

Committee for Concord's Plan to End Homelessness

Minutes and Notes May 16th 2024 | 9am-12pm

Members Present: Rosanne Haggerty (Chair), Byron Champlin (ex officio), Barrett Moulton, Gwen Whitney-Gill, Jim Schlosser, Julie Palmeria, Kara Coffey, Linda Lorden, Lisa Madden, Tim Sink, Valerie Guy.

Guests: Chief Brad Osgood, Chief John Chisholm, Nicole Petrin, Karen Jantzen, Ari Pollack, Todd Fabian, Chris Fore, Beth Heyward, Terry Gladstone, Judith Kurtz, Michelle Lavature, Rebecca Carlman.

The Committee was convened by the Chair at 9 am.

The minutes of the March 19, 2024 meeting were approved unanimously.

This meeting was facilitated by representatives from [NH Listens](#), Michele Holt-Shannon and Lu Butterfield Ferrell. Committee members and public participants (general attendees) were invited to count off into five groups to review and discuss priority aims developed by a preliminary working group convened on May 13th (notes below). The five discussion groups rotated through each of the five action priorities and made suggestions and additions to the wording of the aim and the ideas that an aim working group might consider. The ideas generated for the priority aims are included below.

Notes from stations activity in mixed groups (general attendees and committee members):

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Aim: Increasing housing opportunities & growing access by 100 units by December 2025.

- Commercial conversations
 - Repurpose state buildings
 - Get back on city tax roll
 - Can we identify some buildings state is ready to decommission
 - Then work with CDLF and CAAC?
- What underutilized buildings could become housing?
- Chamber convene and enroll landlords to give units
- Goal of doing so in 18 months
- Goal of 10 per month
- Identify supportive services and resources for 100 units
- Joint efforts of CCEH units, new units in city and other options (collaborative efforts)

- Banks inviting landlords (convene banks to do so)
- Optimize existing vouchers
- How many homeless are working/able to work/labor ready?
- Temporary or permanent housing?
- Define levels of care (support needed)
- Accountability for developers to open options as stated in applications
- Complex cases
- Have a common application for housing
 - Have it accessible online
- Public campaign- landlord testimonials
- Consider history of evictions and their impacts
- Count by landlord commitments- pledge campaign
- Letting people expand housing options on their own land
- Affordable housing
 - not market rate
 - be flexible about styles of homes

Aim: Building common operating system for the city/community

- Clarity on where people are located: concord? County?
- Accurate real-time shared information
- Create single place for human services, health- police and fire (couldn't fully read sticky note)
- Clear roles & responsibilities & processes
- Rapid refence for resources (e.g. county navigator)
- Where people are from and their resources (couldn't fully read sticky note)
- Count/record- who owns this?
- Point-click-care
- To maximize resources & reduce unnecessary redundancies
- Define elements of the operating system
- Define the hierarchy with in and across agencies
- Simplify the flow chart
- Publish for input & comment- for draft
- Clear accountability for execution & results
- Build upon the 211 system as a directional point
- Technology or process that links ALL across and ALL needs

Aim: Zero Homeless Veterans by Oct. 2024

- Issue press release on Memorial Day about this aim
- Good idea
 - Reasonable chunk
 - Feels attainable
 - Establishes pathways for community engagement with others
 - Good community campaign
 - Veterans
 - Landlord agreements
- What is the definition of housed?
- Is there a county framework within Veterans work we can access?
- VA- Statewide
- Easter Seals- State/region
- Harbor care- State/region
- Coordinate Veteran outreach workers (and Veteran service providers)
- Enroll Landlords to commit specific units
- Identify Veterans landlords
- Identify special needs
 - e.g. sanctuaries, encampments for certain persons
- Track progress weekly (CAP does this)
- Test ideas on trash management with those in encampments
- Accurate count of Veterans
- Accurate categorization/status of resources available
 - Status of resources as well as eligibility- discharge/time served
 - Increase of eligibility, any Veteran status should count
- Accurate reporting
- Active data/reliable data
- Identify Chamber of Commerce workers who are Veterans
- Develop plan for people who do not qualify for a voucher or other services
- Clarify who is eligible for VA Services

