

SPECIAL COMMITTEE ON ALCOHOL, OTHER DRUGS & YOUTH SERVICES

May 15, 2023 at 5:00 PM

Chairman Barry called the meeting to order.

The Clerk called the roll.

Present: Aldermen Barry, Cavanaugh (late), Levasseur, George-Kelly

Absent: Alderman Trisciani

Messrs.: M. Quigley, D. McHugh, A. Robichaud, A. Beloin, Alderman Kantor, A. Warner

1. Presentation on the Office of Youth Services by Michael Quigley, Director.

Michael Quigley, OYS Director, stated I am in my fourth month in this position and it has been awesome so far. I am hoping today that I can do as good of a job as Jayson Tatum did last night with ending the dreams of the Philadelphia 76ers. I would like to start off by telling you what to expect today. We are going to focus on my vision for the office but more importantly the team's vision for the department as far as where we are going to go in the future and how they work together. Program development is a reflection of that vision, data over the last year to support what we are doing now and where we want to go, needs we currently have as a challenge for the department and our staffing plan that really reflects our vision and where we want to go. My vision for the office is to really put together and develop young leaders in the community at any opportunity that we have and to tap into any youth we work with no matter what they did or what their background is; to see them as a young person who may just not have had an opportunity to do something with their God given talents and for my staff to be able to tap into that. That kind of goes into this slide here. We are talking about fostering a culture that provides structure and space for young people in Manchester where they feel valued, respected and loved by caring adults. That we are empowering youth to use their talent and voice to change their community in a positive way. Also empowering the team that I already have to develop programming that they are passionate about to help drive those leadership opportunities for youth. As you can see, there is some stuff we are working on already – the Manchester Youth Council, Group Consulting and Life Coaching Groups, Life Coaching and Case Management, Workforce Development and Post-Secondary Education Programs, and other program offerings we are currently working on such as a men's and women's empowerment group and services for parents and other adult mentors. This next slide focuses on the vision driven by the staff and the experience of those on the team. We have staff who have been here for up to 25 years and some of them 15 years doing the work on the ground and in the community and working one-on-one with youth daily. We recently had a staff retreat that drove this vision and it was my job to take the vision of the team and see how it reflects my own vision and what we do with it as we plan going forward. This first one is OYS is a referral hub for youth providers in Manchester and for us to host monthly community partner meetings. We are looking to bring back the Wrap Program that we had prior to Covid-19 which was a program that brought community

agencies together to talk about the challenges of youth specifically, those who were arrested or on the verge of possibly being arrested, and bringing the community partners to the table to discuss how we are going to support that youth to get them in a good head space. Also, just bringing providers to the table to talk about best practices in supporting youth in the city. Secondly, we want to focus on our community relationships to include reengaging other city departments and organizations and reestablishing working relationships with the new leadership that is there. For some reason, over the past couple of years prior to me being here, a lot of the relationships that OYS had in the community died. I am not interested in why. I am interested in how to get them back so we can better support the youth. Next is providing opportunity for youth. So engaging with post-secondary education institutions and Manchester-based employers to foster long-term partnerships that connect youth with opportunity. For them to invest in opportunities for youth to have job shadowing and internships and that we are training youth to be ready for the jobs that are here locally in Manchester and for them to have a career and be part of the future tax base. Next is the implementation of our BIG program, the Broad Interventions for Growth. It is a strategy that we are putting into the public schools. We recently signed off on an MOU with the public schools. It outlines exactly why we are there, what you refer a young person to us for, and what we can and cannot do. Prior to that, there was no MOU with the schools and every school had its own identity and needs and staff were pulled from OYS for different situations that just weren't consistent. We now have consistency in what we offer and an understanding amongst the guidance counselors and school administration on what OYS can and cannot do. We want to build through grants so diversifying our budget to establish broader outreach for services that we can provide to the community. We also want to leverage existing relationships to address the needs of our office – a better space that is more youth friendly, and funding to repair the image that we have in the community and with all of you. Lastly, providing more options for youth in Manchester. I gave you a packet today that talks about some programs that our department has been talking about to present to the community as options in the future. I will cover those in future slides. Here is a quick data snapshot. As you know, data was not tracked at OYS for quite a while. It took a lot of work to get to where we are going but there is a plan in place moving forward where we will always track our data and we will always track our outcomes and we will provide you with a roadmap of why we are an important department and why we are good at what we do. If we start here, this is the number of school referrals we had this school year. These are youth referred to us in the high schools and in the middle schools. We had 213 youth referred to us. Here in the black are community referrals. We had 23 of those this year to our department. Down here in the blue are our active cases. Currently we have 127 youth actively meeting with a youth counselor in the schools or in the community. These are our outcomes. We have 156 outcomes that we reached this year with our youth and those outcomes are driven from goals that work on with us when they first meet with us at their initial meeting. They fill out a service plan and within that service plan it talks about goals that they want to achieve while working with us. If they are referred to us because they got into a fistfight, that is fine and we are going to work with them on conflict management and try to reach some goals but they may have some other goals that they want to take advantage of our caring adults for and we are going to strive to get them there. That is how we are tracking outcomes. In your packet there is a handout that gives you a list of the OYS defined outcomes moving forward. We will track those outcomes and that will help us as we collect data in the future so we can go after

funding to better serve our department as we grow. This slide shows the current programs we offer. These are programs that are currently happening or really close to getting off the ground. Over to the left you have the names of the programs. We have our Take Control classes, the Manchester Youth Council, the Youth Development Professionals in the Manchester schools, and our Community Outreach. Down here is the bread and butter of OYS and what we are really good at. Up here is what we are learning and trying to get better at. The Take Control classes were started immediately after I was hired. Basically what Take Control is is for a young person who struggles with self-regulation, stress management, and anger control. It was kind of a low hanging fruit option as Diversion was looking for some anger management classes at their facility. What we had the advantage of is our curriculum is evidence-based, created at the Upper Room in Derry and two of our staff members were trained over the summer to teach this curriculum for free in the community. What I love about this curriculum is it really helps a young person get to a place where they are reflecting before they are responding to situations. I think of myself as a youth who struggled with anger and recognizing triggers and knowing how to speak up about them was a challenge. I would be here and somebody would do something to me and two seconds later I would be up here ready to fight. What we are trying to do is help the youth to develop those coping skills so they are not getting themselves into trouble. The Youth Council is a program we are looking to get off its feet in the fall. We may change the name of it because from what I understand, the city used to have the Mayor's Youth Council and this one is called the Manchester Youth Council. I think the Mayor's Youth Council might hold a little bit more clout with the youth so we are thinking about that. The reason we are starting the Youth Council is because of some of the stuff you see up here. Three out of ten young people in America, age 12-18, don't have the supports in their life that they need to flourish. You think about caring adults, safe spaces, structure, effective education, and opportunities to help others. These are all things that the Youth Council will offer; leadership development, event planning, outreach, advocacy and community service. What is great about our Youth Council, and what will make it different than other Youth Councils around the country, is that our staff are tapped into the schools with the youth who don't always get opportunities to take advantage of leadership growth experiences. Our council will be more diverse where you have the young person who is thinking about going to Ivy League schools working with a young person who struggled in school but staff hasn't identified them yet as a leader. I think that is really going to create a functioning council that is going to meet the needs of all youth in the city and force youth to work together who aren't used to working together, which is a life skill and a job skill. I am not going to talk too much more about what we do in the schools because I have slides to cover that but as you can see, we serve over 200 youth a year in the Manchester schools and it is the same with community outreach. I have some slides that talk more about what we are doing in the community with vacation work and just street outreach. Why do we do the Take Control class? For me, I think it is a response to the trauma that was caused to youth during Covid. When we think about the populations that OYS serves, it is typically populations of youth who are underserved or from communities where they are not as self-sufficient or have the financial flexibility to have the supports at home that youth need from caring adults and parents. During Covid, I really think that brought things to the forefront. We were asking youth to go to school remotely across the country and you had youth miss out on opportunities because of that and because they didn't always have the structure in place to support those things like parents at home making sure

