

Committee for Concord's Plan to End Homelessness

August 13, 2024

2:00-3:30 PM

Location: Concord Chamber of Commerce, 49 South Main St., Concord NH 03301

The public is invited to attend.

Meeting Agenda

1. Approval of [June 18 meeting minutes](#).
2. Brief discussion of Rockford, IL presentation (see June 18 minutes for notes, slides and link to Concord TV recording)
 - a. Governance: Policy, Operations, Case Conferencing
 - b. Backbone agency
3. Funding update: See *Proposal Summary* and *Job Description* (attached)
4. Review of progress on action priority recommendations
 - a. End Veteran Homelessness
 - b. Create Common Operating System
 - c. Communicate and Engage the Community
 - i. Listening and Discernment proposal (attached)
 - d. Increase Housing Opportunities
 - e. Reduce Unsheltered Homelessness
5. Report from the Public Safety Advisory Board
6. Action Items
7. Adjournment

Note: *Next meeting October 15, 2024, 2:00-3:30 PM*

Attachments:

1. Proposal Summary Concord Homeless Reduction Initiative p. 3
2. Draft Job Description: Homelessness Project Manager p. 8
3. Summary Concord Community Listening and Discernment p. 11

Attendance:

Members	Role/Organization	August 13, 2024
**Byron Champlin ex officio	Mayor, City of Concord	
*Karen Jantzen	Exec. Dir., Concord Coalition to End Homelessness	
Barrett Moulton	Dept. Chief, Concord Police Department	
Gwen Whitney-Gill	Community Health Coordinator, Concord Hospital	
Jim Schlosser	City Council Representative	
Julie Palmeri	Exec. Dir., Concord Housing + Development	
Kara Coffey	Director, Merrimack County Human Services	
Karen Emis-Williams	Director, Concord Human Services	
Laura Simoes	Exec. Dir., Loeb School of Communications	Excused
Linda Lorden	President, Merrimack Saving Bank	
Lisa Madden	CEO, Riverbend	
Peteris Surmanis	Community Representative	
Rabbi Robin Nafshi	Temple Beth Jacob	Excused
Rosanne Haggerty	Chair	
Ruth Perencevich	Community Representative	Excused
Thomas Furtado	CEO, CATCH Neighborhood Housing	
Tim Sink	President, Concord Chamber of Commerce	
Valerie Guy	Exec. Dir., The Friendly Kitchen	

Concord Homelessness Reduction Initiative

Draft 7/1/24

Request

The City of Concord seeks the support of xxx to fund the project management of a two year initiative to measurably reduce homelessness and create a new coordinated system to align the efforts of government and not for profit organizations to achieve ongoing reductions.

Context

Concord NH has been working to address homelessness issues since an enabling resolution by the City Council in April 2012. Recent community concerns and increases in the number of homeless persons has created interest and support for new methods to address this complex issue. In January, 2024 the following two-year Priority was adopted by the City Council:

City Council Priority on Homelessness

To advance the City's plan to end homelessness through 2025, the City Council will work through the Steering Committee to strengthen the coordination required to make measurable progress by:

- Unifying community's activities around the shared goal of reducing overall homelessness
- Convening key organizations and departments to streamline homelessness prevention and rehousing activities
- Mapping county, regional and state responses to homelessness and aligning those with Concord's plan
- Maintaining a comprehensive, real-time, By Name List of those experiencing homelessness
- Supporting coordinated outreach to all those experiencing homelessness
- Supporting coordinated case conferencing for all those experiencing homelessness
- Identifying community assets that can contribute to achieving the goal
- Inviting landlords and other community partners to play essential roles
- Regularly reporting to the Council and community on progress and on opportunities to assist
- Clearing barriers to progress wherever possible
- Identifying additional resources to bring into Concord to accelerate reductions in homelessness

As commissioned, the Committee to Monitor Concord's Plan to End Homelessness (the Homelessness Steering Committee), with broad agency and stakeholder participation, is providing leadership for the implementation of the Council's Priority. Our Committee completed an implementation planning process in May, facilitated by New Hampshire Listens with the support of the New Hampshire Charitable Foundation.

Summary

Concord's plan to measurably reduce homelessness by the end of 2025 and implement a new system to enable ongoing progress reflects the insights of community leaders and Steering Committee members. The group identified five key strategies to achieve the City Council priorities. These aims will be advanced by workgroups to be composed of committee members and community participants, supported by a dedicated project manager.

The complexity of homelessness and the need for disciplined, real-time coordination of the work of many government agencies and not for profit organizations was recognized as critical to the success of this effort. The workgroups, made up of volunteers and agency staff, will test approaches for achieving measurable progress toward each goal. The project manager will support these workgroups and will also oversee the foundational elements of Concord's plan: maintaining by name, real time data of the actual number of those experiencing homelessness in Concord and supporting or facilitating joint efforts among organizations to connect these individuals with homes and to prevent new experiences of homelessness.