Aim: 25% reduction in unsheltered homelessness by July 2025

- 20% vouchers can be used because of lack of available units (foster care too)
- Explore zoning amendment to incentivize developers to build subsidized units in exchange for density bonuses
- Create Year round county-wide shelter
- Increase transitional housing opportunities
- Temporary housing options (similar to options for environmental disasters)

- Coordinate with neighboring community to reduce incentives for travel for assistance
- Increase focus on street outreach and engage in services
- Have outreach count unsheltered persons weekly
- Define “start” number by July 1, 2024
- More outreach visibility at partner agencies offering services e.g. CenterPoint, TFK, Waypoint
- Create temporary housing options:
 - Pallet homes
 - Sanctioned camping
 - Transitional tiny housing
- Incentivize landlords (to offer transitional housing units) by taking rental assistant vouchers
- Unsheltered is an important piece to tackle because of the visibility
- Define “living rough”
 - Enforcement
 - What does this look like?
- Here is the space to tent right now-
 - Showing
 - Trash removal
 - Food help
 - Substance use help
- Building more relationships with local landlords and property management- to include eviction status
- Relationships and more case managers to assist with housing
- The county is not funded to manage unhoused population in each city and town but believes each city and town is responsible for their populations and is willing to assist
- Introduce “rent control” rules and regulations

Aim: Communication & community engagement: effective education & influence campaign

- Pro-bono PR firm or student/intern to take on communications or graduate student in need of a project/NHTI?
- Prioritize individual stories as part of outreach to build empathy
- WMUR Faces of Homelessness campaign
- Needs- Mailing address/phone/internet/case management
- Help the public understand that this problem is not spinning out of control
- Steps towards our goals, but also beyond...
- Regularly communication on progress in Monitor and other forums

- Educating landlords
 - Business forum on homelessness
 - Eviction prevention education (landlords & tenants)
 - Explain how people can help
 - Public health campaign
 - Need a champion i.e. faces in mental health Judge Broderick
 - Leverage
 - Concord TV – Josh/Mike
 - Engage the Monitor
 - Awareness month podcasts
 - Curate information to push out
 - Explain basic jargon
 - e.g. functional zero
 - Wrap around services
 - Housing first
 - Voucher
 - Types
 - Affordable
 - Explain supports that come with vouchers
 - Share info about resources available
 - Publicize committee info & add input section
 - Create a different message- human component/centered
 - Get community involved
 - Use Facebook group page “Homelessness in Concord” to reach younger demographics and use other social media platforms
 - Communicate with landlords to make units available for people with vouchers
 - Broadening understanding of ADUs may be helpful
 - Include persons with lived experience
 - Community meetings
 - Status updates
 - Share info
 - Explain the process e.g. homeless person pathway
 - Paradigm- Obfuscation-> beliefs-> actions-> result
 - General pop- panhandling/EMJ/Tent cities
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Post activity public comment feedback

- Creative housing options (e.g. individual units for folks who have PTSD and can't share a wall)
- We need the community that is serving homeless individuals to come together.
- Supportive reintegration effort
- Messaging to the community- needs to involve communication that this is an issue that is not out of control- this is an issue that is possible to solve- it just takes time and it is a coordinated effort- responsibility of the steering committee to get this messaging out?
 - Goals and metrics for progress

General comments from all participants

- People see what they see and form an opinion without all of the background as to why/how someone gets into a position of being homelessness- we have to change the perception to observe a more holistic view of lived experiences.
- What is reasonable for reporting out on the work to the City Council- measurable and valuable data/progress to report- how do we tell the story of the work.
- Work with the city manager to agree to have all-dept./key agencies have a role to play in solving this issue. Enrolling the support of everyone to create buy-in.
- Additional role of the committee- giving a voice to the public and landlords who are raising concerns and issues- so we can address them.
- Sharing success stories
- Hearing the concerns of the business community- they are a backbone in our community. If there are businesses who don't want to be here or start new businesses here than how can we address/comfort any concerns.
 - Partnered with a request- when we hear from constituents, we also need to invite people to be a part of the solution.
- Educational component: Start with why folks are homeless- fact sheet that is easily delivered to community constituents.
 - There are many individuals who are vulnerable and more at risk of homelessness- creating room for these individuals to be seen and identified.
- Homelessness conversations tend to hit the political spectrum- conversations can go sideways quickly. The committee doesn't need to take a political viewpoint- need to focus on the issue at hand.
- Create accessibility to common things like fishing licenses, public transportation, community gardens etc. even if they are already free where are the barriers that exist (does the bus run to specific locations)
- Heart of the issue is not enough housing options- everything else is important but if there is not locations to house folks than the rest is tangential.