they were going to school and doing their homework and such. With that, you had youth who had already experienced trauma experiencing more trauma and because of that they are coming back to our schools with a lot of challenges as far as how to handle violence and how to handle situations and when to step in and when to step out. We are hoping that we can really help those youths with this class. As OYS youth counselors, we work with young people who are identified as struggling with self-regulation. Here are the goals of the class. Get to the core of why we act this way, help youth to identify trauma that causes these reactions, provide trainings and tools on how to self-regulation, and more importantly, and I think this is the most important point, youth leave the class better than when they came in. I don't care if they finish a class or not. My whole thing is that they leave with some tools to do better. The exciting part about the Take Control class is in September it will be the entire OYS team that is trained in this curriculum. We are going back to the Upper Room and we are getting our entire team trained and then we can offer this more broadly in the community. We can talk to the school administration to see if they want to make this part of the MOU so we can have offerings in the school to young people who are struggling. We are talking to probation about referring youth to our office and we can do an in office class. Of course, we have also been in discussions with the Police Department and their team about maybe doing some things in-house at the Police Department in the future and this class may make sense. The current model we have right now is youth are referred to a panel at the Diversion Program. What happens when you go before a panel...basically what that means is you were in trouble for something whether you got arrested or not. The panel talks about why you are there and then they make a contract with you. Once that contract is made, some youth will be referred based on what happened in those discussions to the OYS Take Control class. Once that happens, they will take the class with us and do an intake with us. I think the most powerful part of that class is that we, as an OYS team teaching that class, continue services with those youths after the class is over. At our last cohort, we had youth from the same middle school there for a conflict that happened at the school. Basically after the class was over, there were two youth who told us that they wanted to continue services with our team and they meet weekly with the youth counselors that taught their class. That is the benefit of not just this program helping youth but also how in the long-term it can create more relationships. As I said earlier, the Youth Council's purpose is to bring together diverse leadership and lived experiences among our youth who lack opportunity. The purpose of the Manchester Youth Council is to provide young people from the city with meaningful leadership experiences. We will go over leadership development, event planning, outreach, advocacy and community service. The Manchester Youth Council will be youth driven and will be supported by caring adults who have experiences creating opportunities with youth. Basically, what is really important about the youth driven fact is that I have no pre-conceived notions about the needs of youth in this city that I am going to bring to the Youth Council. Instead I am going to keep those opinions to myself. All of the work of this Council will reflect the needs that the youth bring to the table. I think that is really important because what we can do as adults is help foster that image for them and give them the tools to make it happen. My vision is they come before this Board and challenge all of you to better support them with them giving you the roadmap of what they need through our coaching. I hope myself and other adult members of the community will come together to support this process with the hope that maybe these youths can even write some legislation that they bring before this body on what they view as needs for their community. To the right here, and I am not going to

read all of them but this is what we are going to do as a Youth Council as far as what I am trying to provide to the youth – constant presence of caring adults engaging in meaningful activities and youth leading youth. The Broad Interventions for Growth, the BIG Program, is all about skill building amongst the youth that get referred to OYS. This is new. Tracy, who has been in our office for three or four years now, wrote this model. It is something that she wanted to put into action but it could never happen because Covid ruined everything. When I came into the office, she showed this to me and she said this can be the baseline of why we exist in the school. I think she was right. We worked together on this and got it in the MOU. What is important about this skill building stuff is it is all about leadership development. Any youth that is referred to our office, no matter what it is, they will work with our staff on developing their own leadership and life skills. As you can see, coping skills, social skills and self-advocacy, those are the things we are trying to build up in our future leaders. Down here are the referral calls. These are all the things a school administrator or guidance counselor or what have you can refer a young person to an OYS staff member for and that is exactly what it is. So if there is something not on this list, we don't do it. Now it is very set in stone and everybody knows the rules of what is what. Here, what you will see and this is also outlined in the MOU, these are not definitions you will find on Google or inside a dictionary if you still use those. These are definitions that OYS defined as a team ourselves. We defined what conflict management is. We defined what exactly our role is when conflicts come up and the youth get referred to us. So if there is a fight in a school, we don't immediately step in. We wait and meet on different turf and they see us at a different level. Truancy. We don't do house visits typically. We have one staff member that does but the rest of the staff don't have the capacity for it. We do truancy avoidance. We are working with young people who were identified that may be truant and we are meeting with them to build attendance plans so they stay on track and don't end up in that truancy profile. Our other bread and butter of what this office has been doing well for a very long time is street outreach, in particular our community outreach worker, Jeff Gore. We are part of a new initiative through the Health Department. They recently got funded to put together an adolescent health dashboard. We are going to help out in that effort and that dashboard is actually going to drive our community planning for the future. Right here, you see that OYS is outlining an outreach strategy and plan for the next three years. Expected completion is September 2023 and that is me reaching for the stars. It may take longer. We will have information by December from that dashboard that will kind of drive what the community needs. Up here you will see what Jeff currently does. He finds youth and refers them to what they need. That is what he does. He is always out in the community whether it be Elmwood Gardens or somewhere else. Also, something that is not in his job description that I just picked up on in my first couple of months here is he is connecting youth to opportunity. In four months, he has placed 11 youth in college or jobs in 2023. He is going to the campus with them to do their financial aid over at the community college or he is showing up at the job interview with them. As somebody who used to run workforce development programs, in my first month here he placed five youth from the community in a job and that is a lot. In a 12-month span that would be 60 youth. If I was running a workforce development program and I placed 60 youth in jobs, I would get so much funding. There is just so much experience that he brings to the table that we are able to tap into with this success. Our other involvement in the community includes our presence at the Boys & Girls Club, MPAL and the Salvation Army in a variety of different roles whether it be showing up to Teen Nights or just providing free programming which brings us over

here to our vacation programming. So you get an idea of what we are trying to do, during the February and April vacations this year, we engaged 155 youth. We did this through different things. During February vacation we really focused on Black History month and ran some pretty cool activities at the Boys & Girls Club focused on black history but it also turned into just games and other things like face painting. We did a chess and board game tournament at the Boys & Girls Club. I was told by everybody that nobody is going to want to play chess. I had 26 kids' sign-up for my tournament so they didn't know what they were talking about. We had a black history discussion and movie theatre experience at My Turn that was very successful. We watched the movie "Hidden Figures" and had a discussion about its impact and some of the things that people are struggling with social justice wise today. It was a good discussion and free education. During April vacation we had a community field day at Elmwood Gardens and a basketball tournament. The police brought their therapy horse who I think is named Eddie. We had face painting and other activities and Coach Hector, and I know you all know Hector but if you didn't know he is a retired Columbian National Youth Soccer Coach. He used to coach the Columbian Youth National team. Why he is here is he offers free soccer workshops in the community and he did that during April vacation and it is going to continue into the summer. Alderman Barry I know that you are really interested in what our summer programming looks like. We are putting together our calendar but what I can tell you is that we are hosting free basketball clinics throughout the summer twice a week, free soccer clinics twice a week, we have Mindfulness Days that we are doing at Girls, Inc. with a group of 20 girls, we are doing our chess club and we are going to have a men's and women's group but the most impactful stuff we are doing this summer is our community outreach. On Mondays, Wednesdays and Fridays we are going to have teams of two staff members, one English speaking and one Spanish speaking, in the community at hot points that Jeff Gore identifies. This will be done in the mornings from 10 AM until 12 PM and in the afternoons from 3 PM until 6 PM. A new practice for summer programming that the office didn't have in the past is we are no longer closing out our active cases at the end of the school year. Cases will remain active in the summer and staff will have office hours where they will either provide counseling at the office or meet youth in the community to continue those services. Whether the youth show up or not is an obstacle but at least we will be trying to do it. These are programs we are currently working on developing. I just alluded to some of them. I want to focus down here because I think we spent a lot of time up here. The Future Success class and the Employer Advisory Board are two big initiatives that are going to take some time to get off the ground but two initiatives that I am really excited about. We recently were able to hire our Youth Development Coach role and within that role this person is going to develop the leadership and workforce development side of our department. The Future Success class is a free leadership development and workforce class founded to focus on social capital and really preparing young people for opportunities. The Employer Advisory Board is for us to tap into written partnerships with local employers to come together and drive the needs of the workforce in Manchester and for them to tell us how to best prepare youth and what the soft skills are that are needed. Basically what I envision is for the employers to come up with the competencies that are needed for the workforce here in Manchester and the benchmarks to get there so in the future the public schools and other Manchester-based workforce development programs don't have to purchase a new hot binder that some guy in Washington, D.C. put together to say this is the new curriculum for workforce development. Instead, we can go to the experts that are

