



Lebanon Emergency Winter Shelter

2025-2026 Data Summary

Why Did We Need a Shelter in the First Place?

NH RSA 165

“Whenever a person in any town is poor and unable to support himself, he shall be relieved and maintained by the overseers of public welfare of such town, whether or not he has residence there.”



Why Did We Need a Shelter in the First Place?

Distribution of Direct Assistance Spending, Lebanon Human Services (2014- April 2026)									
Year	Rent/ Mortgage	Security Deposit	Motel	Shelter Sponsorship	Cremation/ Burial	Utility	Transportation	Other	Total
2014	65%	17%	7%	2%	4%	1%	0%	3%	100%
2015	82%	9%	4%	0%	2%	3%	0%	0%	100%
2016	85%	7%	4%	0%	3%	2%	0%	0%	100%
2017	82%	10%	6%	0%	0%	2%	0%	0%	100%
2018	71%	14%	10%	0%	1%	4%	0%	0%	100%
2019	66%	10%	8%	2%	6%	7%	0%	0%	100%
2020	25%	10%	59%	0%	6%	0%	0%	0%	100%
2021	28%	4%	58%	2%	8%	0%	0%	0%	100%
2022	14%	7%	64%	7%	8%	0%	0%	0%	100%
2023	36%	5%	51%	4%	2%	1%	0%	1%	100%
2024	26%	5%	63%	1%	3%	1%	0%	0%	100%
2025	21%	9%	63%	6%	1%	0%	0%	0%	100%
1/2026- 4/2026	17%	3%	70%	7%	2%	1%	0%	0%	100%

- COVID-era funding (NH-ERAP) was available from late 2020-6/2023 but toward the end of the program, it was at capacity and maintained a waiting list for motel placement
- During the winter of 2022-2023, Human Services entered into an agreement with the Upper Valley Haven to oversee a motel program that included local placement and case management
- Motel assistance takes much more staff time than other forms of assistance
- The costs of local motel stays increased dramatically during the period from 2020 on.
- Motel vacancy is not guaranteed

Why Did We Need a Shelter in the First Place?



Homeless Count	Sheltered	Unsheltered	Total
2023 Point-in-Time*	69	16	85
2023 Summer	5	31	36
2024 Point-in-Time	32	15	47
2024 Summer	15	34	51
2025 Point-in-Time**	37	21	58
2025 Summer	17	29	46
2026 Point-in-Time**	32	7	39