The workgroups will include a community education effort that will feature a Listening and Engagement effort. This will involve training community volunteers to interview a diverse set of community stakeholders to inform our messaging and outreach to the broader community to mobilize the many talents, ideas, and assets of Concord toward continued reductions in homelessness. The project manager will support this process.

Quarterly, the workgroups will be convened by the project manager to assess progress, identify barriers, and share lessons learned. Annually, the Steering Committee will host a Homelessness Improvement Summit to publicly review progress made and lessons learned.

Key leadership of the initiative includes Rosanne Haggerty, Chair, Committee to Monitor Concord's Plan to End Homelessness and Jim Schlosser, City Council Representative to the Committee, with the active support of Mayor Byron Champlin.

Homeless Steering Committee Workgroups

As of 7/1/24

Workgroup	Lead(s)	Proposed Members	Aim	Key Metric
End Veteran homelessness	Jim Schlosser	VA Harbor Care Veterans Inc NH Dept Mil & Vet	Achieve functional zero for homeless Veterans by November, 2024	Number of unhoused Veterans
Create common operating system	Peter Surmanis		Create and implement a working model of a shared operating system for preventing and reducing homelessness	Single process to achieve shared aims, single source of quality data to measure progress and guide strategy
Communicate and engage community		Laura Simoes Robin Nafshi Ruth Perencevich Gwen Whitney-Gill	Inform and engage community at large and key audiences about City's strategy, progress against goals and ways to contribute	Surveys, consistent reporting of number of homeless and progress against aims
Increase housing opportunities		Tom Furtado [Tim Sink] [Julie Palmeri]	Increase housing opportunities for homeless persons by 100 units by Dec 2025	Number of opportunities secured
Reduce unsheltered homelessness	Karen Jantzen	Karen Emis-Williams Nicole Petrin Connor Spern CAP-BM rep	Reduce unsheltered homelessness in Concord by 25% by July 2025	Number of unsheltered homeless persons in Concord

Steering Committee Membership

Members	Role/Organization
**Byron Champlin ex officio	Mayor, City of Concord
Rosanne Haggerty	Chair
Jim Schlosser	City Council Representative
*Karen Jantzen	Exec. Dir., Concord Coalition to End Homelessness
Barrett Moulton	Dept. Chief, Concord Police Department

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Gwen Whitney-Gill	Community Health Coordinator, Concord Hospital
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Proposed Budget

Phase I--Complete	Expense	
Agreeing on shared aims		
Key agency and community leaders convene, review the current context, assess key opportunities for system improvement, identify initial priorities and action steps		
Phase II		
Listening and Engagement		
Three training workshops and two sensemaking sessions @\$200 each		\$1,000
Stipend support for 5 persons with lived homelessness experience to serve as trained researchers		\$2,000
Demonstrating collaborative system improvement		
Two- year effort to support 5 workgroups to achieve measurable strategic aims.		
Project Manager		
1.0 FTE for Project Manager @\$75,000/yr for 2 years (salary + benefits or contract)		\$150,000

Collaborative Meetings (over two years)		
Six project collaborative meetings @ \$2,000 each (facilitation, meeting expenses)		\$ 12,000
Two Homeless System Improvement Summits, 6 hours each @ \$5,000 each		\$10,000
Total		\$175,000

Concord NH Homeless Steering Committee

Project Manager

The principal function is to manage and coordinate prioritized projects contributing to ending homelessness in the City of Concord. The work is performed under the supervision and direction of the Chair of the Committee to Monitor Concord's Plan to End Homelessness ("Steering Committee"), but extensive leeway is granted for the exercise of independent judgment and initiative. The nature of the work performed requires that the employee establish and maintain effective working relationships with Steering Committee members, business and community groups, City officials, representatives of the media and the public. The principal duties are performed in a general office environment.

Overview

Project Manager leverages and promotes continuous quality improvement best practices to actively reshape community processes and behavioral norms. They co-develop a shared vision for success across the community, provide the project management support to actualize that vision, and embed Collective Impact principles into community processes to ensure system-level gains are sustained. They establish and maintain critical communication and knowledge-sharing lanes between end users, providers, the community as a whole and the broader systems that touch the Concord homeless resource system.

Responsibilities

- **Builds and maintains strong relationships** with key stakeholders, including direct service providers, government agencies, the business community, persons with lived experience of homelessness, and housing providers,
- **Models and promotes the use of continuous quality improvement methods** such as the Model for Improvement and Collective Impact approaches as tools for system-improvement and population-level change.
- **Develops community feedback and communication loops** to collect broader community input in strategic direction, ensure the community is involved in progress, and to build persons with lived experience of homelessness input into the community's decision-making structures.
- **Serves as source of accountability and project management:** follows up on action items, creates consistent lanes of communication, setting and facilitating meetings, and ensures data transparency.