already here in Manchester who tell us these are the jobs we need to prepare the youth to have. I want to thank you all because none of this would be possible without you allowing us to revamp our staffing complement. We used to have six youth counselors. Now we have five and the Youth Development Coach replacing one of those youth counselor positions. Yusaf starts with us on May 29 and we are really excited to have him start. This gives us an expert on the ground in leadership and workforce development. He also has ties to the refugee community here in Manchester as he was a refugee himself from Congo. He moved here when he was 14 with no formal education. Despite that, he was able to go through the Manchester public schools and get his diploma, graduate college and now we are lucky enough to have him on the team. I am really excited because I envision this part of our department over the next 10 years to be an extension of what we do. My hope is there will be people working under Yusaf doing workforce development work in the community for young people and adults as an extension of the services that we offer. This is a vacant position. Again, I want to thank you guys for making this possible. The Youth Development Manager position will allow us to have promotion in-house from the talented teams that we have. I envision one of our youth counselors becoming the Youth Development Manager for our team. They will manage the day-to-day success of the office and be in charge of the best practices that we offer to the community and allow me to grow the office. I can write grants and develop more partnerships and we can have a bigger impact on the community. I know I am only supposed to go ½ hour so I can fly through this next slides for all of you or I can continue to go at the same pace. More information about the Youth Development Coach. I know I spoke to all of you about the program development side of the Manchester Employer Advisory Board. Some other stuff over here includes putting together career roundtables. It is like speed dating. They are not career fairs. It is more an interactive learning experience for youth to learn about careers in their community and to make them excited about it, as well as colleges in their community. They can ask questions and learn and the employers don't feel pressure that they have to hire. I envision putting together a social capital gala for youth in Manchester that Yusuf will help put together. This will be a gala of employers that reflect the diversity of the community. The people in leadership roles from all communities can talk to youth about why you can do this too. Again, we talked about the Future Success class so I won't jump too much into that. It is driven on social capital and opportunity for youth. One of the workshops that we will get off the ground immediately while we focus on the curriculum for Future Success and develop that out, is resume workshops, cover letter and professional email workshops for parents and youth so it will be separate. I think that if we are helping the parents in the household we are also serving the youth. We will have interview workshops, job searching capabilities and coaching and support. My last slide shows needs we have for the office. I definitely understand why we were put at the West Side Library. I know a lot went into it and they have been so good to us. They treat us as part of their team and we feel welcomed. It is just not the proper space for a Youth Development Office. It is not the proper space for our department. For us to have the impact that we could have, and you already saw the great impact that we have...if you could imagine what we could do with a youth friendly space I implore all of you to work with me so we can figure that out in the future. Lastly, I need champions of OYS to tell the true story of who we are. When I was hired, I wasn't given the vision that OYS was doing much and the truth of it was they were doing a lot and the staff are really talented and great at what they do. OYS was just a secret in the community because nobody was reporting

out on data. I hope that as a leader I will help foster that through your monthly reports and the relationships I build. You should know that this team is talented and great at what they do and the impact they make in the schools is tremendous. Mario Pena at West, Caroline Spiro over at Memorial, Maria Rojas who just joined our team at Central and Hector and Kristen in the middle schools. It is tremendous what they do daily to support the schools and it is important that when people ask you about OYS...if you have any questions you call me because they are doing great work and I would be happy to talk about it with anybody. Thank you all and I would be happy to answer any questions you may have.

Chairman Barry stated thank you Mike. I really appreciate your information on summer programs for the kids. That is special to me. I also think it is awesome that during February and April vacations you were out there working with the kids because a lot of them, even though they are out of school, don't go on vacation like some other kids do. It is great that you are involved with them and keeping them busy and off the streets and in the gyms or playing soccer or basketball or whatever. Also, getting your staff involved in working with them on their future whether it be work or college is great. Unfortunately, in our schools there are so many kids that don't have the opportunity to talk to the guidance counselors. If you guys can pitch in and do that, I think that would be awesome.

Alderman George-Kelly stated I just want to thank you for coming and presenting today. I appreciate the fact that from the time you started with us here in the city until now you really have developed this data plan and have been able to put together information on how you are going to report out both activities, outcomes and output throughout your department because that is really what we were looking for; to be able to say we are continuing to fund a department in the city that has made a difference and can really show that in the work that they are doing and the way they are reporting it out. I appreciate you really taking that on and making that happen. I do have a couple of quick questions. When a young person engages in services with the office, how long on average do you follow that student?

Mr. Quigley answered on average it is about five meetings and each meeting is 1-2 hours long.

Alderman George-Kelly stated when you say that you don't close them after that period of time, do you follow-up in the schools and with their families after to make sure they are still on the right track.

Mr. Quigley responded in the past, it was a very unorganized follow-up that wasn't tracked. Part of our plan is to track that follow-up as an outcome going forward and putting follow-up outcomes as an office of what we are looking for when we do that follow-up. What I can say is that it hasn't been organized and the hope is that it is going to be organized moving forward.

Alderman George-Kelly stated great. I am looking forward to seeing that. My other question for you is that you did say that the office serves young people as young as 10 all the way to 24. Do you have an understanding of how many of the current 127 open cases are over the age of 18?

Mr. Quigley answered very few. I couldn't tell you the exact number right now. I could figure that out when I get back to the office but I would say it is less than 10% right now.

Chairman Barry stated thank you Michael. Keep up the good work. Bring your team in some night to introduce them to everyone. I know a few of them because I have dealt with them at West High School.

2. Update from Amanda Robichaud of GateHouse Treatment, Adrienne Beloin, Director of Homelessness Initiatives, and Andrew Warner, Director of Overdose Prevention regarding the progress to date and future programs.

Chairman Barry stated let's have the presentation from GateHouse first and then we can go into the rest of it. Amanda, could you introduce yourself and have everyone up there do the same?

Amanda Robichaud stated I am the National Director of Business Development, GateHouse Treatment and GH Recovery Solutions.

Donna McHugh stated I am the Vice President of Clinical Outreach for GateHouse Treatment.

Adrienne Beloin stated I am the Director of Homeless Initiatives for the City of Manchester.

Andrew Warner stated I am the Director of Overdose Prevention for the City of Manchester.

Shane Bernier stated I am an outreach worker in Manchester.

Ms. McHugh stated we put together a lot of slides which you may or may not be interested in. What I am prepared to do is talk about all of the great work that these guys have done in the field pulling from the data sheets. There are about 41 different pieces of information that we are looking to provide from the contract. Rather than start giving you all of this data, I want to find out what is top of mind that you would like to hear about most so if there are things that aren't relevant in my slides I won't spend your time on them.

Chairman Barry replied our goal was to try to get people off the street and into treatment, detox, rehab or any services that will get them moving forward to a path to get them to be productive members of our society. That was what our goal was and that is how we came to where we are now.