*The Point-in-Time count takes place on the 4th Wednesday in January

**Lebanon Winter Shelter was operational

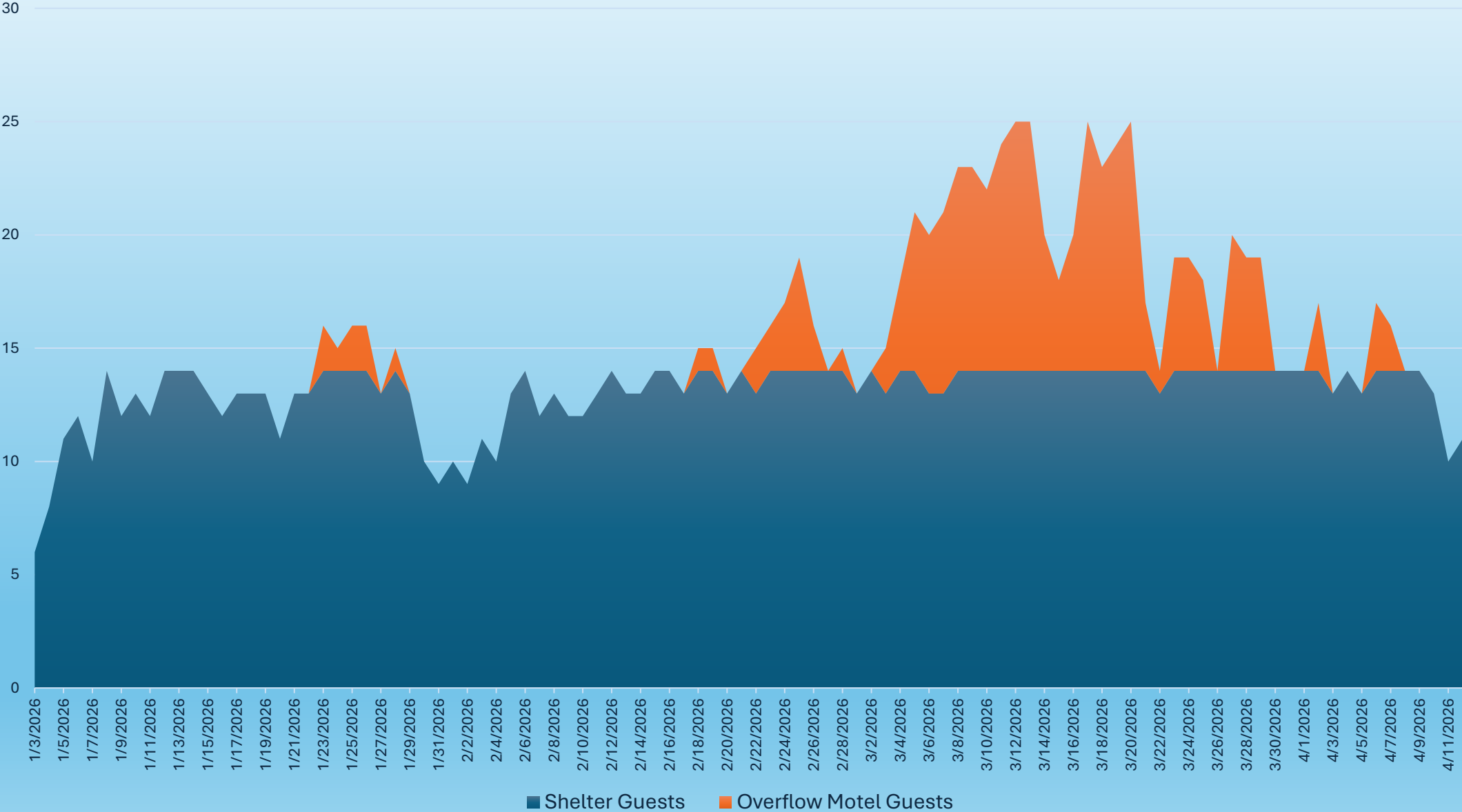
Overview of Three Winters in Operation

	2025-2026	2024-2025	2023-2024
Operational nights	100	98	82
Bed Nights	1,305	1,368	658
% Capacity (shelter only)	93.2% (14 Beds)	99.8% (14 Beds*)	53.5% (15 Beds)
Unique individuals (shelter only)	66	73	53
Average bed nights per guest	19.8	18.7	12.4
Mean guest age	44.8	42.4	40.8
Lebanon residents (by bed night)	18%	30%	45%
NH/VT residents (by bed night)	35% NH, 50% VT, 15% Other	54% NH, 44% VT, 2% Other	51% NH, 36% VT, 13% Other
Shelter overflow (motel) bed nights	210	236	0
Unique individuals (motel only, no nights at shelter)	12 (8% NH, 58% VT, 33% Other)	3 (NH only)**	N/A
NH/VT residents, shelter overflow	29% NH, 45% VT, 26% Other	59% NH, 36% VT, 5% Other	N/A

*First night capacity was considered 13 beds

**DH provided funding for shelter overflow for NH residents. The Haven provided funding for shelter overflow for VT residents. Lebanon Human Services only had access to NH motel data.

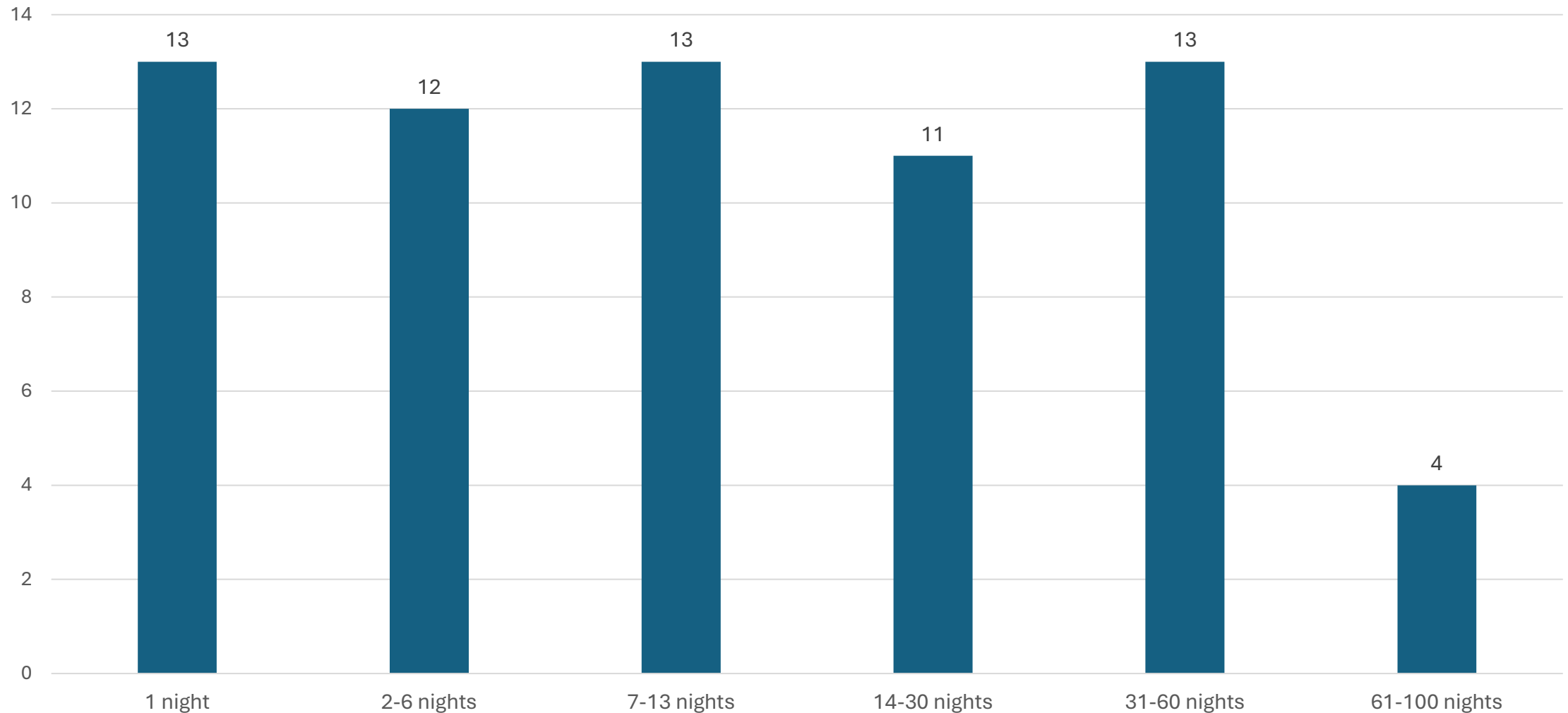
Guests per Night (N=1,515)



Duration of Stay, Shelter ONLY (n=66)

