

Concord Coalition to End Homelessness

Calendar Year 2021

# Annual Report



## Our Vision

A Concord community where everyone has a safe, decent, stable and affordable place to live.



# A Message

From our Executive Director and Board Chair

Dear friends,

I am honored and excited to present CCEH's Annual Report for 2021. Like everyone else, CCEH faced enormous challenges from COVID-19, but I am both proud and humbled by how our dedicated CCEH staff and our supporters rose to meet the challenge.

You will find in our Annual Report a summary of the work we've done to meet the immediate needs of people struggling with homelessness, while also protecting our clients and staff as best as possible from COVID-19. We know that as long as poverty exists, these services will remain essential and life-saving, and offer people hope in the face of crisis and despair.

But homelessness is a solvable problem, and CCEH is committed to adding Concord to the list of communities across the United States that have ended chronic homelessness! We are sharpening our focus on knowing precisely who is chronically homeless in Concord and what their specific barriers are. At the same time, we are working with partners to create more permanent supportive housing opportunities to reduce the number of people who are experiencing chronic homelessness to zero!

Over the past year, CCEH has established a leadership team who can bring in the resources and do the work that's needed to move our mission forward, including our new Director of Housing Initiatives, Greg Lessard, and our Director of Development, Kait Gallagher. We are poised to take huge strides in ending homelessness in Concord. Thank you for being a part of the solution!

With sincere gratitude,



Ellen Groh  
Executive Director

Dear Community,

In 2021, CCEH took significant, measurable steps towards our mission of ending chronic homelessness in Concord. While there is much more to do to achieve our mission, we are striving to become one of the handful of communities in this country to end chronic homelessness.

Through a robust strategic planning process in the summer of 2021, the Board identified three strategic priorities for the next two years: (1) significantly reduce the number of chronically homeless people in Concord; (2) make sure that people who are homeless or at risk of homelessness have access to the supports and services they need to survive and find stable housing; and (3) increase the organizational capacity of CCEH to advance our goal of ending homelessness. These are our priorities in the short term, but they are stepping stones to ultimately realizing our mission to end chronic homelessness in Concord.

As we look forward, CCEH is in a position to build on our successes. We have established a strong staff and leadership team. We have grown our Board. We have successfully completed the acquisition of several properties in which we have been able to house individuals coming from homelessness and are better prepared to take on the next acquisition. We are also fortunate to have a community that cares about our mission. With your support, we can end homelessness in Concord.

Sincerely,



Ben Folsom  
McLane Middleton, P.A.  
Board Chair



# Staff & Team Members

The awesome people behind this organization



Iris Altilio  
Donor Specialist &  
Bookkeeper PT



Tim Devincenzo  
Resource Center  
Senior Case Manager



Mark Fagan  
Chief Operating  
Officer



Kait Gallagher  
Director of  
Development



Amanda Gaskill  
Housing First Housing  
Stability Specialist



Teri Gladstone  
Office Administrator  
PT



Ellen Groh  
Executive Director



Greg Lessard  
Director of Housing  
Initiatives



Maria Richards  
Resource Center  
Director



Kyana Shatney  
Resource Center Case  
Manager



Connor Sperm  
Outreach Services  
Coordinator



Angela Spinney  
Director of Programs

## Winter Shelter Seasonal Staff

Brian Doyle  
Cam Ealy  
Jakob Hewitt-Jones

Ashley Langevin  
Jon Mathison  
Jennifer Moses

Carlos Ortega  
Kevin Rodney  
TG Royce

Laura Scott  
Joanne St. Hilaire

## CCEH Board of Directors

Benjamin Folsom, Chair  
McLane Middleton, P.A.

Michael Leuchtenberger, Vice Chair  
Unitarian Universalist Church of Concord

Rob Kleiner, Treasurer  
Northeast Delta Dental

Meghan Farrell, Secretary  
Community Catalyst

Cathy Battistelli, At-Large  
Retired, U.S. District Court N.H.

David Croft  
Merrimack County Sheriff

Ann Dippold  
Dippold & Dennehy Real Estate Group

Dominic Geffken, M.D.  
Concord Hospital Family Health Center

Tim McLaughlin  
Shaheen & Gordon, P.A.

