



To: Matt Walsh, Director of Redevelopment, Downtown Services, & Special Projects,  
City of Concord

From: Ellen Groh, Concord Coalition to End Homelessness (CCEH)  
Nancy Paul, The Friends Program  
Liane Kerbyson, Family Promise of Greater Concord

Date: July 24, 2020

Re: CDBG-CV Funding Application

Dear Mr. Walsh,

The Concord Coalition to End Homelessness (CCEH), The Friends Program, and Family Promise of Greater Concord respectfully submit this request to be included in an application by the City of Concord for CDBG-CV funding. Each of these agencies is seeking to adhere to CDC guidance on preventing the spread of COVID-19 as we continue to provide shelter and supportive services to people experiencing homelessness.

**The Need:**

CDC guidelines recommend creating non-congregate shelter options for persons experiencing homelessness wherever possible, especially those who are medically vulnerable, and if a congregate setting must be utilized, increasing the spacing of beds, increasing cleaning protocols, and reducing the use of shared bathrooms and common areas wherever possible.

In typical times,

- CCEH's Winter Shelter can accommodate up to 40 individuals, in 20 bunkbeds in one common room, sharing 3 bathrooms. There is no food service, and guests access showers, laundry and case management through the daytime Resource Center, which is in a separate building on the same property. Shelter staffing includes one paid overnight staff person, supplemented by one- three volunteers. The Shelter is currently scheduled to be open from mid-December through March.
- Friends Program Emergency Housing Program's family shelter can serve up to 8 families, with 4 families sharing one kitchen/common area, 3 families sharing a second kitchen/common area, and 1 family in a third kitchen/common area. Friends Emergency

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Housing staff provide in-house case management and supportive services, and the shelter is staffed around the clock all year.

- Family Promise can serve up to 3 families, rotating between the facilities of 12 faith communities. Sleeping situations vary from facility to facility, but may be congregate with non-permanent partitions between families, or in separate rooms. Daytime space is provided at the Family Promise Resource Center, which is a single room.

Since the pandemic began in March of 2020

- The CCEH Resource Center has been operating outside, under a canopy tent. We plan to move operations back inside in October, and we are investigating UV-C air purification systems for both the Resource Center and the Winter Shelter. We are seeking guidance from public health officials on optimal bed configuration and how many guests can safely utilize the Shelter during the continued pandemic. We expect that at most, we will have capacity for 32 individuals at the shelter, and perhaps far fewer. We expect it will be extremely difficult to find volunteers, and expect to have to add a second paid overnight staff person to each shift.
- Friends Program has made several changes to how they operate the emergency shelter, but ensured that there was never a lapse in providing safe, stable housing for families experiencing homelessness. Friends Program Emergency Housing temporarily received state funding to create a “decompression shelter space”, placing 3 families in their own units at the Residence Inn in Concord. This allowed for families to engage in appropriate social-distancing measures, both at the hotel and the Emergency Shelter. Case managers travelled between the two locations, and provided food and basic necessities to families in order to limit outside exposures. Funding for this decompression shelter space was exhausted in July of 2020, and families have since returned to the shelter, forcing the EH Director to limit shelter capacity to reduce the number of individuals sharing the space, in order to comply with CDC guidelines.
- Family Promise has had to discontinue their rotating shelter model. Three families have been placed in campground cottages in Henniker, and funding is in place to continue this until the end of October, when the campground closes and the cottages must be vacated.

In order to comply with CDC guidelines and protect shelter guests, shelter staff, and the community overall from spread of the virus, these three shelters cannot maintain their normal capacity. Homelessness is expected to increase over the coming months since the eviction moratorium has lifted and federal unemployment benefits will end. The shelter system in

Concord was strained even before the pandemic, so this decreased capacity coupled with increased need will be a tremendous hardship on people experiencing homelessness, and may also have a negative impact on the Concord community's ability to slow the spread of the disease overall.

**Proposal:**

These three shelter providers seek CDBG-CV funding to allow for decompression at our existing shelters, at least through the coming winter; air purification systems to make it safer to provide case management services to our clients; additional staff capacity; and additional cleaning supplies and equipment.

Ideally, a block of rooms would be leased at a local hotel or motel to provide space for

- Two families from Friends
- Three families from Family Promise
- 6-10 individuals who would otherwise stay at the Winter Shelter

Friends and CCEH would prioritize guests for the hotel rooms based on medical vulnerability to COVID-19 and ability to adhere to hotel policies. Check-in with guests and case management would be conducted at the hotel site on a routine basis, and food delivery would be arranged for the occupants by the shelter agencies. Hotel space is ideal, because if an individual or family staying at one of the shelters needs to be isolated or quarantined, the space can be shifted to that purpose.