Shelter open for 100 nights

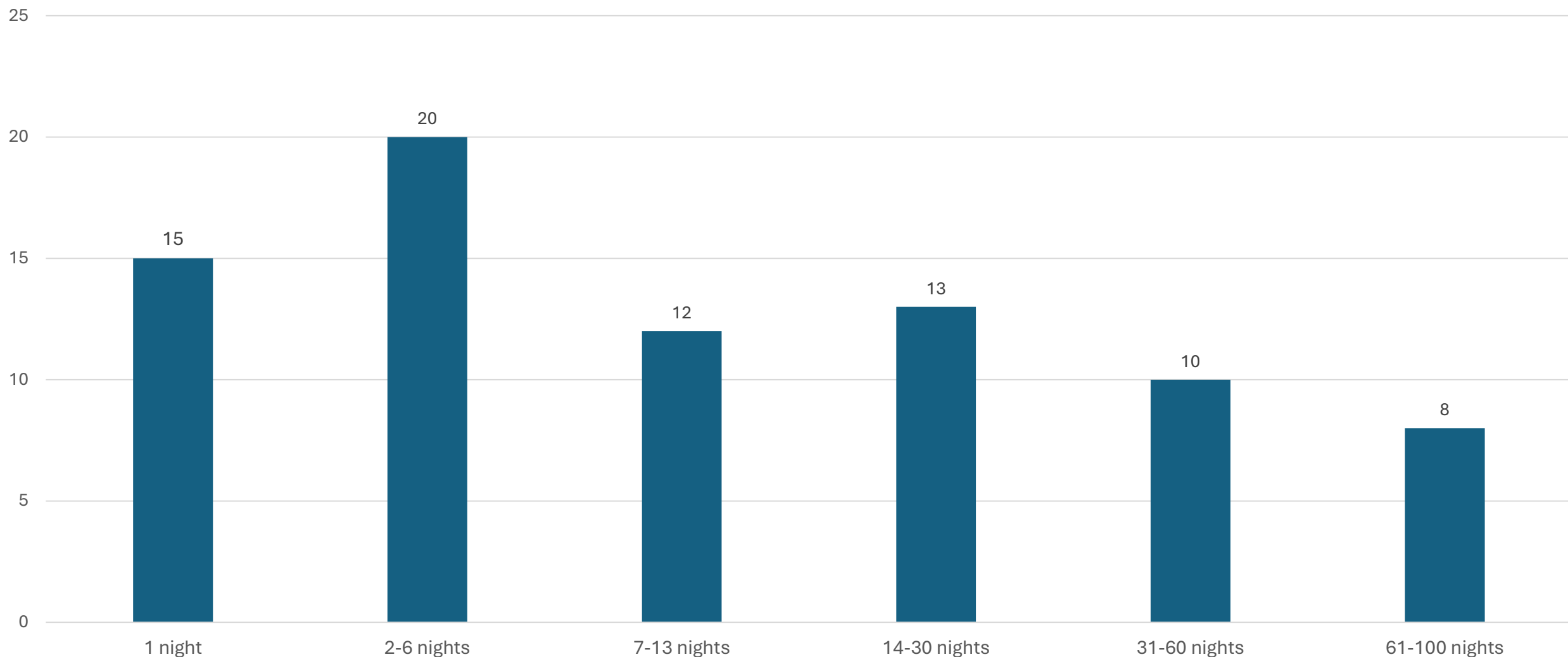
Stays not necessarily consecutive



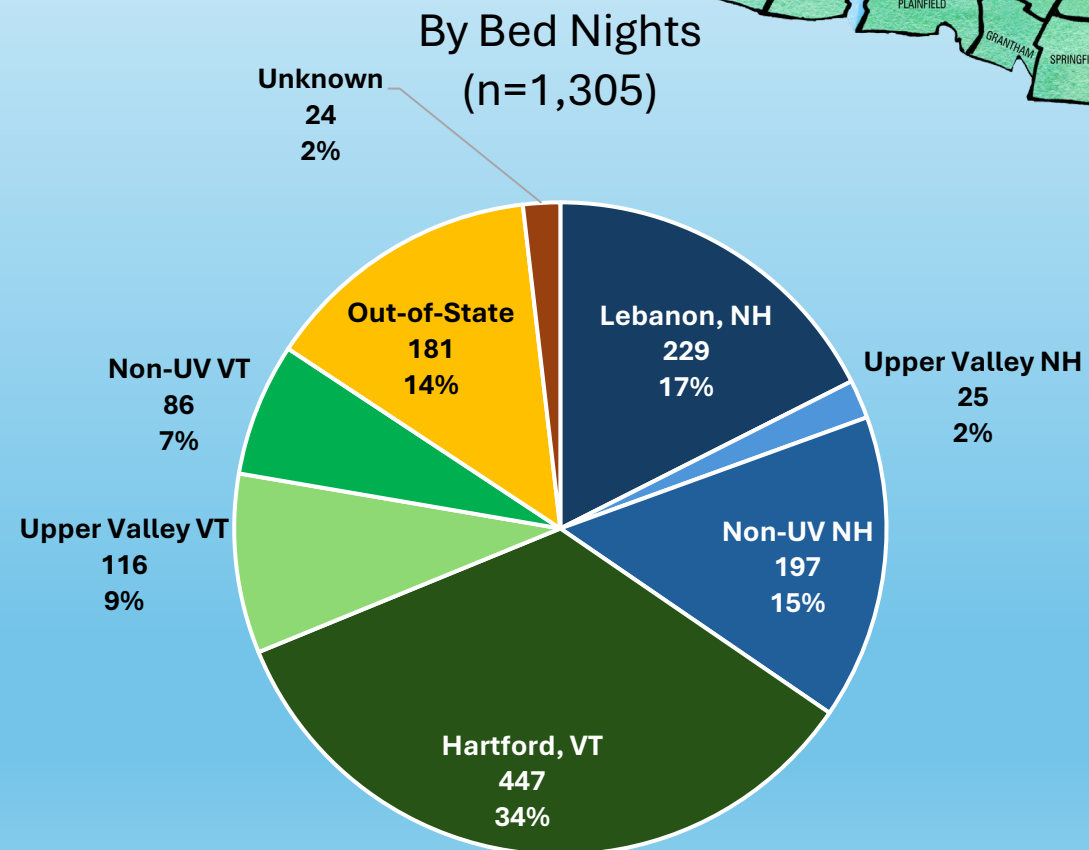
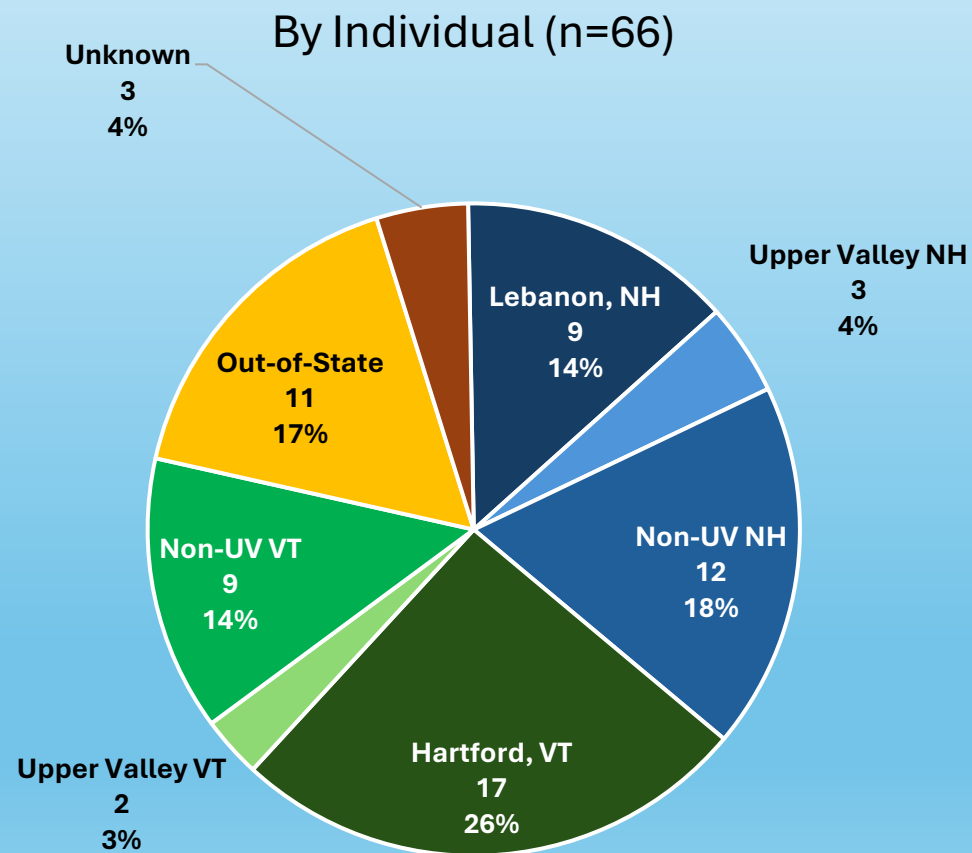
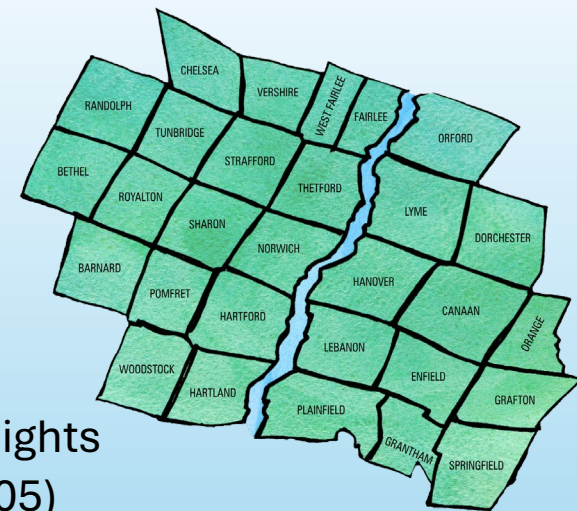
Duration of Stay, Shelter and Overflow (n=78)

Shelter open for 100 nights

Stays not necessarily consecutive



Residency by Individual and Bed Nights Shelter ONLY



Why fewer Lebanon residents?



Tireless work of service providers (e.g., ongoing Community Health Worker role at LISTEN, TLC peer support specialists, UV Haven service coordination, multi-agency collaborations, etc.)

⇒ Households finding affordable housing after coming to the top of waiting lists
⇒ Households moving to communities where housing is more affordable



Presence of Headrest's recovery house – housing individuals who would have gone from treatment to homelessness/the shelter.



Lebanon residents opting to move to VT and entering its Emergency Housing program (motel voucher program)



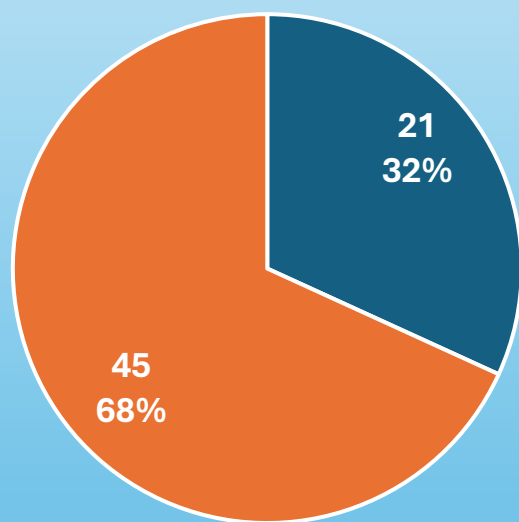
Transient status of some individuals utilizing shelter