Beth Mulleavy  
Bangor Savings Bank

Dr. Jim Schlosser  
Manchester VA Medical Center

Jay Schumacher  
Lincoln Financial Group

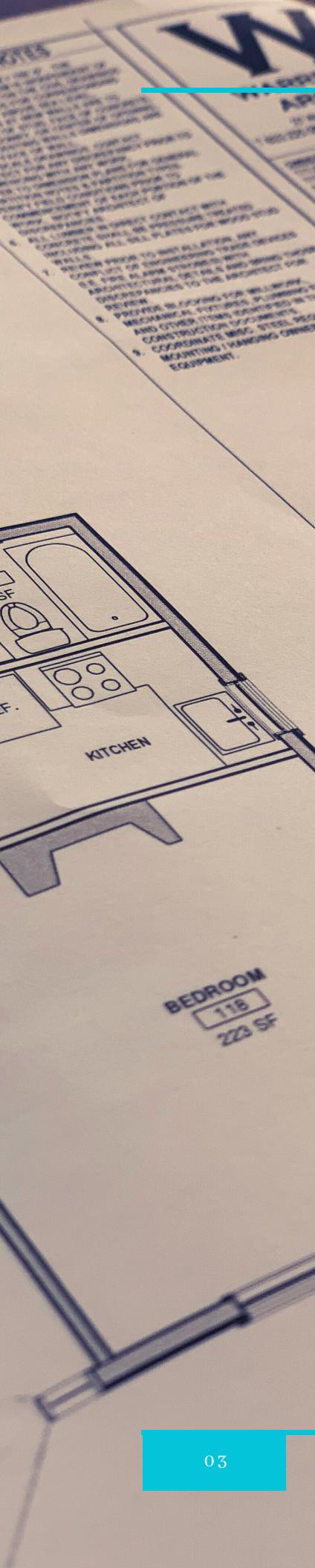
Michael Tyrance  
Community Member

Miles Whitener  
Concord Car Care

**In 2021, 147 volunteers donated 2,700 hours of their time to CCEH. We cannot thank each and every one of you enough for all that you do for us!**

*"I want to give back to the people who loved me when I didn't love myself. I want to be of inspiration to others." -J, a CCEH client who is now housed, and who is looking to do some community giveback hours at the Resource Center*





# Paths Toward Housing Solutions

Ending chronic homelessness in Concord

The causes of homelessness are complex, but it is clear that more affordable housing is critical to meet the goal of ending homelessness.

Vacancy rates for rental units in Concord are below 1% (5% is considered "healthy") and skyrocketing rents are making it impossible for people to find an affordable place to call home. The impact of this shortage is even more devastating for people living on disability income, and who have a history of homelessness.

Working with numerous partner organizations, CCEH is exploring multiple approaches for creating permanent housing options for an estimated 150-175 chronically homeless individuals in the greater Concord area.

With funding from NH Housing Finance Authority, CCEH renovated an office building into four one-bedroom units at our Green Street Apartments. Tenants moved in at the very end of 2020, celebrating New Year's Eve in their new homes.

Our "Paths Toward Housing Solutions" (available on our website) lays out each of the different approaches, its benefits and obstacles, and the estimated number of people that might be housed with each method. We will keep going until we reach zero chronically homeless individuals!

In 2021, in partnership with other organizations, CCEH helped 22 individuals move out of homelessness and into their own homes.

Once an individual is housed, CCEH is committed to providing on-going case management to help the person stay connected with whatever services they need and stay stably housed.

In October 2021, we purchased a triplex on West Street, using a \$100,000 down-payment we raised through generous donations to our *Safe Spaces II: The Next Step* campaign. Three formerly homeless people were able to move in to their new homes right away!

Ending homelessness in Concord will take a community-wide effort: not just social service agencies, but businesses, government, private foundations, and individuals.

CCEH has gathered an informal "task force" of professionals who are helping with different aspects of the Paths Toward Housing Solutions. We are also working closely with the Steering Committee that oversees Concord's Plan to End Homelessness to bring the right people and agencies together to keep moving forward on that Plan. We know it's possible to end chronic homelessness: it's been done in five other communities in the U.S., and we intend to add Concord to that list!