- Transitional housing options before people get housed.
- Major part of the problem is folks coming into homelessness for various reasons (e.g. someone who is evicted because a landlord wants to do renovations and then that individual has an eviction on their record).
- Short-term rental concerns (e.g. AirBnB) taking full time units off the market. Regulations could be imposed.
- What are existing physical assets that could be utilized (e.g. college dorms)
- How much can the housing piece be solved by changing the rules (e.g. zoning, rules on when new buildings are being built to consider/include section 8 or vouchers)
- City manager wants to amend zoning to be more flexible.
- What are the terms of approving new housing. What are the percentage requirements of including affordable housing in those new builds.
- We can recommend to the city council zoning changes but they only have voting power to make changes.
- Resistance and pushback from community members/neighbors about new developments (traffic, density).
- The state has had an active legislating session on changing the landscape of affordable housing. It is easier to take action on the state level.
- Concord has a new form base code of what kind of development would be allowed.
- Some form of inclusionary zoning amendment- encouraging housing state-wide but local control. So that a developer looking at a project could get a bonus/incentive for providing affordable housing options. The basic box is still expensive.
- Who is going to guarantee that the developers are following through on the promises that they are making- NH Housing does an audit. NH Finance? Who else is monitoring the rules?

Next meeting and next steps

Possible pathways/structuring:

- We are not lacking in ideas or good intentions- execution capacity is complex. We will need a project manager to assist in moving the project forward. This would allow for a necessary level of accountability.
- We need working groups for each project, including a team lead. Invite members of the steering committee to pick a working group. Include folks who are staff on the ground doing the work to be involved in each working group.
- We will need to be disciplined and organized in order to make meaningful and measurable progress.

- Methodological skill: professional expertise, quality control, bite size pieces to make progress in a meaningful way. Coupled with regular communication/report out to the larger steering committee. Cross- working group communication.
- How can an emergency management framework be applied to getting this work done.
- Revisiting the Aims every 6 months to keep it steady and accurate to what is actually happening.
- Communication working group needs to start sooner than later and be prioritized. Press release about goal of veteran’s effort by Memorial Day.
- Coalition building is hard- especially when there isn’t a fiduciary requirement. Being transparent about this and acknowledge it early.
 - An important component is sharing our key values that bind us to this work.
- How can we adopt what is working for Laconia?
 - The right people are at the table, organization, press releases monthly of clear consistent communication. Community members/agency meetings to hear concerns/thoughts to ensure folks are heard. Helping folks stay in their lane. Putting down the ego and roll up our sleeves- being curious and open to how we can best approach the work and not duplicate efforts. Eliminate silos to see the bigger picture.

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Concord’ Plan to End Homelessness

Notes | May 13th 2024 | 9am-12pm

Attendees:

- Rosanne Haggerty
- Jim Schlosser
- Byron Champlin
- Beth Hayward
- Lisa Madden
- Ari Pollack
- Chief Brad Osgood
- Chief John Chisholm
- Laura Simoes
- Julie Palmeri
- Melissa Hatfield
- Karen Jantzen

- Chris Fore

Facilitators from NH Listens

- Michele Holt-Shannon
- Lu Butterfield Ferrell

Group Norms

- Speak your truth- be frank and open with each other.
- Turn to wonder- ask what if?
- Keep parking lot for all the great ideas that come up.
- Assume good intentions.
- Speak Your Truth and Let Others Speak Theirs
- No One Knows Everything; Together We Know a Lot

Rosanne Haggerty welcomed the participants and introduced the session facilitators from NH Listens, Michelle Holt-Shannon and Lu Butterfield-Ferrell.

Jim Schlosser gave a brief summary of the current context of homelessness in Concord including a draft Concord Homeless Person Pathway (see below) and data on current numbers of homeless persons in Concord/Merrimack County.

Chief John Chisholm provided a brief overview of the logic and structure of Concord's Emergency Operations Plan and ideas that may be helpful in improving the structure and functioning of Concord's Plan to End Homelessness.