Increase in bench warrant and drug arrests in Lebanon

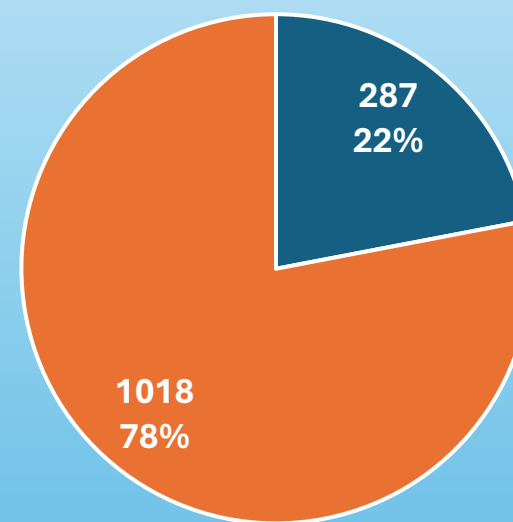
Gender by Individuals and Bed Nights

Individual Guest Gender, N=66



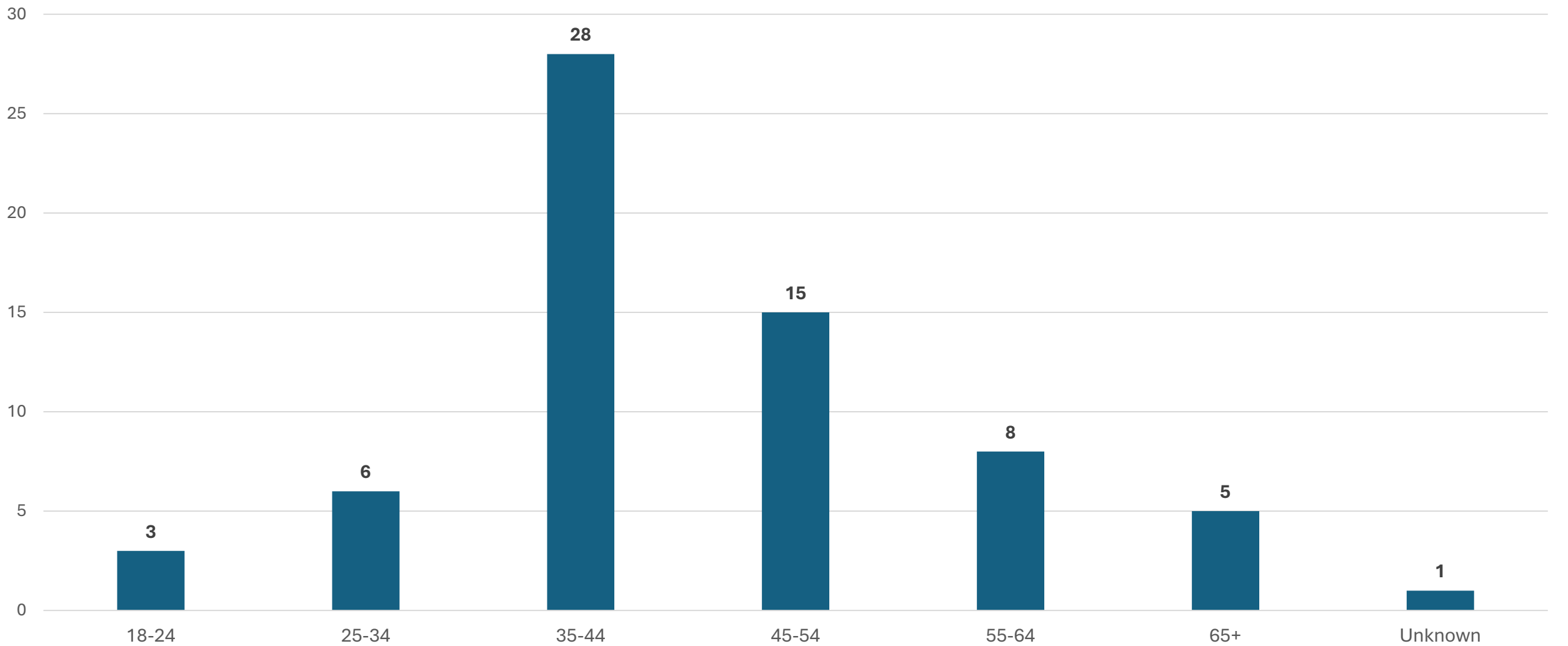
■ Women ■ Men

Guest Gender by Bed Nights, N=1,305

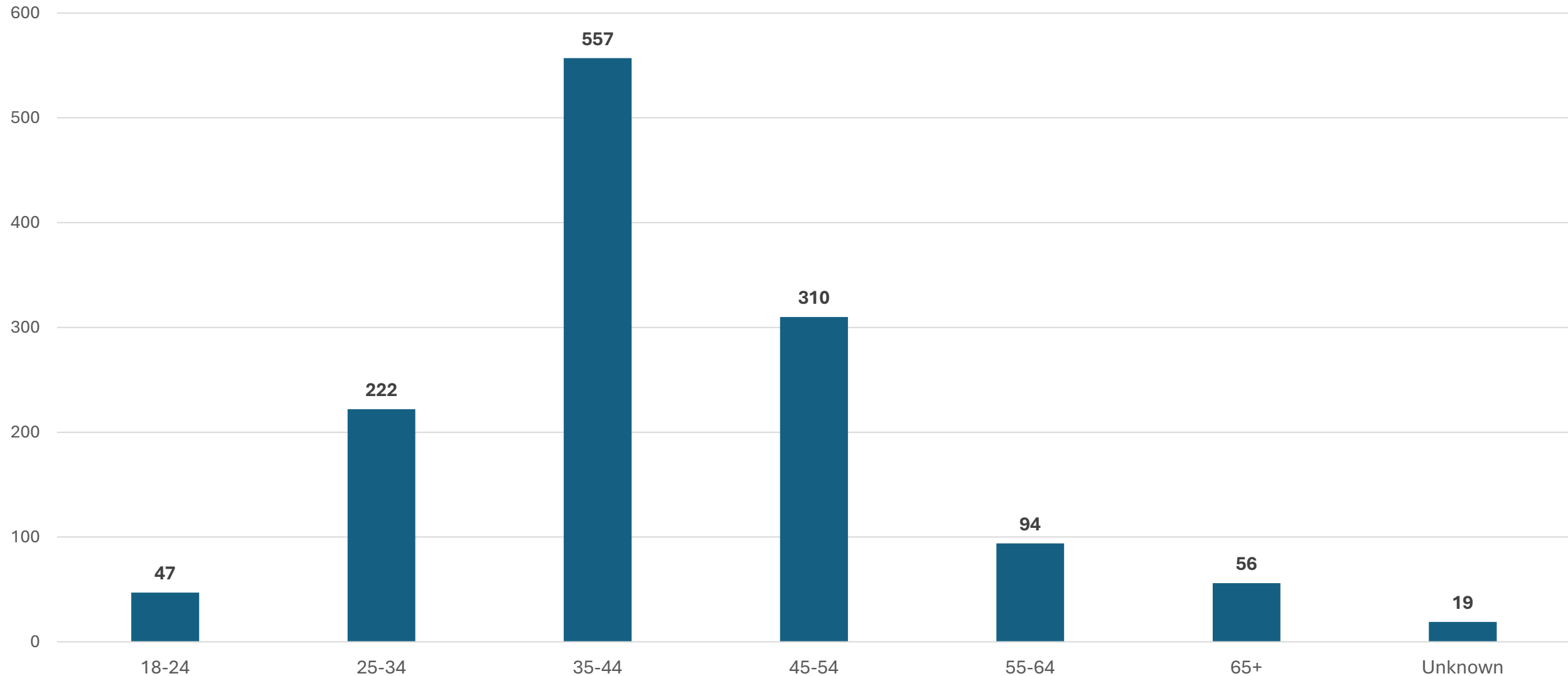


■ Women ■ Men

Guest Age Range (n=66)



Age Range by Bed Nights (n= 1,305)



Emergency Response

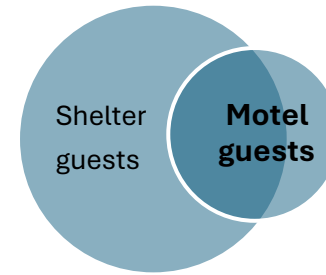
Category	
Welfare check	4
Pedestrian in road/road hazard	3
Health	2
MH evaluation	1
Cooking fire	1
Curfew/loitering/vagrancy (arrest)	1
Unwanted subject (arrest)	1
Suspicious person	1
Property found	1

*One of the health-related emergency responses was for a drug overdose.

A priority of the 2025-2026 shelter season was to reduce the number of emergency response incidents at the shelter. Last season, **66** incidents