Our "Housing First Concord" program continues to serve 15 individuals who each rent their own apartment from private landlords in Concord with ongoing case management and rental assistance.

# Homeless Outreach

You cannot solve a problem without first understanding the scope

Creating more housing opportunities is essential, but it won't end homelessness by itself.

We need to know each individual who is chronically homeless in Concord by their name, as well as their particular barriers, strengths, and needs.

When people are in the midst of the trauma of homelessness, they are often hesitant to share information about themselves. It takes time to connect and to build trust. Some chronically homeless individuals are unable, or reluctant, to come to our Resource Center or to other service agencies. Also, many service agencies are stretched to capacity, and data management may get delayed while meeting the immediate needs of their clients.

We are tremendously thankful for generous funding we received in 2021 from an anonymous donor to hire our first Outreach Services Coordinator.

She is working with the outreach staff from other agencies to connect with people at encampments and all around Concord, making sure each person's information is captured in the statewide homeless database.

Working together, we will turn our current estimate of how many people are chronically homeless in Concord into an accurate, dynamic, by-name list.

A by-name list is a critical tool in understanding the impact of our efforts, and adapting our strategies as needed.

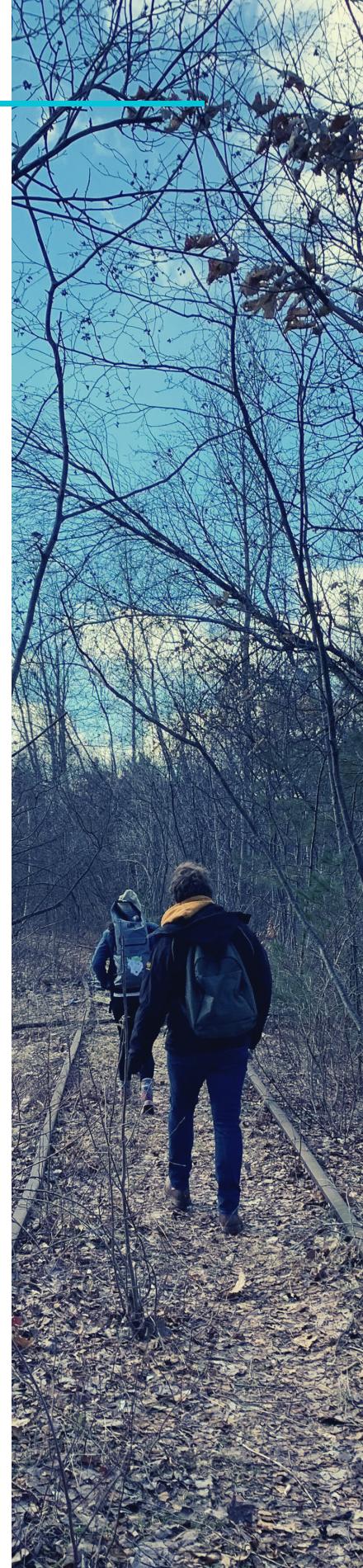
Armed with the data, we will continue to collaborate with other agencies on finding, or creating, the housing solutions that each person needs.

Five communities in the U.S. have ended chronic homelessness,\* and they all started with a by-name-list. We are committed to adding Concord to that group of communities!

*"There's this social culture that surrounds homelessness and the people experiencing homelessness. It's so important to be respectful and understanding of that culture so that we can understand the people we're working with, understand the experiences of that culture. People experiencing homelessness are one of the most ostracized, overlooked people, often coming from subgroups of people who are already discriminated against. The outreach work and the services CCEH and our partner organizations offer is caring for and honoring that culture and those individuals as best we can." -CCEH Outreach Services Coordinator*



\*See [Community Solutions](#)' website to learn more.



# Overcoming Obstacles



## Your donations make an impact

In 2021, our Resource Center helped 585 people meet their basic needs, including showers, laundry, getting their mail, and case management support to connect with housing and other services.

Our Emergency Winter Shelter gave 190 adults a warm place to sleep from December 2020 to March 2021, with an average of 31 people per night.