If hotel space is not available, a second option is to locate available space to operate a decompression shelter for individuals, which would require a second set of paid overnight staff, as well as whatever rental or utility costs for the second congregate site. The site could be at a faith community facility, or other facility not being used due to COVID. It is challenging to locate such a site now, given the uncertainty of the future. It is conceivable that a location could be identified that would also safely allow for families in a separate area. However, given the low barrier nature of the Winter Shelter, which allows guests with active addictions and felony convictions, it could be problematic to have families located at the same facility, depending on the configuration of the facility. Additional efforts to identify apartments to lease for families have been unsuccessful.

The Resource Center and the Winter Shelter buildings are both in need of improved air quality to sanitize the air, and CCEH is researching several UV-C options and seeking technical advice on the best option. CCEH and The Friends Program are also seeking additional cleaning equipment, including an electrostatic disinfecting sprayer for cleaning surfaces.

**Budget: Please see the full budget at the end of this proposal, which includes funding for:**

- Cost of hotel rooms from January through April
- Alternatively, cost of staffing for congregate decompression shelter for individuals
- Additional overnight staff position at existing Winter Shelter
- UV-C air purification system for the Resource Center and Winter Shelter buildings
- Equipment to allow staff to work remotely whenever possible, utilizing work laptops
- Cleaning equipment and supplies

Note: CCEH also intends to apply to NH Housing Finance Agency Shelter Modification Program for funding for the Air Purification, cleaning equipment and supplies, and equipment for remote work. All Shelter Modification funds must be expended by December 30, 2020, so it cannot be used for hotel costs past that date. CDFA and NH HFA have advised CCEH to apply to both sources for these costs, and we will notify the City if any funding is awarded through the Shelter Modification Program.

Finally, CCEH is also seeking use the NH HFA Shelter Modification funding to locate a property that could be purchased, used for shelter decompression this winter, and later converted to affordable housing using additional available funding. If such a property can be located and purchased, this would negate the need for at least some of the shelter decompression hotel rooms. Family Promise is also seeking a property to purchase with NH HFA Shelter Modification funding, which would also negate the need for some of the decompression hotel space.

**CDBG-CV Shelter Decompress: Budget for Concord Area Shelter Decompression and Services Costs Related to Covid-19  
CCEH, Friends Emergency Shelter, Family Promise of Greater Concord**

**BUDGET:**

Item	Cost per unit	total cost	Also applying for NH HFA Shelter Mod Program?		Agency
Friends Hotel Rooms	\$120	\$28,800	No	See chart for cost breakdown	Friends
Family Promise Hotel Rooms	\$120	\$43,200	No	See chart for cost breakdown	Family Promise
Winter Shelter Hotel Rooms	\$100	\$72,000	No	See chart for cost breakdown	CCEH
Second Staff at WS (CCEH)		\$24,570	No	See chart for cost breakdown	CCEH
Cleaning Services at RC/WS (CCEH)		\$3,700	No	Professional Cleanng 2x week, Jan-March	CCEH
UV-C Air Purification (CCEH)		\$25,195	Yes	See cost breakdown of one quote	CCEH
Cleaning Equip (CCEH)		\$1,300	Yes	Electrostatic disinfecting sprayer and spray	CCEH
Cleaning Equip (CCEH)		\$1,300	Yes	Electrostatic disinfecting sprayer and spray	Friends
Technology for remote work (CCEH)		\$3,000	Yes	Laptops for staff	CCEH
<b>Total:</b>		<b>\$203,065</b>			
<b>If no hotels available and site can be identified</b>					
2 overnight staff at alternate decompression site		\$49,140	No		
Utilities, Rent, Admin costs		?	No		

**Supporting Information:**

Hotel Room Caluclaton			Winter Shelter Overnigt Staff	
<b>Friends Program (Jan 1- April 30)</b>			\$18 per hour	
31	January		13 hours	
28	February		105 nights mid-december thru March	
31	March		\$24,570 For existing site, second staff person	
30	April		2 for alternate site	
	120 total nights		\$49,140	
	2 families			
	240 Nights			
	\$120.00 per night			
	\$28,800.00			
<b>Family Promise (Jan 1 - April 30)</b>			<b>Air Purification Quote</b>	
31	January		Cascade Unit (for WS)	\$7,495
28	February		Jade Units (10 for RC)	\$24,950
31	March		Equip Subtotal	\$32,445
30	April		Bundle Discount	\$7,500
	120 total nights		Subtotal	\$24,945
	3 families		Shipping	\$250
	360 Nights		Total	\$25,195
	\$120.00 per night			
	\$43,200.00			
<b>Winter Shelter (January 1 through March)</b>				
31	January			
28	February			
31	March			
	90 Total Nights			
	8 Individuals			
	720 Nights			
	\$100.00 per night			
	\$72,000.00 total cost			
	\$28,800.00	Family Promise		
	\$43,200.00	Friends		
	\$72,000.00	Winter Shelter		
	\$144,000.00	Total Hotel Cost		