were recorded. This season, Human Services noted only **15** emergency response incidents at the shelter, which included two arrests.



Shelter Overflow in Motels

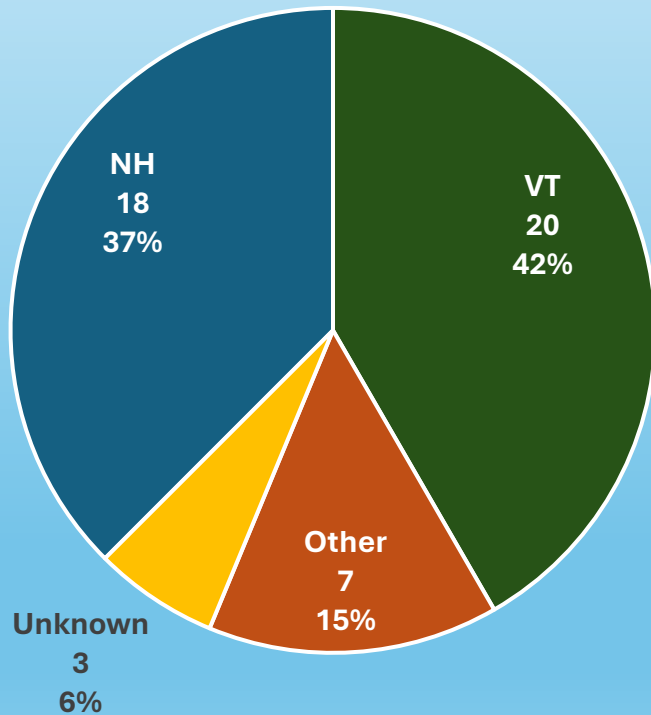


- 139 motel rooms representing 210 additional bed nights were utilized as shelter overflow.
- In addition to the 66 unique individuals who utilized the shelter, 12 more individuals stayed in a motel room as shelter overflow. 36 individuals stayed at both the shelter and in shelter overflow.
- With motel bed nights included, the shelter was at 108.2% capacity (1,515 bed nights).
- On average, 15 shelter beds would have been needed to accommodate the number of guests served by the shelter and the motels.
- On the busiest nights, 25 shelter beds would have been needed to accommodate the number of guests served by the shelter and motels.