- **Supports the strategic deployment of capacity** through identifying where resources are being underutilized and developing a responsive structure to capacity needs.
- **Performs system analysis in collaboration with stakeholders** such as risk assessments, asset and system mapping, and population-level data analysis.
- **Supports providers in their own tests of change** by establishing improvement projects, facilitating provider goal setting, and serving as an accountability partner.
- **Scales tests of change to wider populations** through collecting data on what works at small scales and distributing that learning to the broader community.
- **Connects the community to adjacent systems in the community** by developing strong relationships outside the homeless resource systems and fostering a shared understanding of how adjacent systems connect with the Concord homeless resource system.

Performance Summary

This Project Manager serves as the community's wellspring of system improvement practices. The Project Manager serves as a high-level project manager; rather than pushing projects through themselves, they practice facilitation best-practices, establish and maintain accountability structures, and follow-up on action items. The Project Manager is intentional about creating and maintaining regular feedback loops and communication channels with community stakeholders to co-develop strategy and to deliver learnings back to the community. It is only after system improvement best-practices and lessons learned are locked in through policies and procedures does the Project Manager bring those practices to other subpopulations across the community.

Illustrative Examples of Work:

Coordinate projects prioritized by the Steering Committee to improve the community-wide homelessness system. Facilitate project working groups and assist members in developing clear aims and well-defined process and outcome measures. Support working groups in testing system change ideas and conducting rapid tests of system change.

Strengthen collaboration and coordination between all homelessness service providers, including City departments, the State of New Hampshire DHHS, non-profit and faith-based organizations.

Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems; Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas.

Facilitate communications strategies, including public outreach and the dissemination of materials related to Committee work.

Qualifications:

1. Passion for justice, equity, and ending homelessness.
2. Strong working knowledge of Excel and Google Suite products. Experience with data management and data visualization is a plus.
3. Excellent oral and written communication skills.
4. Excellent public speaking and coaching skills.
5. Excellent quantitative measurement and data analysis skills.
6. Comfort with systems and macro-level thinking.
7. Five or more years of previous work experience in a professional environment.
8. Must have the ability to handle multiple tasks in a fast paced, dynamic team environment and demonstrate a willingness to shift easily between various responsibilities with diverse stakeholders.
9. Experience with HMIS (Homeless Management Information System) preferred.
10. Strong consideration for people with lived experience of homelessness.

Draft 6/21/24

Community Listening and Engagement on Ending Homelessness

Draft 7/6/24

Aim: To complement action learning workgroups to achieve functional zero homelessness in Concord by teaching us about the current climate and passion for collaboration to end homelessness in Concord.

We want to learn about how intentional alignment between community values and ending homelessness might be created to make integrated and impactful changes. Aligned with five action project teams, we propose to initiate a community-led action research project.

Approach: Community conversations for evaluation purposes will be used to obtain in-depth information from individuals about their experiences, actions, beliefs, attitudes, decisions, and motivations for choices. Using deep listening skills assists with building trust and identifying needs, values, and strategies.

The community conversations will be conducted by a group of participants (“co-researchers”) investigating Concord’s Homelessness System alongside ProSocial World facilitators and research staff. The co-researchers will contribute to the action research design and development of interview questions.

The co-researchers will conduct the interviews looking through a prosocial lens and actively contribute to the sense-making sessions. The research project will consist of 4 phases:

1. Participant recruitment
2. Training workshops
3. Data collection: community conversations and surveys
4. Collective sensemaking and reporting

Recruitment--We will recruit 15-20 community volunteers to participate and explore the overarching research question: *"What are the key factors creating impactful community-wide collaboration on ending homelessness in Concord?"*

Training workshops: Three 1.5 hour training workshops will be conducted that will introduce:

- Prosocial lenses/preanalytic assumptions to shape interview inquiries
- Informed consent processes for ethical research
- Deep listening skills, Appreciative Inquiry approach, and Powerful Questions
- Methods to “make sense” of the interviews (i.e., identify broad themes)

Community conversations and surveys

The co-researchers will each conduct 3-4 stakeholder interviews in the Concord Homelessness System. Interviewees will be invited to complete an online survey in advance of the interview. The survey will aim to capture the climate and culture of the agency/group/organization, group member satisfaction, trust, and perceived functioning as well as individual flourishing and

values. Co-researchers with personal lived experience of homelessness will be supported by modest participation stipends.

Outcomes:

Collective sense-making and reporting

To produce collective new thinking and build consensus for inquiry findings, data must be shared and made sense of collectively. Two active sensemaking sessions will be conducted with the co-researchers to discuss mutual experiences, impressions, and reflections that emerged from community conversations. As a group we will:

- Identify key themes in the data
- Confirm points of view that did not have larger significance
- Question embedded assumptions, beliefs, and values
- Develop a shared perspective on context and meaning

Expected outcomes:

1. Identification of key community needs, values, and strategies aligned with homelessness system improvement;
2. Improved collaboration and trust among system partners; and
3. Clarification of system action possibilities.

This community listening and sense-making project will be a collaboration between Prosocial World and the Concord Homelessness System Improvement Initiative. [ProSocial World](#) is a research and education non-profit whose mission is to work together to facilitate and inspire positive cultural change using evolutionary and behavioral science.