, women, and children. • Provide 10,000 meals and distribute 18,000 bags of food to men, women, and children; • Homeless prevention services will be provided to 225 household along with tenant assistance provided for 10 at-risk families; and, • Security deposits will be provided to 60 individuals.
<p>Strategies</p>	<ul style="list-style-type: none"> • Coordinate with the City’s Homeless Service Coordinator to implement the goals and objectives that have been outlined as a part of the 2008 Ten Year Plan to End Homelessness; • Support the organizations that provide shelter, food and the services required to meet the needs of Manchester’s homeless; • Develop housing to accommodate homeless individuals transitioning from shelters into permanent apartments; • Continue to collaborate with non-profit organizations to operate a security deposit program; • Participate in the Continuum of Care process to access available resources to meet the needs of Manchester’s Homeless; • Offer outreach to homeless individuals that do not access services from the traditional shelter setting; and, • Support the opening and future operation of the Homeless Services Center. The Center will be a place where Manchester’s homeless adults can find a safe refuge from the elements, have lunch and most importantly access a variety of services in one centralized location.
<p>Funding</p>	<ul style="list-style-type: none"> • Increase engagement with private and public funding sources that have not yet been engaged; • Maximize the availability of Federal and State funding; • Align resources, funding allocations, the budget, and local incentives; • Utilize City Welfare funds and create supplementary funds to provide emergency assistances to prevent evictions into homelessness; and, • Maximize availability of funding to meet the needs of veterans.
<p>Responsibility</p>	<ul style="list-style-type: none"> • The Manchester Planning Department will maximize the availability of Federal and State funding to optimize private resources; and, • The Mayor and the Board of Aldermen work to align resources, the budget, funding allocations, and local incentives.
<p>Collaboration</p>	<p>The plan emphasizes that collaboration between the following entities is essential to the success of the plan:</p> <ul style="list-style-type: none"> • Mayor of Manchester; • President of the Granite United Way; • Manchester Continuum of Care; • Health Manchester Leadership Council; • Greater Manchester Association of Social Agencies; • Manchester City Welfare; • Manchester Planning Department; and, • Manchester Board of Alderman.
<p>Data</p>	<ul style="list-style-type: none"> • Manchester Point-in-Time Count. Other data sources that will be used are the NH Department of Education, Annual Homeless Needs Assessment data, and other national sources.
<p>Incentives</p>	<ul style="list-style-type: none"> • CDBG, HOME Investment, and ESG funds.

Plan Summary

The Manchester's Consolidated Plan's format and organizations is unlike the other plan's to prevent and end homelessness, because it is not a strategic-plan to end homelessness. Rather, it is a plan mandated by the US Department of Housing and Urban Development as a requirement to receiving Community Development Block Grant, HOME Investment Partnerships, and Emergency Shelter Grant funds. The plan is divided into 5 main sections: the Consolidated Plan process, a housing and homeless needs assessment, a housing market analysis, a strategic-plan, and an action plan, which is amended and updated annually. Essentially, the plan explains what, why, and how the state of NH plans to utilize funds from the aforementioned sources. As the purpose of this summary is to tease out specific information in regards to homelessness, only sections and subsections related to homelessness and housing were analyzed in this summary. Therefore, this is not a complete summary of the plan, and numbers, data, and other information may only represent certain portions of the plan.

It is unclear what the overarching message or goal is for the plan, in regards to preventing and ending homelessness. However, it appears the plan is adopting the overall strategy of the 2008-2018 Manchester's 10-Year Plan to End Homelessness, while adding its own strategies and performance measures. The overall belief that acts as the plan's foundations is:

27. Manchester is a city where all children, adults, and families have access to decent, safe and affordable housing and the resources and supports needed to sustain it.

Manchester's Consolidated Plan lists many different sections with corresponding strategies. The plan does not specify specific goals in regards to preventing and ending homelessness, but does list strategies and performance measures it measure the progress of the plan. The most relevant and broad in scope strategies were teased out and summarized below in the following 9 categories: 1-significant dates, 2-subpopulation priority, 3-performance measures, 4-strategies, 5-funding, 6-responsibility, 7-collaboration, 8-data, and 9-incentives. Manchester's Consolidated Plan hereafter will be referred to as "the plan."

1. Significant Dates

There is 1 significant dates within the plan, which is:

- *End homelessness by 2018.*

2. Subpopulation Priority

The plan does not place any apparent priority on homeless subpopulations. However, the plan does provide more emphasis on veterans than on other subpopulations, but the emphasis is not significant.