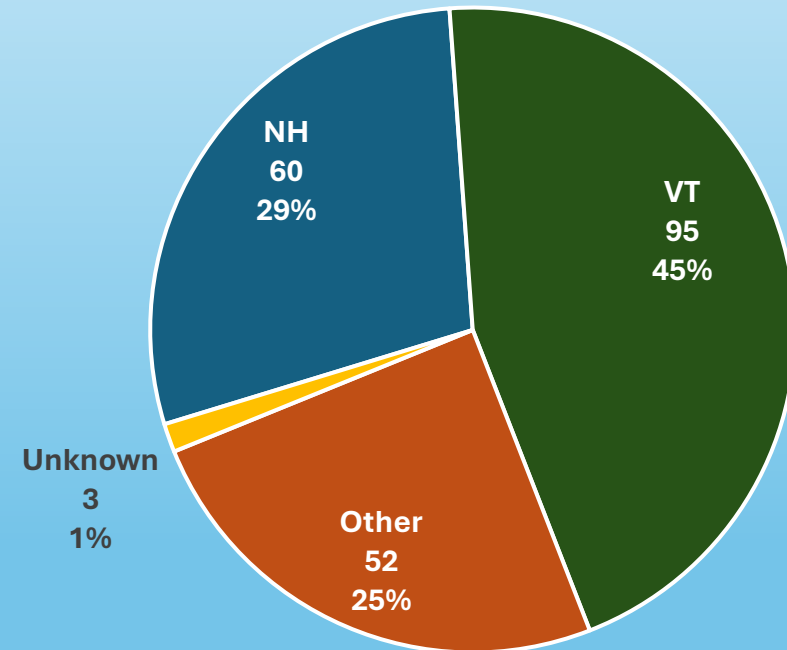


Shelter Overflow by State of Residence

By Individual (n=48)



By Bed Night (n=210)



Other states include (in order of frequency of overflow use): CT, IN, NY, TN, CA, TX

Shelter Overflow Expenses



Donations received:

\$5,000 from Dartmouth Health went directly to the Haven

Actual expenses:

\$17,186 total incurred by the Haven
[\$12,186 absorbed by the Haven]



Shelter Operational Expenses

City of Lebanon

Dec 2025-Dec 2026

	Budgeted	Actual	Difference
December 2025 HS	\$30,000	\$8,606	(\$21,394)
December 2025 DPW	~\$2,000	\$1,915	(\$85)
January-April 2026 HS	\$120,000	\$74,576	(\$45,424)
January-December 2026 DPW	\$14,400	\$3,307 YTD	TBD end of year
Total	\$166,400	\$88,404	

State of Vermont

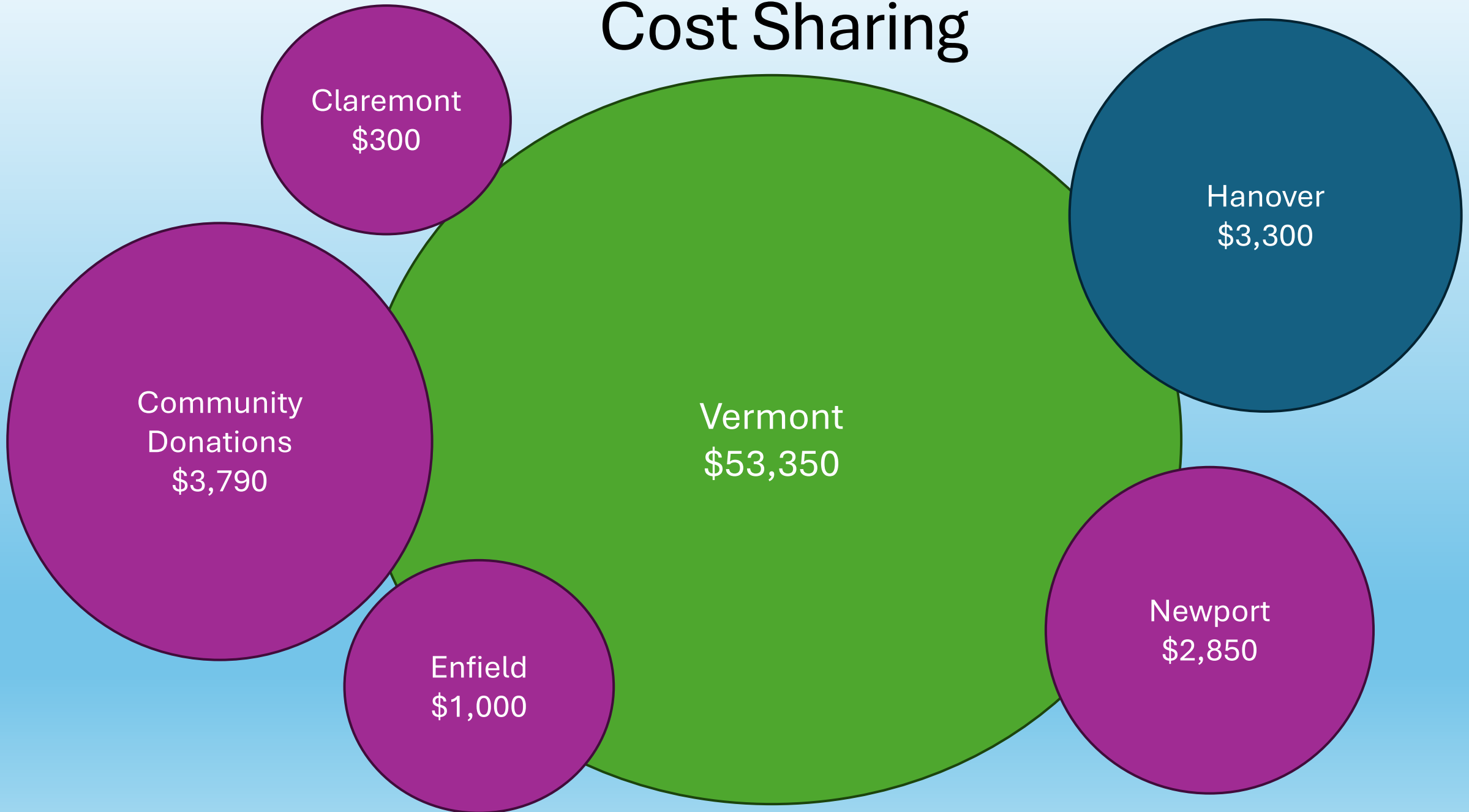
Dec 2025-April 2026

Jan-April 2026

<i>FY 2026 (7/1/2025-6/30/2026)</i>	\$66,205	\$53,350	(\$12,855)
-------------------------------------	----------	----------	------------

Operational expenses include DPW expenses for water/sewer, electricity, heat, information access, and maintenance. Staff time for plowing, shoveling, and garbage removal are not included.