Ms. McHugh asked so an update on the number of people and where they are now.

Chairman Barry answered the tracking, the numbers, how many people you have gotten off the street, where they are, where they went and so on.

Ms. McHugh stated okay so we will just do a high level and then as a team we will fill in the blanks here. Just as scope, we talked about it before and you just said it sir, we are trying to help get people off the street and into treatment. I wanted to be able to provide you just a high level summary of what we have seen so far. For people who have been engaged through the City of Manchester contract, there have been 28 admitted for detox services and 17 of those people are still engaged in the next stage of their care plan. So some of you may say wow over 50% that is great or some of you may say oh that's not great. I can tell you that in speaking with our clinical director and other people who are experienced on the clinical side of doing homeless outreach, that is a very good number to be working from. As we talked about before and you all know, the contract started at the end of March. To be able to say that we have already been able to have an impact on this many people so quickly is really important. Another thing I wanted to point out too though is that what we found surprising, and I think one of the benefits of capturing all of this data, is that we are all going to get insights into what the future might hold; what are some other things to focus on, what are some improvements, etc. One thing we found is that of the people who were coming in and wanted to get treatment, it was a 50-50 split on opiate versus alcohol support. I think so many times people are thinking oh the opioid crisis is the biggest thing. Right now we just want to make sure that we don't forget about alcohol addiction because detoxing from alcohol is more deadly, unfortunately, than detoxing from opiates. We don't want to forget about that next steps that these folks need to go through to make sure that their recovery goes well. There was also another piece we wanted to point out. In addition to those 28 people, just from networking which our team usually does in the field with other community partners, there are another 30 people who have been helped off the streets in the City of Manchester for a total of 58 people. I think the numbers are really starting to move in this sense and we are really starting to see some real improvements there. I don't know if you are interested in this and we can certainly pass it on to you at another time but it is a snapshot of who are these people and what are they doing. We did find the majority are male so 24 out of the 31. Seven were female. I was surprised to see that there was only one person that reported they were a veteran. If that number was in a different direction, that might require us to be able to connect to other resources. We also did find that the majority are Medicaid beneficiaries. I don't think that was a surprise to us either. In fact, looking at this slide you can see there was one person with Mass Health and a lot of Medicaid but I think the ones we also want to point out are the seven people who had none. This is the chart that is in the upper left. When somebody presents without any insurance, we are then connecting them with other community partners to help that person get insurance so they can get some benefits. The other concern, and this is just from an observation, is six people having Medicare. There are not a lot of services available for people who have Medicare. Again, I think this data is really telling and can help in future programming and things that you might want to look at. The other part was we did notice that the majority of people have been homeless in Manchester for a year or more. When we look at where are people going and where do they want to go, if someone has been around for a while they might really buy into the idea that they need to do something different because what they have been doing isn't working. We have also connected with people in a variety of locations. I say we but it has really been the two people that are sitting here with me and it is not just one connection. Andrew can probably speak to this to but you don't just go up and speak to somebody once and they say oh great yes I want to do that. It takes multiple opportunities to engage with them. These are just some of the

locations we have been and that is everything that has been tracked. In summary, there have been 28 people to start with under the City of Manchester contract. There were 31 that the city paid for for detox and that is because unfortunately a couple of people did relapse and needed to go back through the program. Of those that have been paid for by the city for detox, eight have gone into a longer form of treatment which is called PHP. I think Amanda probably helped you all understand the different stages of treatment. Three moved back in with estranged family members. There are three also that we connected with sober living and ten that are still determining what their next step is. You can see the other services they are contemplating and that they are absolutely being supported and connected with local community services. Three people unfortunately still declined further treatment. That is in total the number of people that have been supported through the city's program but we did want to let you know by way of spreading the wings and saying here are the other things that are going on out there to help homeless residents in Manchester. We have another 30 people and of that 50% went into that PHP level of care, 8 had 1-20 days of treatment, another 7 have had 20-60 days of treatment and we have had 4 that declined services. It really is bringing that total up to 35 people off the streets in 45 days. Hopefully that gives you a little bit of a sense of the kind of things that are going on. We are working with Adrienne and I will be frank that as community outreach folks, and Andrew I will include you in this although you are not doing part of this initiative, it is a really unique skill set. It takes incredible people skills and the ability to connect with people which is really tough. I think that stopping and tracking everything that we need to in the contract has been bumpy for us. We are looking to be able to improve in that. We are looking...Adrienne and I spoke this morning about areas that we need to improve on in communication so we own that. However, I think we are really doing a great job in what we do best which is what the purpose of this contract was; to help get people off the street and help them get into another level of care.

Chairman Barry stated I can tell you that these numbers are unbelievable. It is exactly what we were hoping for. I can speak for myself that our goal is to get them off the street and having them engage with Amanda and Shane who are doing awesome. It is just so important to us because some of the things we were doing in the past just weren't working. We were spinning our wheels and putting a lot of money into a lot of different entities. I didn't feel that we were getting the job done and we were taking responsibility for that and that is what we were getting criticized for. I want to thank Alderman Long because he and I have been really trying to stay on top of this and working very hard. I appreciate everything you are doing. My goal from the outset was to have you people come here every month to advise us on how you are progressing and what the numbers are. It isn't just the numbers. We care about the people. We want to know where they are and how they are doing. One of the things that caught my attention was that seven had no insurance. One of the things that I spoke about in the past with Andrew is the fact that we don't want those people to be left behind because they don't have insurance. We don't want them to be calling up certain establishments trying to get in and unable to get in because they don't have insurance but other people do so they are being put at the back of the line. That means a lot to me because those are the people that could be left behind and I am glad that you found some alternatives for them.

Alderman George-Kelly stated thank you for coming to present to us tonight. I have a few questions. My first question for you is when you are taking someone to a detox program that is already connected to service providers in the community, are you getting a release of information for those service providers in Manchester so that those service providers, outreach workers, mental health professionals, homeless service providers or whoever it might be know that the person has been placed into a detox bed and can continue to follow-up with services and provide wraparound care for those individuals?

Ms. McHugh responded that is the goal and the objective. Shane could certainly speak to this. I haven't done the homeless outreach. Maybe you have but when we are speaking with people, they aren't always remembering everything that they are engaged with. They may not remember their PCP from a few months ago or they may not remember the psychiatrist that they saw yesterday. For that reason, at that next stage of care is where we are having the releases done. So after they have detoxed a little bit and are a little bit clearer in their mind and then we are able to capture that information.

Mr. Bernier stated if they are clear minded and I am working with them then I am asking them what they are a part of like Manchester Mental Health so I am getting a release of information; yes.

Alderman George-Kelly asked so if they are not clear minded how are they giving you permission to place them into a bed.

Mr. Bernier replied in terms of signing paperwork and signing releases, it is a little bit...

Alderman George-Kelly interjected aren't they signing themselves into a bed.

Ms. Robichaud stated no. They are going to detox and upon admittance to detox they are speaking with individuals there. They are agreeing to go into detox.

Alderman George-Kelly responded that is what I am saying. If they are not clear minded enough to sign a release of information, how are they clear minded enough to agree to go to detox?

Ms. McHugh answered I am not saying they are not clear minded enough to sign a release of information. What I am saying is they are not clear enough to remember all of the possible people they are working with. So we may get an answer on one day and the next day they may not remember that kind of information. So to be able to maximize their signing before they stop, which we have found when we start asking for more and more signatures, step 2 and step 3, and they are like no I don't want the city to know about what I am doing. We want to minimize that chance so we are doing it when they are in the best state possible.

Alderman George-Kelly asked so when they go to detox, if Sunrise House is the detox program and Sunrise House is completing a release of information between Sunrise and whatever community providers they might have had back in Manchester, are you guys a party to that release so that you can follow them?