The group was then led through a brainstorming and prioritization exercise focused on: *What are initial key priority action aims for ending homelessness in Concord?*

What We Need

- Direction
- Feedback/partnership
- Communication while staying in our lanes
- How to be the best ambassador
- Hear from everyone's perspectives
- More police officers represented
- An understanding of the landscape
- Perspective
- Direction on how to support these efforts
- Clarity of strategy
- Community connections- what is available
- What happens if/when:

- the plan hits roadblocks
- folks get stuck in the system- what are the solutions

What We Are Bringing

- Ideas
- Passion
- State-wide connections
- Firsthand/on the ground connections to those impacted
- Space
- Insight on medical, clinical, and psychiatric needs of those impacted
- Experience ending homelessness in other communities.
- Confidence that this is a solvable problem.
- Building a resilient housing system.
- Exposure/connection to developers
 - Housing
 - Services
- Perspective

Parking Lot

- Older adults in hospital settings
- Local state coordination- up/down- holistic approach.
- Housing development letters
- If our goal is functional zero, how do we assist or approach those who refuse help?
- Tilton units have development (something more...hard to read)

Top Five Aims:

- **Build Common Operating Picture Across the System**
- **Communication & Community Engagement: Effective Education and Influence Campaign**
- **25% Reduction in Unsheltered Homelessness by July 2025**
- **Increase Housing Opportunities & Growing Access by (100 units)**
- **Zero Homeless Veterans by Oct. 2024**

Build Common Operating Picture Across the System

- Implement PointClickCare by January 1, 2025 with all community partners.
- A secure system will be created that will store all necessary ID information for homeless individuals (drivers license, social security card, birth certificate, photo, fingerprint?)
Verify with DocuSign.
- Quality data by outreach to unsheltered to make sure of coverage.
- Count (one place)-> Collect -> Take Action (many places)
- Treat homeless individuals with the dignity afforded to those with chronic disease management by helping them be a part of the solution in reporting and tracking efficacy of interventions.
- Establish a common de-identified by individual dataset that all parties have read/write access to.
- Create a website for self-reporting.
- Clear process for joint case configuring to move individuals quickly into housing solutions.
- Each agency clearly knows its authorities, responsibilities, and fit into the overall system.
- Reduce time required to assemble documents by 50% by January 2025.
- Simplify the process of providing forms/IDs/releases by offering a “navigator” service. Offer this two times in 2025.
- Identify and eliminate the top three failure modes in the entry process so they are replaced by new, less common ones.
- Create a universal application for housing.

Communication & Community Engagement: Effective Education Influence Campaign

- Training & public awareness for community partners

- Have a pathway to functional zero that is understood by all members of the community.
- Study/research effective messaging from other communities doing the same work.
- Work with businesses and community on solutions that work for them.
- Identify envoys/ambassadors who are credible to carry the message of the aims, long term and short-term work.
- Educational messaging re: accuracy of misconceptions- homelessness and criminal activity.
- Resident meeting in each ward about homelessness
- Create talking points about short term and long-term goals.
- Create marketing for landlords of pros of participating and safeguards in place.
- Create marketing of stories of those who are housed.
- Education & communication with public regarding plan-transparency/goals/progress/input
- Evaluate and adjust aims as needed based on progress/feedback.
- Outreach to other agencies and departments.
- Create robust community education programs dispelling myths.
- Have a leader who can guide staff towards progress with interim steps.
 - Interim steps: Permits to camp; Trash removal; Property owner help line; Clear messaging; Clear asks;
- Affordable ADU campaign
- Create financial support to implement and sustain plan.

25% Reduction in Unsheltered Homelessness by July 2025

- See a percentage and measurable decline in homelessness in Concord.
- House 100 people in one year.
- Ground rules for those living rough.
- All homeless adults in coordinated entry (CE).
- Concord/Merrimack specific weekly case conferences

Increase Housing Opportunities & Growing Access by (100 units)

- 10 units available per month.
- Convince public housing authorities to create a homeless preference for housing choice vouchers & public housing.
- No housing vouchers will expire due to lack of open units.
- Increase a diversified housing stock that makes it easier to house the hardest to house and integrates them back into the community.
- 5% of new construction in concord will be required to be affordable and will be allotted project-based vouchers.