*"I always know I have a place I can go to and ask for help. I love the RC and Staff.*

*- J, CCEH client*

Every person, every agency, has faced numerous challenges from COVID. Our biggest dilemma was how to provide for social distancing at our Resource Center and Emergency Winter Shelter to keep vulnerable people safe, slow the spread of the virus, and later, how to isolate those who did test positive for COVID.

We jumped on the chance to purchase the First Church building in December 2020, using CARES Act funds. The large space let us maintain our pre-pandemic capacity, so no one would be turned away. Without the First Church building, our Emergency Winter Shelter beds would have dropped from 40 to 20, and our Resource Center capacity would have dropped to serving only 12 people at a time.

Our deep gratitude goes out to the First Church congregation for making the sale happen quickly enough for CCEH to apply for the grant funds!

As crucial as the First Church building has been during the pandemic, we never intended it to be the permanent location for the Resource Center and Emergency Winter Shelter. The utility and maintenance costs on this beautiful building are extremely high, there is extra space that's not easily utilized for our programs, and it is in a residential neighborhood.

We are exploring possibilities to sell the property, with the hope that it could be turned into apartments that would help ease Concord's housing crisis. CCEH would use the proceeds to invest in other permanent housing solutions to end chronic homelessness, like our West Street Apartments. We expect to return the Resource Center and Emergency Winter Shelter to their former locations by spring of 2023.

## Prevention and Isolation Shelter

CCEH hosted four vaccination clinics at the Resource Center, and about 100 individuals were vaccinated! We are continuing to offer these clinics.

For the 2021-2022 winter season, CCEH used our original Emergency Winter Shelter building as a place to isolate any clients who tested positive for COVID. Nine dedicated community members stepped up to staff the isolation shelter on an as-needed basis. We only had to use it once, but it was a relief to have it, and the staffing, available!



# Success Despite the Odds

## Everything's Possible Now

After being a dedicated employee for 18 years, Barry\* became addicted to opioid medications prescribed for his chronic pain. His addiction cost him his job and he spiraled into homelessness. He spent 12 years in Concord living out of his car or a tent, because getting out of homelessness is hard. He just couldn't get his footing, couldn't get ahead. But Barry's health was declining and he needed a safe, stable place to live.

He admits that he's stubborn, and that he was intimidated by all of the paperwork and forms to apply for assistance. And deep down, a part of him felt like after everything he'd done and been through, he didn't deserve a home.

CCEH case managers worked with Barry to help him through numerous applications and paperwork, getting Barry on the list for a housing voucher as well as on Medicaid health insurance. He didn't always make it easy for them, but they persevered for him!

Barry vividly remembers being pulled aside by his CCEH case manager with the news he'd be moving into a new apartment. He cried tears of absolute joy. Until that moment, Barry had resigned himself to the idea that he would be homeless for the rest of his life.

And the move couldn't have come at a better time: Barry was seriously ill, and needed critical medical treatment that he wouldn't have been able to get if he didn't have insurance or a stable home to recover in. He believes that if he didn't have the medical treatment and housing when he did, he very likely would have died in his car.

"There is this veil of hopelessness when you're homeless, there is so much anxiety and fear. But now I see the light at the end of the tunnel, and everything's possible now." Barry is looking towards the future and planning how he can help others who were once like him.

\*Name changed for privacy

## Support for our 2021 Events Raised Over \$100,000 for CCEH Programs



SouperFest

SouperFest took place in White Park on a beautiful late-March day.



Bluegrass BBQ

Bluegrass BBQ was a wild success, with over 250 walk up orders taken on the day for a total of 550 orders!



Talent Show

We continue to be impressed by the incredible talent of Concord's community.