Ms. Robichaud answered yes. We are actually getting a release. When they go into Sunrise, they have to sign a release for the City of Manchester and that way we can let Adrienne know who we are billing for correct? They are also signing a release for GateHouse Treatment. Sometimes they sign it on one which I did explain was not okay because they have to be separate releases. We are also asking like Manchester Greater Mental Health Center. If they have providers there, I need them to sign a release for them as well. Then what I do is take those releases and send them to X, Y, Z providers to let them know that this individual is here.

Ms. McHugh stated it is in everyone's best interest to have them connected. We know what the objective is. We want them to get better so we are trying to be able to connect them back to their people.

Alderman George-Kelly stated my last question for you is when they are placed in detox what is your plan for how long you are intending to follow them. I know it has been 45 days since the contract started.

Ms. McHugh responded as long as we can. There does come a point, I would imagine, when people start saying I am good and I don't need you guys following me anymore. Especially if they ask what is your interest and why do I need to sign one for GateHouse when I am not going to GateHouse or the City of Manchester is not paying for me to go to sober living so why do I need to keep signing that? Our team is very persuasive and helps them understand the importance of this and the fact that we want to provide more services for people so the more we can continue staying in touch with them...Shane is really great at just staying in touch with people to see how they are doing and building trust. The more trust we have, the greater the chances that they will continue keeping us in the loop.

Alderman Levasseur asked do you keep a stat of where you find them. Like five of them at a park or any out of Beech Street or FIT? Do you go to those locations inside or do you always meet them outside?

Ms. Robichaud answered we are meeting them outside right now. We were initially going into the fenced in area at FIT. For the past three years we have been able to go into the fenced in area. Up until recently, in a meeting with Adrienne and FIT, we were told that we are not allowed to go inside the fenced in area anymore which is a little bit of a bummer because it defeats the purpose of urgency and getting people into treatment when they are ready to go. Me and Shane have found alternative ways and now we will just stand on the sidewalk of 199 Manchester Street and talk to them through the fence. There might be boundaries or barriers being put up but they are not going to stop us.

Chairman Barry stated Shane I see your name on a lot of these successes. What do you feel is important for you...I have been talking to Amanda quite frequently about how things are going and so on? Some of the things I am learning is that the people living in tents in the woods are difficult to talk to and to deal with but when they come out of where they are camping into the city, that is when you have a good chance to engage with them.

Mr. Bernier stated I would say for the most part away from that Merrimack/Manchester Street area people don't want services or help. I have spent time walking down the railroad and not a lot of people want help down there. I would say that central area where the shelter is and 1269, it is a place where people go asking for help.

Chairman Barry asked is there a lot of word of mouth going around and are people telling people that they have had positive dealings with GateHouse or Sunrise or sober housing.

Mr. Bernier answered yes definitely.

Ms. McHugh stated Amanda was just giving me an update earlier today and said that either she or Shane was talking with somebody and somebody came over and said wait a minute you are going to get sober, maybe I need to look into doing that too. It is sort of that word of mouth connection.

Chairman Barry stated without going into names could you talk about something you are very proud of. Is there a single person or a few people that you never gave up on and thought it was going to be tough for them to get going?

Mr. Bernier stated there are a lot. The last 45 days have been a lot. We definitely put a lot of people in treatment. I think I spend a lot of time working with people. It is never just that one time that I walk up to somebody. Sometimes it is where they say I want help but it is spending a lot of time with them and helping them through their thought process and their negative emotions and just really getting in their life. For me, it is just loving on people. My job is that I just love on people down there. People will come to you asking for help and the resources with you guys and what we are doing right now has been helpful. I have been on the streets of Manchester since 2016 doing this type of work. I think the last two months have been outstanding just seeing people get the help they need. There are a few success stories that I have seen that make me want to keep going. There are a lot that beat you up. I am trying to remember one. There are a couple. There is specifically a story about a guy who was a veteran. He calls me a guardian angel because I just came in and bumped into him and it was this perfect moment when he was really done with his addiction and I was there to give him what we needed in a couple of phone calls. Today I go and visit him at treatment once a week and we go out to lunch. He always says that the place he was at he was at the end of his rope and he was going to kill himself. He was. This guy did four tours in Iraq. He was at the end of his addiction. Today he is happy and thankful and grateful. He actually wanted to be here tonight to say thank you to all of you guys and for us making a difference out there. I think that is mine for now.

Chairman Barry stated well give him some time. He is more than welcome to come and see us. I would love to see him. I think that is awesome. Just the fact that some of the people are moving back. Unfortunately, some people have burned a lot of bridges because of their addiction and they have kind of distanced themselves from their families and for them to actually go back, that is huge in my opinion. We have to continue this. I think it is so important for our city to continue the road that we are going down. I really want to thank you guys because these stats and numbers are a lot more than I expected in the first month.

Alderman Long stated again, thank you for the work you are doing. My bottom line is we are giving the people the opportunity to be removed from their unhoused situation. It looks like this is going that way. One of my questions is there are two of you and this is a burnout industry you are in. Both of you are doing a great job but my concern is with you getting burned out. Are there any opportunities to get help? Are there other employees that you are looking for? I know that part of our payment included two more outreach workers. I believe the total was four. How is that going?

Ms. McHugh replied I can speak to that. We do have these two superstars doing that out there and you are right that burnout is real. We have additional staff members now who are lining up to be able to pitch in but we also have our eyes open. I met with recruiting this morning and asked how else do we fill the funnel here because we have to get a couple more people on the street, especially with the spring months ahead. We are recruiting.

Alderman Long stated there seems to be release form challenges. Is that what I heard during the presentation? So is it the release after rehab or...

Ms. Robichaud interjected after detox. There have been multiple instances where we have been told that the city is not going to pay us for what we are doing if we don't get releases of information for every individual. So as they are entering into Sunrise, we are getting that release of information signed which also does show that we are actively out there providing this outreach but once that individual leaves Sunrise and enters into the next level of care, they have to sign a release of information again for the City of Manchester to be able to have access to knowing the exact details of where they are located. Now the City of Manchester is not specifically paying for this level of care. This is where their health insurance kicks in. The individuals don't want to give up their information to the City of Manchester. I am asking and doing everything I can to get it because obviously we want to be able to provide you better detailed tracking information. However, we are still providing the same exact tracking information minus the exact name of the program that somebody goes into. This seems to be the biggest hiccup in this tracking and the biggest barrier to having a smooth working relationship with Ms. Beloin. It really stinks because our efforts are showing that it is working regardless of a release. Last year, we had my tracking sheet which I brought with me to show you guys...I had 13 touchpoints of what I was tracking. The aldermen approved of this and there was never an issue. I am tracking 41 columns this year. So I have gone from 13 to 41. I am being told that if there is missing information the City isn't going to pay. That is a significant amount of information to be tracking and I feel like the resistance is basically if you are missing one thing, the city isn't going to pay. It is very difficult to track 41 columns of data with a population of clients that are poor historians.

Ms. McHugh stated I would just add in that I think it is challenging, absolutely, to capture all of that information but that is what is in the contract and we are doing our best. It is not about Adrienne right? It is about what does the contract state we need to capture.

Alderman Long asked so you get the release when they go to Sunrise, however, when they go somewhere else you need another release so that Director Beloin can quantify that correct.

Ms. Robichaud answered yes.

Alderman Long asked is there another way.

Ms. Robichaud replied she is asking for that but it is not actually written in the contract that at every level of care there must be a release signed. This proposal was initially drawn up as the outset for up to 60 individuals going to Sunrise. Technically, we are in complete compliance.

Alderman Long stated but the contract also calls for you to track them for 90 days so I think that is where the verification is. Is there another way other than a release or is it just a release that will get that information?