3. Performance Measures

The plan includes a variety of performance measures which will measure the performance of the plan's strategies to prevent and end homelessness. The most relevant strategies are listed below:

- *Provide daily comprehensive services to 75 homeless at the Homeless Services Center;*
- *Outreach, crisis intervention, emergency shelter to 1,250 homeless and runaway youth;*
- *Housing counseling and advocacy services to assist 2,500 individuals who are homeless or at risk of homelessness to obtain and succeed in permanent housing;*
- *Provide secure housing to 350 women and children who are victims of domestic violence;*
- *Provide emergency shelter to 5,200 men, women and children;*
- *Construct 26 units of transitional housing for homeless veterans;*
- *Provide transitional shelter to 500 men in recovery from alcohol and drug abuse;*
- *Provide transitional housing to 110 men, women and children;*
- *Provide permanent housing for 100 chronically homeless individuals/families;*
- *Distribute 75,000 bags of food to needy families resulting in a benefit to a minimum of 40,000 individuals; and,*
- *Secure permanent housing for 600 families by providing security deposits.*

4. Strategies

The plan places significant emphasis on its goals and strategies, which support the main belief that acts as the foundation for the plan. The following are the plan's 8 goals, and corresponding relevant strategies summarized:

- *Coordinate with the City's Homeless Service Coordinator to implement the goals and objectives that have been outlined as a part of the 2008 Ten Year Plan to End Homelessness;*
- *Support the organizations that provide shelter, food and the services required to meet the needs of Manchester's homeless;*
- *Develop housing to accommodate homeless individuals transitioning from shelters into permanent apartments;*
- *Continue to collaborate with non-profit organizations to operate a security deposit program;*
- *Participate in the Continuum of Care process to access available resources to meet the needs of Manchester's Homeless;*
- *Offer outreach to homeless individuals that do not access services from the traditional shelter setting; and,*
- *Support the opening and future operation of the Homeless Services Center. The Center will be a place where Manchester's homeless adults can find a safe refuge from the elements, have lunch and most importantly access a variety of services in one centralized location.*

5. Funding

The plan provides a chart with the resources that are available for homeless and housing activities. The following are the funding sources listed:

- *Increase engagement with private and public funding sources that have not yet been engaged;*
- *Maximize the availability of Federal and State funding;*
- *Align resources, funding allocations, the budget, and local incentives.*
- *Utilize City Welfare funds and create supplementary funds to provide emergency assistances to prevent evictions into homelessness; and,*
- *Maximize availability of funding to meet the needs of veterans*

6. Responsibility

The plan places responsibility on a number of specific entities to take charge of specific strategies. The following are some of the major responsibilities and the corresponding entities:

- *The Manchester Planning Department will maximize the availability of Federal and State funding to optimize private resources; and,*
- *The Mayor and the Board of Aldermen work to align resources, the budget, funding allocations, and local incentives.*

7. Collaboration and Partnerships

The plan emphasizes collaboration and partnerships among all stakeholders. Such action is not specified; rather, the plan lists entities and individuals whose collaboration is essential to the plan's successful implementation. Some of the entities and individuals are as follows:

- *Mayor of Manchester;*
- *President of the Granite United Way;*
- *Manchester Continuum of Care;*
- *Health Manchester Leadership Council;*
- *Greater Manchester Association of Social Agencies;*
- *Manchester City Welfare;*
- *Manchester Planning Department; and,*
- *Manchester Board of Alderman*

8. Data

The plan uses a variety of data sources. The plan does not indicate what data source will be used to measure its progress, but it is clear that emphasis in measuring progress will be given to the Manchester Point-in-Time Count. Other data sources that will be used are the NH Department of Education, Annual Homeless Needs Assessment data, and other national sources.

9. Incentives

The plan does not have any apparent explicit incentives, but does imply that the steps laid out in this plan are meant to be followed in order to continue to receive funding from the US Department of Housing and Urban Development's sources as noted in the introduction.

NH ICH Plans Task Force

Summary of the Greater Nashua 10-Year Plan
to End Homelessness: *A Home for Everyone*