## Save the Dates

### Bluegrass BBQ

Sat. July 23, 2022

### Talent Show

Sat. Oct. 1, 2022

### SouperFest

Sat. March 25, 2023

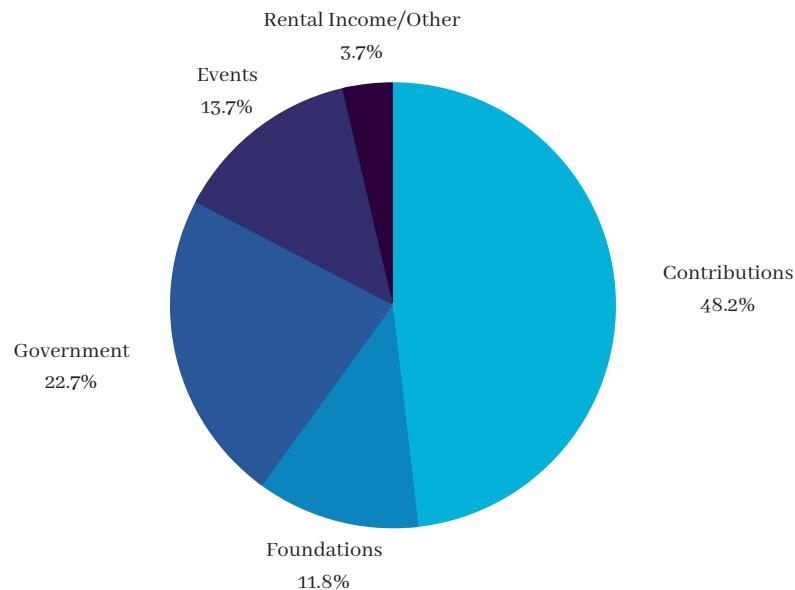
Event photo credits to Aaron Baker of Mulberry Creek Imagery. Thank you Aaron for donating your time and talent!

Generous and passionate volunteers make these events possible: thank you to all of the volunteers who helped at our events in 2021!

# CCEH Financials

Fiscal Year 2021: July 1, 2020 to June 30, 2021

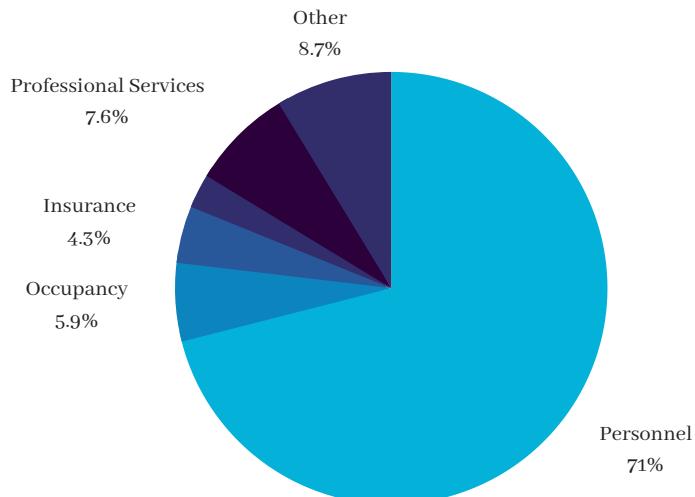
## Recurring Revenues



Contributions	\$455,255
Foundations	111,797
Government	214,314
Events	129,294
Rental Income/Other	34,566
<b>Total</b>	<b>\$945,226</b>

Excludes non-recurring funds for the purchase of First Church and other shelter modifications \$930,363 (CARES Act Funding)

## Operating Expenses



Personnel	\$494,310
Occupancy	40,779
Insurance	29,651
Events & Fundraising	17,815
Professional Services	52,863
Other	60,617
<b>Total</b>	<b>\$696,035</b>

Funds not used for on-going operating expenses were used for permanent housing investments, such as Green Street and West Street apartments.

# Thank you

A huge thank you to our generous donors--individuals, businesses, foundations, and others--without whom we could not provide our critical services and programs.



Resource Center guests packing their belongings into their bags for another day.



Our West Street property, currently housing three CCEH clients.



Ellen Groh at our 2021 Talent Show, thanking our dedicated community of supporters.

*"CCEH gave me and my son a new beginning. A stable beautiful home, as well as Case Management to follow throughout the years. They helped us come back from the bottom up."*  
-M, a CCEH client who is now housed.

"We support CCEH for a simple reason: we live in this community. Homelessness is a part of the community, and in a city the size of Concord, there is a real chance to address homelessness, and to end it. Because CCEH provides that chance, and provides services to some of the neediest citizens of Concord, we believe it to be worthy of support."

-Hansi and Bill Glahn

"It is so important to us that our community move beyond shelter to actual housing for those without, and housing with the supports they need, so that shelters are barely needed and just a placeholder. We believe that all people deserve a home, and supporting the work of CCEH is one great way to help make that happen."