Ms. Robichaud answered the release would be for Adrienne to be able to call and ask them to verify, which I don't think she is doing or maybe she is I don't know or would be if there was a release. These individuals when they go into say a sober living program, they are still signing a release of information for GateHouse. I have a release for all of these individuals that I am tracking, all 31. I have the ability to call and get updates on every single client. It is just with the city they are not signing it. All I can do is report to you guys X amount of people are in PHP or X amount of people went to sober living. I can't actually say X amount of people went to Starting Point or X amount of people went to Manchester Doorway.

Alderman Long asked so you certainly can't give us their name and where they went.

Ms. Robichaud responded right.

Alderman Long stated Adrienne can verify that if we got the releases but without the releases she just has to depend on what you are telling her.

Ms. Robichaud replied right and we have had this conversation multiple times. We reached out to our legal team to double-check and it really comes down to this is the law. There is a HIPAA law in place. It is a federal law. It is a \$500 to \$50,000 fine every time you break it. I have been consistently and repeatedly asked to break the law by Ms. Beloin this entire time. That is really not fair for us to be asked to do that. We have to be in compliance with federal, state and local laws at all times regarding HIPAA. If that is the issue...

Alderman Long interjected she will have the opportunity to respond to that. The other thing is the FIT issue. Now can you go to FIT and say...have you asked if you can go inside there?

Ms. Robichaud responded they told us we could schedule a time to come in.

Alderman Long stated so you can schedule a time to go into the gated area. I just want to say that the entities I am speaking with, and one of them was Greater Manchester Mental Health and the other was the Police Department and there were two other non-profits that I spoke with, all are dependent on GateHouse which kind of surprised me. I

went to speak to the people that were gathering at Manchester and Pine Streets again and after speaking to them on Saturday and Sunday before they were swept, I got the sense that they were ready to get help. I was talking to Lt. Mackleman and saying I want to call GateHouse and have them come down here because these guys look like they are ready and he said don't bother I already called them and they came down and they don't want help. Your name is getting out there in the community and I am hoping that the collaboration is not just you with them but them with you also. That is what I am looking to do. I am looking to keep track of that myself. I think you both do a great job Amanda and Shane. I think we can get a couple of more people and see if we can knock this out for a better relationship down the road.

Alderman George-Kelly stated regarding the release information question, do participants sign a consent to participate with GateHouse when they start working with you. Like when they start a relationship with you do they sign a consent to participate that has the client rights with confidentiality and all of the pieces on it?

Ms. Robichaud answered no. They only sign a release of information for us when they enter into care with us.

Alderman George-Kelly replied I am not asking about a release of information. I am asking about a consent to participate.

Ms. Robichaud responded no they don't.

Ms. McHugh asked to participate in this program or in our treatment program.

Alderman George-Kelly answered participate with you as...they are entering into a relationship with you as a provider whether that is just transporting them to Sunrise House or not. I am asking the question because I know that consent to participate forms usually say on them we are required to provide information to our funding sources regarding the participants and services provided, which releases you from having to have a release of information for the city for every single person. I understand why you would need to have a release of information for like Manchester Mental Health but as your funding provider, that is usually just part of their consent to participate with you.

Ms. Robichaud stated we don't have anything like that and it is not written anywhere in the contract to do that.

Chairman Barry stated I have a question for Adrienne. What can we do or what can GateHouse do if someone says no I am not signing anything for the City of Manchester? That shouldn't be game over. What do you need from GateHouse to allow them to continue on?

Adrienne Beloin, Director of Homelessness Initiatives, stated if you don't mind just for reference I was going to pass out this packet in case anyone needs to look at it before I answer any questions. Just to orient you to what it is in case it comes up for anything that we are talking about, the things I put in here is the very top page is a document that Manchester Mental Health put together after we had a collaborative community meeting with them. We have had multiple collaborative meetings. We have met with Farnum

and met with Manchester Mental Health and FIT. I have been in all of those meetings. Amanda has been at most of those meetings and Donna has been at most of those meetings and Shane was at the most recent one with FIT. We have worked closely together with our community partners to design how it is they can best interact with GateHouse. It is 100% true that GateHouse is the only outreach team that is laser focused on getting people into detox and it is fantastic and I think they are doing a great job. I have heard really great compliments about Shane in the community. I think he has an amazing way of engaging with people and I can totally appreciate what he is doing in the field. Another thing about that is I just want to remind people that not only does this contract have to report to a city department, it is perfect that it reports to mine because I oversee homelessness and the whole goal of this project is to remove homeless people from the street. Having them access treatment is a way to do that. The other piece of this that is really apropos is that I have been a treatment provider my entire career. So I am a clinical social worker and I have done the work that Shane is doing and I have also done the work that Amanda and Donna are doing in overseeing treatment programming. So I am so familiar with releases I can't even tell you and I am so familiar with the engagement process and how difficult it is to have people access treatment and all of the hoops we have to jump through and how difficult it is for people to get in. I really hope that you guys appreciate that that is where I am coming from and that I want people to get into treatment because that is exactly one of the ways they can rehabilitate out of homelessness and into stability. About the releases, what I have suggested to GateHouse from the beginning is that the way that I would do this work is that in the field I would have some GateHouse releases with me in my backpack and I would pull them out when I meet a new participant and I would explain to them the nature of the work that we are going to do together between GateHouse and the participant. I would explain to them that I am going to help them access detox and we are going to look into NH facilities first and then after that we are going to see if maybe Massachusetts is a last resort opportunity for you to go for treatment and I am going to try to follow you every step of the way because we want to see you do well; all the way into getting through multiple steps of treatment along the continuum and all the way into housing. What that is going to look like, and this is what you would explain to the person in real time, is that you go to detox and I am going to follow-up with you and I am going to make sure that I kind of understand where you are going next and maybe I can even help you with that or help the people that are taking care of you and maybe I will make connections with people I have connections with in NH to get you into treatment and I am going to report this back to the City of Manchester. Why do I have to report this back to the City of Manchester? Because we have a contract to do this work and they are going to be paying, not only for your detox at Sunrise if that is where you go, but they are also paying for our care coordination to help you access the steps and report back to them. I find it hard to believe, because I have done this work, that every single person has refused for us to be involved in that level of engagement. Most people are pretty cooperative at that moment, especially when they hear that Manchester is going to be paying for their detox and certainly every single one of them signed at Sunrise to have that information translated back to us. They had no problem with it.

Chairman Barry asked can I just interrupt you for one second. So what would they gain by not getting it? What would GateHouse gain by not getting that release? It doesn't make any sense.

Ms. Beloin answered to explain the first part, if I was an outreach worker I would be having them sign the release between GateHouse and the City of Manchester right at the beginning of the participation in the project. That way, like what Alderman George-Kelly is saying, every other place that they go to whether it is Sunrise or Granite State Recovery or whatever it is, wherever they go Amanda could talk to them and Amanda could talk to me and there would be no new releases that have to be signed. Now there is one she needs to have signed because she is the one doing the work. So if someone leaves Sunrise and they go to Granite just as an example, she has to get a release so that she can call Granite and find out if she can talk to the person there or if they are still there or if they never made it out of the parking lot after the transportation brought them to the place. She would have to get that release but I don't have to call Granite and I have never implied that I would be calling around and trying to find out where people go. I want Amanda to tell me.

Ms. Robichaud stated but you have done that; you have done that.

Ms. Beloin stated to me it seems like the easiest way to be compliant with the contract, which does say...it doesn't request that she gets releases to go everywhere. It actually just says she has to give me the data. The contract says that GateHouse has to give me the 41 data points or whatever it is. They are all listed in the contract and it is in your packet and I highlighted it. The areas that I am asking to be tracked were negotiated over the contract period. We sat down and talked about it several times in Chief Cashin's office and several times with me and several times with Donna and Amanda and I and then with their legal team overseeing the contract before everybody signed. We went through every single one of those data points and they agreed to give it to me. There was no issue with the confidentiality and me being able to access those data points. It does not imply that they even need a release to give me that information. Now even if I am willing to say okay fine if you want to get a release just to be extra careful between you and me, get it at Day 1 because having it relate to every single step is not going to give me the information. Amanda is explaining that she has the opportunity to get them to sign a release. She said all 31 of the folks that went through, all of the cases sign a release with her, to speak to the next level facility but they all, all but one, I think there was one person that agreed, all but one of them, 30 of them said thank you City of Manchester for paying for my detox for 5-7 days but I no longer want the Office of Homelessness Initiatives to know where I am going. I have issue with that because it doesn't feel like we can validate that Amanda actually can prove that they are at the place that they are. She is just reporting that they are in a tracking form but can't show me the two pieces of information that I would use to qualify it.

