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## Community Development Advisory Committee Meeting Minutes

NH Community Development Finance Authority  
14 Dixon Avenue, Suite 102  
Concord, NH 03301

Thursday, August 4, 2022  
2:00 PM

COMMUNITY DEVELOPMENT ADVISORY COMMITTEE PRESENT: Benjamin Gaetjens-Oleson, *Chair*; Elizabeth Fox; Matt Sullivan; Carmen Lorentz; Theresa Pinto; Ignatius MacLellan; and Anne Duncan Cooley.

STAFF: Mollie Kaylor, *Director of Housing and Community Development*; Chris Monroe, *Community Development Manager*; Ian Hart, *Chief Financial Officer*; Kirsten Barton, *Housing Specialist*; Missy Lackey, *Contract Manager*; Maureen Quinn, *Board Manager* and Felicity Winters, *Executive and Marketing Assistant*.

Mr. Gaetjens-Oleson opened the meeting at 2:00 PM. He called for announcements. Ms. Kaylor noted new CDFA staff members were in attendance. She introduced and welcomed Mr. Ian Hart, Chief Financial Officer, and Ms. Felicity Winters, Executive and Marketing Assistant. Mr. Gaetjens-Oleson welcomed Mr. Hart and Ms. Winters; the Committee introduced themselves to all in attendance. There were no further announcements. Mr. Gaetjens-Oleson noted no members of the public were in attendance. No public comment was offered.

### A. Agenda

Mr. Gaetjens-Oleson reviewed the meeting agenda. He called for questions or comments. None were offered. Mr. Gaetjens-Oleson called for a motion.

#### Motion – 2:02 PM

Mr. Sullivan moved to approve the agenda, as presented, and Ms. Duncan Cooley seconded. The motion carried by a unanimous vote of the Committee.

### B. Consent Agenda

Mr. Gaetjens-Oleson reviewed the Consent Agenda and called for questions or comments. None were offered. Mr. Gaetjens-Oleson called for a motion. Ms. Fox and Ms. Pinto noted they would abstain from a vote on the consent agenda as they were not present at the June 2, 2022 meeting.

#### Motion – 2:11 PM

Ms. Duncan Cooley moved to approve the consent agenda, as presented and Mr. Sullivan seconded. The motion passed with four (4) yeas and two (2) abstentions.

Ms. Kaylor noted the Committee would be asked to review two gap funding requests.

**C. City of Claremont – Turning Point Network Relocation and Expansion – GAP Funding Request**

Mr. Monroe presented the request for supplemental funding from the City of Claremont on behalf of Turning Point Network. He noted the project is seeking supplemental funding in the amount of \$480,400 to address cost increases directly due to the impact of COVID-19 and other economic factors on overall construction costs and availability of suitable contracts to complete the project. Mr. Monroe noted the gap funding will be used to payoff the debt burden with USDA – Rural Development as the USDA-RD loan would cause one full-time position to be eliminated, thereby adversely impacting beneficiary services to approximately 220 individuals annually.

Mr. Gaetjens-Oleson called for further discussion, questions, or comments. None were offered.

**Motion – 2:07 PM**

Ms. Fox moved to approve the gap funding request in the amount of \$480,400 from the City of Claremont – Turning Point Network needed to payoff debt burden with USDA-RD, with all staff recommended conditions. Mr. Sullivan seconded and the motion carried by a unanimous vote of the Committee.

**D. City of Rochester – Strafford County CAP/Gafney Home Senior Housing**

Mr. Monroe presented the request for supplemental funding from the City of Rochester on behalf of Strafford County CAP/Gafney Home Senior Housing. The City of Rochester has requested \$171,116 in supplemental funding to address projected cost increases directly due to the impact of COVID-19 and other economic factors on construction costs and availability of suitable contractors to complete the project.

The Committee asked about the status of the project. Mr. Monroe noted construction has started; no additional contingencies have been added to this supplemental funding request.

Mr. Gaetjens-Oleson called for further questions or comments. None were offered.