-Ellen and David Fries

# 2021 Supporters

Thank you to all of the supporters, big and small, who gave generously to CCEH in 2021.

## \$10,000 and Above

Anonymous  
Arthur M and Patricia L. Heard Fund\*  
City of Concord  
Granite United Way  
Ken and Ilene Stern Charitable Fund\*  
Lincoln Financial Foundation  
Merrimack County Savings Bank  
Roland and Sharon St. Onge Fund\*  
Rotary Club of Concord  
The Dobles Foundation

**\$5,000 to \$9,999**

Ann Hoey and Steve Elgert  
Anonymous  
Bob Mariano Chrysler Jeep Dodge  
Concord Eye Center  
Concord Food Co-op  
Davis & Towle Insurance Group  
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Northeast Delta Dental  
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William Faulkner

**\$2,500 to \$4,999**

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Michael and Elizabeth Lenehan

## \$1,000 to \$2,499

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Autumn Van Sice and Scott Fabozzi  
Beverly Jean Entwistle  
Blazing Star Eureka Lodge#11  
Brenda Perry  
Brixmor Property Group  
Candace Bouchard  
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Chappell Tractor Sales, LLC  
Chris and Jaye Duncan  
Concord Female Charitable Society  
Craig Betchart  
Cynthia Sherman  
David and Rebecca Cawley  
Dawn Marie and Larry Haynes  
Deb and Steve Baker  
Dippold & Dennehy Real Estate Group  
Donna Moore  
Dorean Kimball  
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Eastern Bank  
Episcopal Church of New Hampshire  
FirstTracks Marketing Group LLC  
Frances and Wilber Glahn  
Frank and Debra Boucher  
Granite State Candy Shoppe  
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Heidi Page  
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Joseph G & Jean E. Sawtelle Fund\*

Judith and TJ Whitelaw  
Julie K. Runnels  
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Ledyard National Bank  
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Linda Lorden  
Lon Setnik and Cynthia King  
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McLane Middleton, Professional Association  
Modern Woodmen of America  
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Nancy Fullam  
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NH Automobile Dealers Association  
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People's United Bank  
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<b>\$250 to \$999</b>			
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Betsey Neville and Gordon R. Blakenev, Jr.	Havenwood Heritage Heights	Nancy Egner	Triplet Computers, LLC
Bill and Martha Hickey	Helen and Bob McGlashan	Nancy Wolcott and Mark Lorenze	Unitarian Universalist Church of Concord
Brackett and Connie Scheffy	Holy Trinity Greek Orthodox Church	Nancy Wood	United Church of Penacook Care Team
Burger Family Fund*	Ian and Allison McGregor	NBT Bank	United Way of Massachusetts Bay and Merrimack Valley
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Eastern Propane Gas, Inc.	Mary Beale and Sue Fortier	Strength and Power Massage	Bow High School Teen Advocate Group (TAG)
	Melanie Kray	Susan Heinecke	Brad Keller

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Cheryl Meachen	Ellen Esteban	Karen and Stephen Moore	Michael and Bethany McKilen
Chris O'Connor	Ellen Nunes	Karen Braz	Michael and Fiona Wilson
Christina Warriner	Elm Brook Village Cooperative, Inc.	Kate Atkinson	Michael Arvenitis and Alfredo
Christine Iozza-Lukkes	Emily Bogle	Katherine Merrow	Rossi
Christine Madden	Ernesto Burden	Kathleen J Daniels	Michael Laviolette
Christy and Peter Bartlett	Femm Singer	Kathleen Rothschild	Michelle R. Story
Chuck Mills	Fran Philippe	Kathy Kilkara	Ms. Gail R. Matson
Clare O'Grady	Fred Wilcox	Katie Cross-Powers	Myla and Richard Crouse
Claudia Rein	Gail and Gary Gordon	Ken Harrison	Nancy A. Wilson
Cody Jacobsen	Gail Hammond	Kenneth Koerber	Nancy A. Guilbault
Colleen Casey	Gail Magan	Kerry Coffin	Nancy and Thomas Polep
Colleen Chausse	Gayle Denningham	Kim Gillis	Nancy Carlisle
Colleen Tewksbury	Gloria and Jeffrey Andrews	Kimberly Dionne	Nancy Godin
Concord School District	Gretchen Coughlin	Larry Gammon	Nancy Wright
Cornelia Sheridan	Gyme Hardy	Laura Fry	Natasha Dube
Cynthia Forcier	Hannah Hamel	Lauren Savage	OneHope
Dana L. Cudworth	Hillary Pincoske	Laurie Doucet	Paige Cordell
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Daymon and Rita Murdough	Jamie Heminway	Linda and Mark Johanson	Pattu Pillai
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Deborah Anne Wyman	Jane Goodman	Linda Newell	Peter and Amy Bourgeois
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Deborah Dearborn	Janet Casey	Williams, Jr.	Positive Energy Fitness and
Deborah Henry	Janet Kibbee	Lindley Kinerk	Health, LLC
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Bunnell	Jeanne Ann Whittington and	Liz Coll	Raymond Chase
Debra Curtis	James Halla	Lon Siel	Reverend Celeste McQuarrie
	Jeannie Berger		