Ms. McHugh asked is there doubt of our efforts. It sounds like...I feel as somebody who takes very seriously this approach and what we are doing and the urgency of trying to move this forward like you don't trust that we are doing what we say we are doing. It doesn't feel quite right. I know that we are trying to work together on this but when you come out and make statements like that...we are talking about results moving forward and saving people's lives and we are wasting 20 minutes on something that is not relevant.

Ms. Beloin stated I would love to respond to that because as a treatment provider I...

Chairman Barry interjected hold on a second. She actually made a point that I was thinking. Before you go on, I hope we are not doubting that what they are providing isn't...that you have doubts about the 30+ people that they said they helped. I hope that you believe what they are doing.

Ms. Robichaud stated she would know if she was on the street.

Chairman Barry stated what may be happening, and I don't know because I am not one of those people who have been listening to the way it has been presented but it could be that these people are reluctant. I have a tough time giving out information because I am really leery about who is getting this and for what reason. If someone said to me hey we want your information for the City of Manchester, I am going to say screw you. That is what I would do. It is sad but a lot of people are reluctant to give out information.

Ms. Beloin replied that is fine but I have to tell you as someone who has done this work, I have been made of contracts. I have been held by a contract at any time I have ever done clinical outreach and connection to detox or treatment for folks. The contract requires documentation. This is standard contract procedures. This is nothing new. I can't imagine why you are surprised that someone would want to review documentation. The two things I am asking for to validate the numbers is releases of information...for example if Amanda speaks to Manchester Mental Health in the spirit of good collaboration so that person doesn't lose their connection to their psychiatric medication while they are in detox, if she does that work I am saying that is fantastic but please let me see the release of information...first of all just track it on the form for me but when I come to audit, as we agreed to in the contract, that is one of the pieces of documentation I will request. Let me know that you talked to Manchester Mental Health or Granite State Recovery or whoever. I want to see the releases that verify that that person gave you permission to talk to that person. I also want to see the case notes that would have the date, what you discussed, and the nature of it. That is pretty standard and without it, if we didn't verify that, it is just numbers right? It would not be good for us as a city to provide funding to subcontractor and not require the minimum level of documentation that I am requiring that is so standard for any treatment providing relationship that you would be in with a person.

Chairman Barry stated Adrienne the other thing that we need to realize, and hopefully we are all in agreement, is these people are at a stage in their life when they are in a tough position. They are just coming off drinking or drugs or whatever and now we are going to put a little bit more pressure on them? It may not sound like it to us and it may sound like a simple thing but to them it is like hey thank you for helping me and I want to get help but if they are reluctant, they are reluctant.

Ms. Beloin responded if they are reluctant, that is okay and if Amanda can't report the details to me in tracking or in any way that I can audit it, I think we have to appreciate that those numbers can't be validated. That is very important because I have different numbers than they do from the tracking provided this morning. I have 31 instances where people went to detox that we paid for. There are 28 people but to me when I am reading the tracking form that she is providing to me, there are 12 people still in

treatment that she is able to say that she verified that with but three of them didn't complete the detox at all...

Ms. McHugh interjected I talked about on the first slide. I mentioned that.

Ms. Beloin stated so three of them did not complete detox, two moved back with family and eleven of them are not in treatment at this time and there are various ways that she has recorded that but she hasn't been able to verify where they are. She doesn't know where they are and it is not tracked to me in any other way. I am only reporting on what is being tracked to me. If there are more details that she has to report, she should track it. I can review this information and audit to verify that it is accurate. It is important because if people go to treatment and we don't know where they ended up, we cannot prove that they are not on the streets of Manchester again homeless. It is important for us to appreciate whether or not that is true. I hope this program is successful.

Ms. Robichaud asked do you.

Ms. Beloin answered of course I do. Why wouldn't I want people off the street in Manchester? Why wouldn't I want them to access treatment?

Alderman Kantor stated I have a couple of things. First of all, thank you so much for the presentation. Your numbers are unbelievable. I have personally been affected by addiction and this is very close to my heart and it doesn't discriminate against anyone. Your numbers are unbelievable and heartfelt. I have a couple of things about complicating the process, which doesn't work for me. I am also wondering when you are talking to everyone, are you asking where they came from?

Ms. McHugh asked so from what perspective. Like what city they are from?

Alderman Kantor responded yes. Do you have that data?

Ms. Robichaud answered we are not actually tracking that data. We are tracking if they are on the street or in a shelter or an emergency shelter; that type of stuff.

Ms. McHugh stated we can tell where they ended up afterwards.

Alderman Kantor asked is it possible to job shadow and are you looking for volunteers to help you with the outreach because I know it is all about relationship building.

Ms. Robichaud replied yes. We have spoken to some of the aldermen when they have reached out. We have welcomed everybody to shadow. We have invited Adrienne multiple times to shadow and she has not come out at all. We definitely would allow people to come and shadow; any one of you.

Ms. McHugh stated I don't think Adrienne is coming out because she is letting us run the project and I think that is appropriate.

Ms. Robichaud stated the other thing I would like to bring up is if I had to ask you guys...sorry do you have any more questions.

Alderman Kantor stated I do have one thing that has been on my mind and that is the accountability process. It seems like there is extra accountability with this paper trail but no real accountability with the homeless people that are living in the shelter and that you don't believe in tough love Adrienne. That is what I heard at the last Board meeting. You don't believe in tough love and accountability. I find it interesting that you don't believe in accountability for the homeless people of which we have a great number but you want to complicate the process. I am a little confused being new here. I am just asking you to address some of my concerns.

Ms. Beloin responded I think accountability is really important and I think that is a huge way that we move people forward and motivate them and that is holding them accountable to their goals. In this situation of accountability with a contract, this is 100% the standard of how people measure outcomes in contracts. I am going to be pursuing my own funding for some of the initiatives we have in homelessness. Certainly right now we have ARPA funding and we have opioid settlement funding and there are always requirements of reporting that has to go back to the funders. Let's say I get a SAMHSA grant. I go to the Substance Abuse & Mental Health Association and ask for a grant fund for let's say my emergency shelter. There is going to be criteria that I am held to and at the very minimum I am going to have to report on the demographics of the people I see, any of the outcomes that have been requested to measure, and I am going to have to show documentation like case notes, releases, and anything that anyone signs for the program. That is a standard thing. I very well will be held to those things depending on who my funder is. That is exactly what I am doing. It might sound like Amanda is being held to a different standard but this is 100% contract management 101.

Alderman Kantor stated I just think building relationships is really important and trust issues are really important, especially when you are using. You don't really trust anyone when you are using right? I am just saying.

Ms. McHugh stated if I can add in one thing, if you look at the SAMHSA website or for any of you who are familiar with substance use disorder treatments and programs, the world is grappling with how to measure success. There have not been significant studies that are going to tell you this is exactly how it should work. So the fact that we are grappling with what is the best way to track and measure this is not a surprise. The country and the whole world is challenged with this as well.