Plan Outline

Significant Dates	<ul style="list-style-type: none"> • End homelessness by 2012.
Subpopulation Priority	<ul style="list-style-type: none"> • N/A.
Performance Measures	<ul style="list-style-type: none"> • Create new permanent supportive housing beds for chronically homeless persons to 254 by 2012; • Increase % of homeless persons staying in permanent supportive housing over 6 months to at least 90% by 2012; • Increase % of homeless persons employed at exit to at least 55% by 2012; • Decrease the # of homeless households with children to 40 by 2012; • Ensure that the Greater Nashua Continuum of Care’s Homeless Management Information System has a 95% bed coverage by 2012; • Decrease the # of people who are homeless on any given night to 50 by 2012; and, • Increase # of permanently affordable housing units/vouchers for the homeless and those at risk to be homeless to 4,052 by 2012.
Strategies	<ul style="list-style-type: none"> • Provide one-time or short-term rent or mortgage subsidies, legal assistance, and housing placement services; • Increase the housing stock; • 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 • Create a housing resource guide; • Create a revolving loan fund for assisting with rental mortgage subsidies; • 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; and, • Develop a means to share client needs between agencies.
Funding	<ul style="list-style-type: none"> • Expand the funding available to assist with rental subsidies and subsidies for housing development; and, • Work on the local, state and federal levels to insure funding sources work together to enhance a project rather than in conflict.
Responsibility	<ul style="list-style-type: none"> • See attachment “10 – Responsibility Chart.”
Collaboration	<ul style="list-style-type: none"> • Develop a team approach to increase coordination, collaboration, and integration among service providers in delivering case management services.
Data	<ul style="list-style-type: none"> • Nashua Point-in-Time Count. Other data sources that will be used are the National Alliance to End Homelessness and the national Coalition to End Homelessness.
Incentives	<ul style="list-style-type: none"> • No apparent incentives.

Plan Summary

There is one main belief that acts as the foundation to Greater Nashua's 10-Year Plan to End Homelessness, which is:

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

Greater Nashua's 10-Year Plan to End Homelessness lists 3 goals and a set of strategies that is generally applicable to each of the 8 goals. There are 26 strategies that are used interchangeably between the 3 goals. While all strategies and goals are relevant to the purpose of aligning NH's plans, some are more specific and narrow in scope than others. The most relevant and broad in scope were teased out and summarized below in the following 9 categories: 1-significant dates, 2-subpopulation priority, 3-performance measures, 4-strategies, 5-funding, 6-responsibility, 7-collaboration, 8-data, 9-incentives and 10-responsibility chart. Greater Nashua's 10-Year Plan to End Homelessness hereafter will be referred to as "the plan."

1. Significant Dates

There is 1 significant dates within the plan, which are:

- *End homelessness by 2012.*

2. Subpopulation Priority

The plan does not place any apparent priority on homeless subpopulations.

3. Performance Measures

The plan includes eight specific performance measures which will aid in measuring progress of the plan, which are:

- *Create new permanent supportive housing beds for chronically homeless persons to 254 by 2012;*
- *Increase % of homeless persons staying in permanent supportive housing over 6 months to at least 90% by 2012;*
- *Increase % of homeless persons employed at exit to at least 55% by 2012;*
- *Decrease the # of homeless households with children to 40 by 2012;*
- *Ensure that the Greater Nashua Continuum of Care's Homeless Management Information System has a 95% bed coverage by 2012;*
- *Decrease the # of people who are homeless on any given night to 50 by 2012; and,*
- *Increase # of permanently affordable housing units/vouchers for the homeless and those at risk to be homeless to 4,052 by 2012.*

4. Strategies

The plan places significant emphasis on its goals and strategies, which support the foundation for the plan. The following are the plan's 3 goals, and a list of relevant strategies that are used interchangeably with each of the goals:

14. Preventing homelessness whenever possible;

15. Rapidly re-housing people when homelessness cannot be prevented; and,

16. Providing wrap-around services that promote housing stability and self-sufficiency.

- *Provide one-time or short-term rent or mortgage subsidies, legal assistance, and housing placement services;*
- *Increase the housing stock;*
- *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*
- *Create a housing resource guide;*
- *Create a revolving loan fund for assisting with rental mortgage subsidies;*
- *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; and,*
- *Develop a means to share client needs between agencies.*

5. Funding

The plan provides some specific funding strategies. The following are those strategies:

- *Expand the funding available to assist with rental subsidies and subsidies for housing development; and,*
- *Work on the local, state and federal levels to insure funding sources work together to enhance a project rather than in conflict.*

6. Responsibility

The plan places responsibility on a number of specific entities, which is provided in a chart format. Please see section "10. Responsibility Chart" for the full list.

7. Collaboration and Partnerships

The plan emphasizes collaboration and partnerships among all stakeholders. Such action is not specified, and is rather implied mainly through the chart that lists agencies' responsibilities, which is attached as section "10. Responsibility Chart." The following was specific collaboration stated in the plan:

- *Develop a team approach to increase coordination, collaboration, and integration among service providers in delivering case management services.*

8. Data

The plan uses a variety of data sources. The plan does not indicate what data source will be used to measure its progress, but it is clear that emphasis in measuring progress will be given to the Nashua Point-in-Time Count. Other data sources that are utilized are from the National Alliance to End Homelessness and the national Coalition to End Homeless.