- Large landlords commit to 1% of their units to house homeless individuals- create incentive of bonus.
- Continue to find ways to celebrate landlords who participate in voucher program & grow those members by 25% in 2025.
- 25% increase in new landlords that are willing to accept tenant-based vouchers.
- Training/marketing to educate landlords and security measures to protect their investment like damages paid by voucher organizations.
- Increase housing units by 100 by July 1, 2025.
- 100% optimization of vouchers by January 2025.
- Use existing resources/creativity- ADUs, shared housing, upgrade existing units that are off-line, repurpose publicly owned buildings (dorms etc.)
- Affordable ADU Campaign

Zero Homeless Veterans by Oct. 2024

- Newly homeless veterans are housed within 60 days.
- Enroll Harbor Care, Veterans Inc., Easter Seals etc. to help.
- VASH & other vouchers.
- How do we identify Veterans?
- Marketing- thank you for your service campaign.
- Weekly Veteran progress huddle (this already happens).
- Push on landlord recruitment
- Connect with the Department of Military and Veteran services and the 3 veteran subcommittees. They can give real-time updates & needs to achieve this goal.

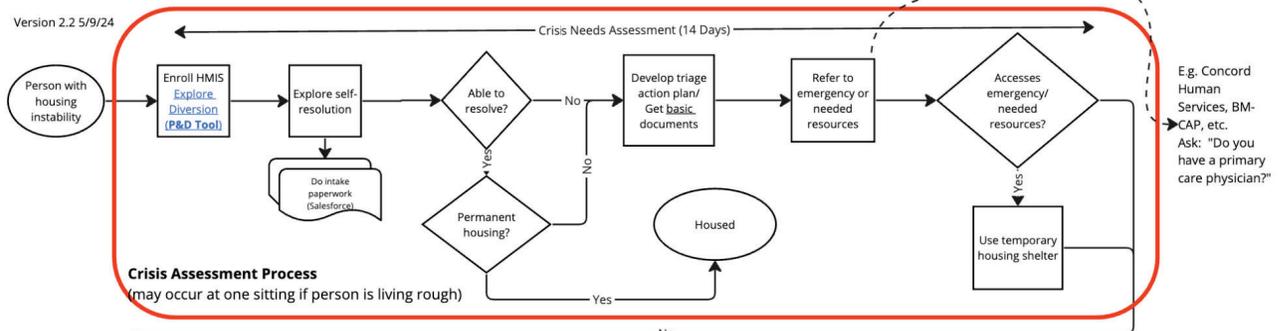
Takeaways from the day

- Gratitude
- We need a project manager
- Others need to be part of this process
 - More folks with specific experience at the table when move to operationalize
- Appreciation
- Great to have Police Chief and Fire Chief
- Making sure we are saying what we are doing and harness county support & engagement
- Excited to share what we are doing in Laconia
- We need PR muscle
- Excited for solutions-oriented framework
- We can do this!
- Excited for the operating structure & other ways for people to benefit

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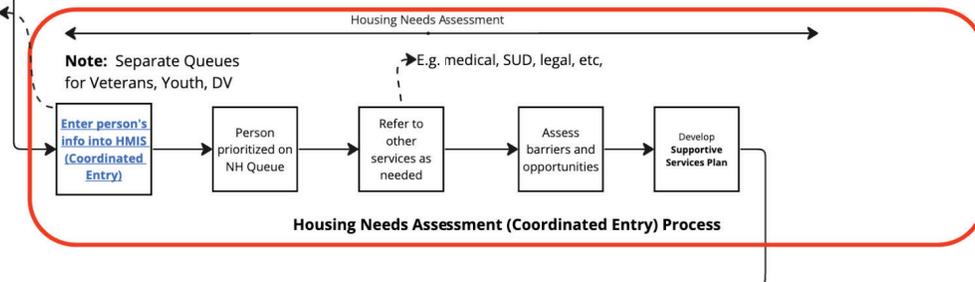
Attachment: Draft Concord Homeless Person Pathway

Version 2.2 5/9/24



Agencies entering data into HMIS:

- BM-CAP
- FIT
- Waypoint
- CCEH
- Strafford CAP
- McKenna House
- Friends Family Shelter
- McKenna House
- Family Promise
- PATH



- Resource Guides:**
- BM-CAP
 - Merrimack County
 - [Library]

- Notes:**
- Case Conferencing not included
 - Exit from CE if no contact >90 days