Cost Sharing



Cost of Shelter vs. Motel



If shelter were provided in a motel room...

Average nightly cost of a motel room (as typically used by Human Services), including tax: \$133.18

2025-2026
Shelter operation
and overflow
costs
\$158,940

vs.

All guests (1,515): \$201,767.70

NH residents only
(511 bed nights):
\$68,054.98

VT residents only
(744 bed nights):
\$99,085.92



Cost of Shelter vs. Motel (continued)

RSA 165 – Statutory Obligation to
Provide Shelter to Lebanon Residents

If emergency shelter were provided in a motel room...

Average nightly cost of a motel room, including tax: \$133.18

2025-2026 Shelter operation and
overflow costs to Lebanon

\$88,404

-\$7,940

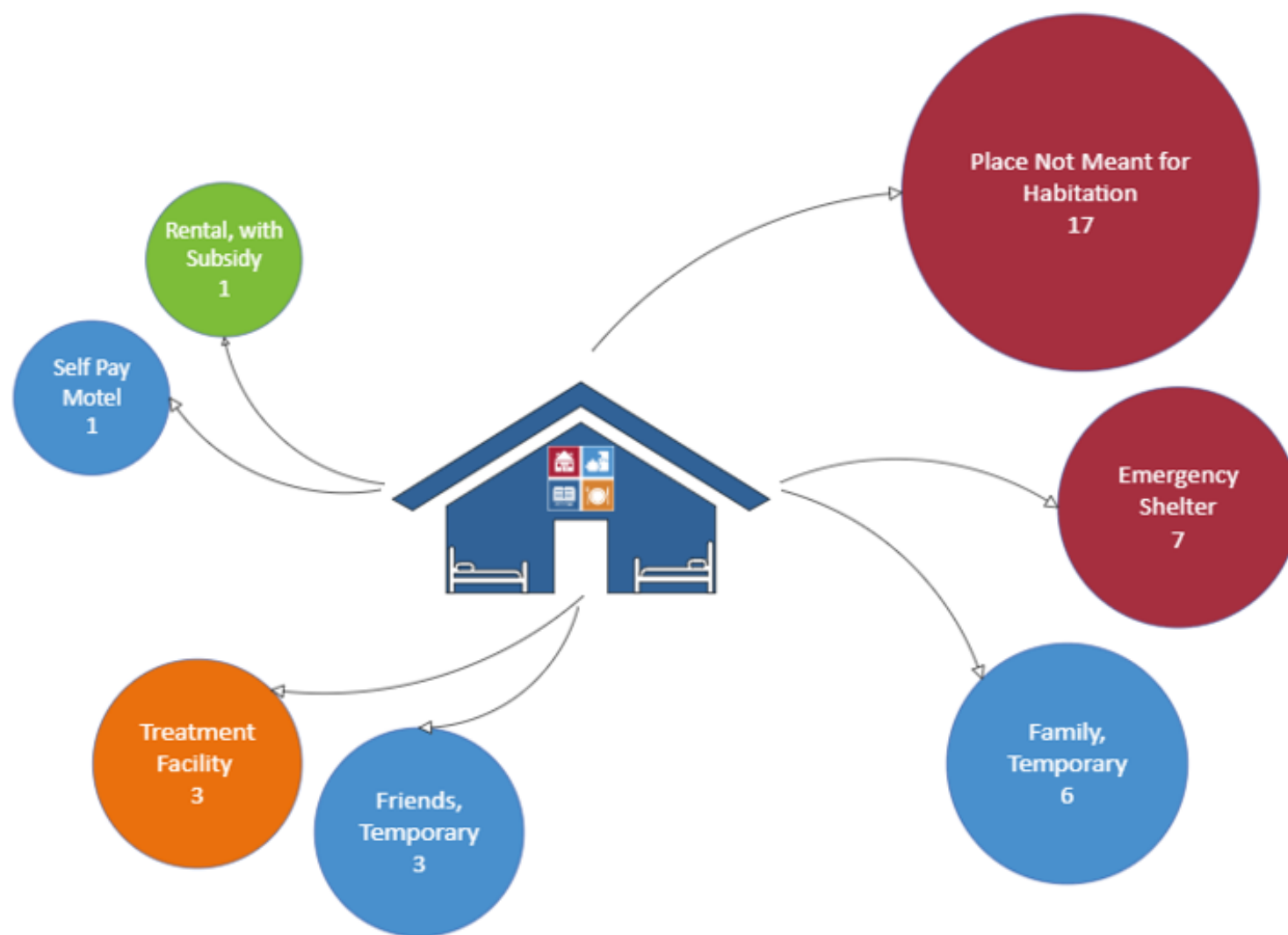
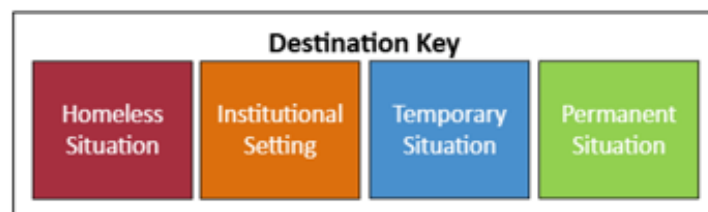
\$80,464

NH residents only
(511 bed nights):
\$68,054.98

Lebanon residents
only
(263 bed nights):
\$35,026.34

Shelter Programs: Lebanon Seasonal Shelter Destinations

This visual shows the exit destinations for 38 of the 66 individuals who stayed in the seasonal shelter. The remaining 28 had unknown destinations.



Thank you . . .

Upper Valley Haven
TLC Recovery Programs
Dartmouth Health
DPW, LPD, LFD/EMS

and

the many volunteers from the Upper Valley community who helped with dinner and contributed food, clothing and other supplies for shelter guests.