Alderman George-Kelly stated I was about to jump out of my seat over here. I do think that one of the things I would suggest is for us to take a look at some of the non-profit contracts that we have in the Planning & Community Development because as a recipient of one of those contracts for Waypoint, this contract mirrors those contracts. The contracts that we have in the city for non-profit organizations doing this kind of work all look like this. From a perspective of a non-profit who receives CIP program dollars, I have to do two different reports from two different databases and add a narrative to it to submit with my invoicing every time I submit an invoice to be able to prove that what I say I am doing is what I am doing and then get paid for it. This isn't outside of the realm of what the city normally does with contracts so I think that if we are questioning whether there are too many data elements or whether we are asking her to jump

through too many hoops, we should really be using the framework that we already have in the city to be able to compare it to something similar or like it because it is very similar to the kind of tracking and reporting that other non-profits throughout the community are required to do.

Alderman Levasseur stated I am a little bit worried now because it sounds like you may be bringing them to the McDonald House instead of to a treatment center. Can you verify...when you took these 28 people off the streets, did they go to Sunrise? All 28?

Ms. Robichaud answered yes all of them. There is a release.

Alderman Levasseur asked so they were brought by a vehicle I would assume and you know for a fact they were checked-in and stayed for however many days.

Ms. Robichaud responded yes.

Alderman Levasseur stated so they are going there and Adrienne you are saying that you can't verify and you think they may not be going there.

Ms. Beloin replied no. Sunrise is 100% verified because Amanda said she was able to get a release for every single one of those people to talk to me. Also, we have a separate contract with Sunrise where they send me their invoicing. I have every single person's name that we have paid detox for at Sunrise.

Alderman Levasseur asked so what was your comment then regarding not knowing where they are going.

Ms. Beloin answered it is when they go to the next step.

Alderman Levasseur asked what is their responsibility on the next step.

Ms. Beloin replied the contract clearly lays out that the intention of the program is that they meet people on the street and they get them to detox and then they do everything possible...

Alderman Levasseur interjected they get them into Sunrise.

Ms. Beloin stated well it is not just Sunrise.

Alderman Levasseur responded okay well wherever they get them to but there is a requirement that after they are checked-in and go through the process there is a responsibility on these guys to be able to know all of that. If somebody takes off and runs to California, they are supposed to know that?

Ms. Beloin answered yes. Detox is only 5-7 days and nobody's homelessness is resolved in that time and certainly no one's homelessness is worked on in that time. It is detox. That's it. That is all that is happening.

Alderman Levasseur asked but isn't what they are supposed to do get them into detox.

Ms. Beloin responded in addition to that...so I also have for your review the proposal and the contract the way that we designed it. So the responsibility of GateHouse is not just to get people into detox. It is to follow them in a care management way to help get them into another place through any sort of collaboration that they can and then seek to be able to verify that wherever they are. It is hard for them to do that no doubt because not everyone will agree for GateHouse to be involved in their treatment but Amanda says all of them have. So every single one of them has had no problem saying I give Amanda full permission to call my next step and she can find out if I am still there or not there or anything like that.

Ms. McHugh stated they are seeing value in her coordination.

Ms. Beloin replied absolutely.

Alderman Levasseur stated I am a small step guy. Once they get in, let's say management at Sunrise is there and they let somebody go. If you call Sunrise and say we know that this person went there are they still there or can you tell me where they went, can they tell you where they went? Can they tell you when they were discharged meaning Sunrise not GateHouse?

Ms. Beloin replied yes.

Alderman Levasseur asked so you could call them and ask them without asking GateHouse or not.

Ms. Beloin answered we are paying GateHouse \$96,000 in administrative fees so that they do that because they are the care coordinator. I am not trying to get involved with care coordination. We are paying GateHouse to do that. In addition to the \$550 rate we are paying for the detox for the 60 individuals that we can serve in the contract, we are paying Sunrise a fixed rate per day and in addition we are giving GateHouse \$96,000 to operate the outreach and the care coordination and the reporting back to me that they are required to do.

Alderman Levasseur asked so you can call any of the places they have been put in and ask them where they have gone.

Ms. Beloin replied no. The only place I can call is where there is a release between...

Alderman Levasseur interjected so just Sunrise.

Ms. Beloin stated I can call Amanda anytime and say where is the person and if she would have a person sign a release with her for them to talk to me about this project we would be all set.

Alderman Levasseur asked so you want them...boy Adrienne you really do a lot of head bobbing over there. I don't know who you are agreeing with. You bob with him and her and that guy so I don't know where you are coming from but I just know this. You are getting them into the detox. That is what I thought was our biggest priority in the city by

far. I thought that is what we were going to deal with. The rest of this stuff and I understand you are looking for accountability but if you have the ability to make these calls instead of just fighting back and forth through emails and everything...

Ms. Beloin interjected I don't have the ability to make the calls. Only Amanda can tell us where the person has gone and she can only tell us if she gets the person to sign a release with her is what she is saying. The contract says they have to tell me no matter what.

Alderman Levasseur asked Amanda are you able to provide that information for some of them, most of them, all of them or none of them.

Ms. Robichaud answered I can provide that individuals went to PHP, inpatient or sober living. I can say X, Y Z number of clients went to PHP.

Alderman Levasseur asked what is PHP.

Ms. McHugh answered partial hospitalization.

Ms. Robichaud stated I cannot give her exact names or the facility name because of HIPAA. She can call Sunrise and ask them and they have it. I coordinate the entire aftercare plan with Sunrise.

Alderman Levasseur asked does the person you bring in tell Sunrise where their next step is or does Sunrise tell them where their next step is.

Ms. Robichaud Sunrise, myself and the individual all organize what their next step is.

Alderman Levasseur asked so they create their own plan for these people and then send them off to where they are going to go.

Chairman Barry stated without a release for the City of Manchester they continue on whether they sign it or not correct.

Ms. Robichaud responded correct.

Chairman Barry stated that is important. With that in mind, absent having a signed release, could you coordinate with Adrienne and the City of Manchester, without mentioning any names, and say this person didn't sign a release but this person is...

Ms. Robichaud interjected yes that is the tracking on the screen behind you.

Chairman Barry stated it just seems that the holdup is signing a release for the City of Manchester. Hopefully we all agree that we need to get them into detox and if they are willing and hopefully they are and it seems like quite a few of them are and then go to the next step and the next step. You guys are following them. We have two people here and ideally it would be great if we had the four because we are paying for four people but how many hours a week do you work Shane?

Ms. McHugh answered 60+.

Mr. Bernier stated I have two jobs so a lot.

Chairman Barry asked what about you Amanda.

Ms. Robichaud respond around 80 hours at this point.

Chairman Barry stated you guys seem to be doing the work of the other two people you are missing. We are getting the job done and these numbers are unbelievable. If we had four, you guys would be done with your 60 and we wouldn't be here today. Well we would be because we would want to know the numbers and what to do next.

Alderman Levasseur asked Andrew what is your job in all of this. Are you coordinating between those two? Are you between those two? Are you above them or at the same level?

Andrew Warner, Director of Overdose Prevention, replied no. It is a different job entirely.

Alderman Levasseur asked so you are just here to say hi.

Mr. Warner stated I was invited.

Chairman Barry stated yes he was. Thank you Andrew.

Ms. Beloin stated Andrew is our Director of Overdose Prevention so you can imagine that anything that gets people into treatment is a key component of his initiatives and he has been with us at some of our community meetings to talk about the collaboration.

Chairman Barry stated let's try to get along and all make this work. I know when we first started this initiative, collaboration was the word of the day. Let's continue with that. We need to try to get along. Amanda, Adrienne and everyone, we have to try to get along. Let's try to work things out. If there are any kinks that need to be worked out, let's get it done. We are on a good path of success so let's continue it. Hopefully there is more to come down the road. This is exactly what we want and this is exactly what we need. The warm weather is here and it is going to be tough out there. Thank you to all of you for everything you are doing for the City of Manchester.

*There being no further business, on motion of **Alderman Cavanaugh**, duly seconded by **Alderman Levasseur**, it was voted to adjourn.*

A True Record. Attest.



Clerk of Committee