9. Incentives

The plan does not have any apparent explicit incentives.

10. Responsibility Chart

The following is a chart that lists each agency's responsibility in regards to strategies and specific actions within the plan:

Category	Focus:	Level:	Type:	Participation:	Strategy:
	I = Individuals F = Families B = Both	P=Primary S=Secondary T=Tertiary	N=Nonprofit G=Government B=Business	D=Direct R=Referral F=Future	P=Prevention E=Emergency Shelter C=Case Management T=Transitional Housing S=Permanent Supportive Housing
Chronically Homeless	Focus	Level	Type	Participation	Strategy
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
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)	I	S	N	D	P
Southern New Hampshire Services Homeless Outreach	B	S	N	R	P,C

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Southern New Hampshire Services Mary's House	I	P	N	R	C,S
United Way of Greater Nashua	F	T	N	D	E,C,T
Urban Programs	B	T	G	D	C,S
Seriously Mentally Ill	Focus	Level	Type	Participation	Strategy
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
Chronic Substance Abuse	Focus	Level	Type	Participation	Strategy
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
MP Housing	F	P	N	D	C,S
Municipal Welfare	B	P	G	D	P,E
Nashua Housing Authority	B	P	G	D	C,S
Nashua Pastoral Care Center	I	S	N	R	P
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

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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
Veterans	Focus	Level	Type	Participation	Strategy
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	

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Persons with HIV/AIDS	Focus	Level	Type	Participation	Strategy
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
Mary's House	F	P	N	D	C,T,S
Municipal Welfare	B	P	G	D	P,E
Nashua Housing Authority	B	P	G	D	C,S

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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*
Victims of Domestic Violence	Focus	Level	Type	Participation	Strategy
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
Mary's House	F	P	N	D	C,T,S
Marguerite's Place	F	P	N	D	C,S
MP Housing	F	P	N	D	C,S
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	
Services 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	F	T	N	D	E,C
Youth Council	I	P	N	D	P

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Youth	Focus	Level	Type	Participation	Strategy
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 Children's Home	I	S	N	D	T
Nashua Housing Authority	B	P	G	D	C,S
Nashua Police Department	I	P	G	R	
Norwell Home	F	T	N	R	

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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	F	T	N	D	E,C
Urban Programs	B	T	G	D	S
Youth Council	I	P	N	D	P
Crisis Homelessness (Economic)	Focus	Level	Type	Participation	Strategy
Bridges	B	S	N	R	
Greater Nashua Interfaith Hospitality Network	F	P	N	D	E,C
Mary's House	F	P	N	D	S
Marguerite's Place	F	P	N	D	C,S
MP Housing	F	P	N	D	C,S

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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
Southern New Hampshire Services	B	P	N	D	P,C,S
United Way of Greater Nashua	I	T	N	D	E,C
Urban Programs	B	T	G	D	P,E,C,T,S
Crises Homelessness (Disaster)	Focus	Level	Type	Participation	Strategy
Bridges	B	S	N	R	
Greater Nashua Interfaith Hospitality Network	F	P	N	D	E,C
Marguerite's Place	F	S	N	R	C,T,S
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,E,C
Southern New Hampshire Services	B	P	N	D	P,C,S

NH ICH Plans Task Force

Summary of the 2010-2015 Nashua Consolidated Plan

Plan Outline

Significant Dates	<ul style="list-style-type: none"> • End homelessness by the year 2012.
Subpopulation Priority	<ul style="list-style-type: none"> • N/A.
Performance Measures	<ul style="list-style-type: none"> • Develop 204 permanent supportive housing beds by 2015.
Strategies	<ul style="list-style-type: none"> • Prevent homelessness whenever possible; • Re-house people when homelessness cannot be prevented; • Provide wrap-around services that promote housing stability and self-sufficient; • Increase permanent supportive housing; • Incorporate chronically homeless housing within the larger affordable housing community; and, • Increase rental subsidies that are teamed with supportive services.
Funding	<ul style="list-style-type: none"> • Community Development Block Grant; • HOME Investment Partnerships; and • Emergency Shelter Grant.
Responsibility	<ul style="list-style-type: none"> • Some implied responsibility for the Greater Nashua Continuum of Care to carry out the strategic-plan.
Collaboration	<p>The plan emphasizes that collaboration between the following entities is essential to the success of the plan:</p> <ul style="list-style-type: none"> • Bridges; • Harbor Homes, Inc.; and, • Nashua Soup Kitchen and Shelter.
Data	<ul style="list-style-type: none"> • No apparent data used or noted as measuring the plan’s progress.
Incentives	<ul style="list-style-type: none"> • CDBG, HOME Investment, and ESG funds.