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## Up to \$100 Continued

Richard and Bonnie St. Lawrence	Stephanie Lewis
Richard de Seve and Susan Hale-de Seve	Stephanie Parkinson
Richard Nelson	Stephen and Deborah Sanborn
Robert and Hannah Anderson	Steve David
Robert Paradis	Steven Varnum
Robert Samson	Susan DeForest
Ron Montmagny	Susan Dexter
Rose Marie Joly	Susan Fass
Roxanne Marsh	Susan Samiljan
Ruth and Gregory Heath	Suzanne Winchester
Ryan Hvizda	Tara Reardon
Sally Ridgwell	Terry Sturke and Tom Bell
Samantha Chickering	Theresa Groves-Royce
Sandi Jones	Thomas Walter
Sandra Frades	Tim and Pam Neville
Sandra Hillsgrove	Tina Smith
Sandra Weld	Udo and Linda Rauter
Sara Norberg	Victor Valdes
Sarah Johnson	Wanida R. Rotprad Pinard
Sarah Ohl	Weare Monthly Meeting of Friends
Sarah Taylor-Black	Webster Davis
Senator John Reagan	Wendy Lapham
Shaw's	William and Margaret Fletcher
Silvia Styles	William Farquhar
Stefanie Fredette	William Hocking
Stefanie Phillips	William R. Hauser

If you believe we have made any errors in this list, please contact Kait Gallagher at [kaitgallagher@concordhomeless.org](mailto:kaitgallagher@concordhomeless.org) or 603-801-5102.

A special thank you to all of our supporters who donated in-kind gifts, whether items for our Resource Center and Emergency Winter Shelter, or their time and expertise on our committees or projects: thank you so very much for your generosity!



# Partnerships & Collaborations

Arches of Support are organizations that provide recurring grant funding to CCEH, or provide invaluable in-kind services at levels of \$10,000 or more.



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Pillars of Support are businesses and organizations that believe ending homelessness in our community is a top priority. They lend their voice to the issue of homelessness and commit to sponsor at least two of CCEH's annual fundraising events in a year. Premier Pillars of Support commit their support for a three-year period.

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Binnie Media  
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# Ways of Giving

Our donors give in so many different ways, and we are so appreciative of their gifts.

Make a cash gift. You can give online at [concordhomeless.org/donate-now/](http://concordhomeless.org/donate-now/) or send a check to CCEH, PO Box 3933, Concord, NH 03302-3933.

Become a Sustaining Donor by contributing on a monthly basis online or by check.

Make a contribution or memorial gift in honor of a loved one or friend.

Join our Legacy Society by including CCEH in your will or living trust.

Donate appreciated stock, make a qualified charitable distribution, or give through a donor advised fund.

Encourage others to support us, including companies and businesses.

Volunteer at our Resource Center, Emergency Winter Shelter, at our events, or on a committee.

**There are many ways in which you can make an impact.**

For more information, please contact Kait Gallagher, Director of Development at [kaitgallagher@concordhomeless.org](mailto:kaitgallagher@concordhomeless.org) or 603-801-5102

## Together we will end homelessness!

If you haven't already, join our email list and get the latest news on CCEH's efforts to end homelessness. [Head to our website to sign up.](#)



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