Plan Summary

The Nashua's Consolidated Plan's format and organization is unlike the other plan's to prevent and end homelessness, because it is not a strategic-plan to end homelessness. Rather, it is a plan mandated by the US Department of Housing and Urban Development as a requirement to receiving Community Development Block Grant, HOME Investment Partnerships, and Emergency Shelter Grant funds. The plan is divided into 5 main sections: an introductory section, a housing analysis and strategy, a homelessness analysis and strategy, an analysis and strategy for community development, and an analysis and strategy of non-homeless special needs. Essentially, the plan explains what, why, and how the City of Nashua plans to utilize funds from the aforementioned sources. As the purpose of this summary is to tease out specific information in regards to homelessness, only sections and subsections related to homelessness and housing were analyzed in this summary. Therefore, this is not a complete summary of the plan, and numbers, data, and other information may only represent certain portions of the plan.

It is unclear what the overarching message or goal is for the plan, in regards to preventing and ending homelessness. However, it appears the plan is adopting the overall strategy of the Greater Nashua Continuum of Care's Plan to End Homelessness: *A Home for Everyone*, while adding its own strategies and performance measures. The overall belief that acts as the plan's foundations is:

29. Greater Nashua Continuum of Care is a city where all individuals and families facing homelessness in the Greater Nashua area will have access to safe, decent, affordable housing and supports needed to sustain it.

Nashua's Consolidated Plan lists many different sections with corresponding strategies. The plan does not specify specific goals in regards to preventing and ending homelessness, but does list strategies and performance measures it measure the progress of the plan. The most relevant and broad in scope strategies were teased out and summarized below in the following 9 categories: 1-significant dates, 2-subpopulation priority, 3-performance measures, 4-strategies, 5-funding, 6-responsibility, 7-collaboration, 8-data, and 9-incentives. Nashua's Consolidated Plan hereafter will be referred to as "the plan."

1. Significant Dates

There are no real significant dates within the plan. However, because the plan utilizes the Greater Nashua 10-Year Plan to End Homelessness in developing its homeless strategic-plan, it is implied that the plan is synchronizing its goals with the city's to-year plan. The city's 10-year plan has 1 significant date:

- *End homelessness by the year 2012; and,*

2. Subpopulation Priority

The plan does not place any apparent priority on homeless subpopulations.

3. Performance Measures

The plan includes a variety of performance measures which will measure the performance of the plan's strategies to prevent and end homelessness. The most relevant strategies are listed below:

- *Develop 204 permanent supportive housing beds by 2015.*

4. Strategies

The plan places significant emphasis on its goals and strategies, which support the main belief that acts as the foundation for the plan. The following are the plan's 8 goals, and corresponding relevant strategies summarized:

- *Prevent homelessness whenever possible;*
- *Re-house people when homelessness cannot be prevented;*
- *Provide wrap-around services that promote housing stability and self-sufficient;*
- *Increase permanent supportive housing;*
- *Incorporate chronically homeless housing within the larger affordable housing community;*
and,
- *Increase rental subsidies that are teamed with supportive services.*

5. Funding

The plan provides little in regards to specific funding, but in general the funding that is implied for these activities comes from the following sources:

- *Community Development Block Grant;*
- *HOME Investment Partnerships; and*
- *Emergency Shelter Grant.*

6. Responsibility

The plan does not place specific responsibility on any entities in regards to any part of its strategic-plan. However, the plan does appear to imply that many of the activities that result from the strategic-plan will be carried out collectively by the Greater Nashua Continuum of Care.

7. Collaboration

The plan emphasizes some collaboration and partnerships among certain stakeholders. Such action is not specified; rather, the plan vaguely references entities and individuals whose collaboration is essential to the plan's successful implementation. Some of the entities and individuals are as follows:

- *Bridges;*
- *Harbor Homes, Inc.; and,*
- *Nashua Soup Kitchen and Shelter.*

8. Data

The plan does not explicitly list the data sources it uses, or will use, to monitor the plan. Some of data used in the narrative was cited from national sources (i.e. National Coalition to End Homelessness).

9. Incentives

The plan does not have any apparent explicit incentives, but does imply that the steps laid out in this plan are meant to be followed in order to continue to receive funding from the US Department of Housing and Urban Development's sources as noted in the introduction.