**Motion – 2:10 PM**

Mr. Sullivan moved to approve the gap funding request in the amount of \$171,116 from the City of Rochester – Strafford County CAP/Gafney Home Senior Housing, with no recommended contingencies. Ms. Pinto seconded and the motion passed with a unanimous vote of the Committee.

Ms. Kaylor noted that all gap/supplemental funds have now been expended. There will be consideration of additional gap/supplemental funding if other CDBG funds become available and eligible to be rolled over and deployed as this type of funding.

**Ms. Lorentz arrived at the meeting at 2:11 PM**

**E. Presentation on Housing - Council on Housing Stability (CHS)**

Ms. Kaylor introduced Ms. Kirsten Barton, a Housing Specialist, and noted she would provide an overview of initiatives undertaken by the CHS for address the housing crisis in New Hampshire.

- Concord Coalition to End Homelessness
  - Work is being done to create standardization around case management for those who are homeless
  - Inclusion of people who have experienced homelessness on the Council for Housing Stability, representing a first-hand knowledge of challenges and impacts, both short and long-term
  - Fall Forum will be hosted for shelter providers; will be an opportunity to bring together a network of providers and may help inform important programming, changes, and approaches
- Process/Community Mapping
  - Lead organizations are local welfare offices, DHHS, and NH CDFA
    - Pilot program developed; goal is to expand the program into four new regions and measure impact and determine best practices
  - Goals of Process Mapping
    - Improve practices promoting housing stability and improve cross-agency communication
    - Align resources to maximize the benefit for community members facing homelessness
    - Identify program policy gaps and overlaps to inform next steps
- Landlord Incentive Program
  - Prevent homelessness and increase stable housing solutions with case management and increase the number of rental units which accept housing vouchers
  - Initial pilot program points to engagements and support from some landlords, especially where there are financial incentives
  - More staff and standardization of case management will contribute to this program gaining traction

The Committee thanked Ms. Barton for her presentation and stated they would welcome updates in the future which may help inform critical planning.

#### **F. CDFA – Living Strategic Plan Update**

Ms. Kaylor provided an overview of ongoing work around CDFA's Living Strategic Plan. She noted CDFA has engaged a consultant, Talmira Hill, from the T.L. Hill Group to facilitate discussion and to lead the refresh and update of the living strategic plan. Ms. Kaylor noted the focus has utilized the appreciative inquiry approach, which builds on an organization's strengths and successes and drives towards continuous improvement.

Engagements with a broad cross-section of CDFA stakeholders has been ongoing with interviews being conducted by CDFA staff; more than forty (40) organizations were invited to participate.

Ms. Kaylor asked the Committee to consider some of the same questions being asked of stakeholders in this engagement process. She stated the Committee input would be valuable as determinations from the update and refresh will be an integral part of CDFA's strategic initiatives moving forward.

## **Economic trends, initiatives or impactful policy**

- The Committee discussed the InvestNH Program and noted both the success it has experienced as well as the collaborative nature of the program.
- There is real momentum in NH around the issues of housing; the Committee asked what steps could be taken to try to keep the momentum around this issue
- Volatility in the market – the cost of housing coupled with a workforce shortage – has created numerous issues which are very challenging
- Quality, affordable childcare continues to be a challenging issue
- A lack of infrastructure – and expertise in infrastructure issues (appraisals are an example) continues to be a roadblock to project development

## **Equitable Access – Helping Vulnerable Communities**

- Lack of capacity and/or workforce is a very real hinderance to growth and communities
- Marginalized communities have been more adversely impacted by the COVID-19 pandemic
  - How are needs identified
  - How are targeted services and support deployed
- Keeping people securely housed is the most critical piece to helping underserved folks
  - Secure housing alleviates other stressors for families and individuals
  - Secure housing alleviates demands for other services typically sought when housing is not secure

## **Diversity Equity and Inclusion**

- DEI has rapidly become a business model; some organizations in New Hampshire are seeing contracts from the Federal Government shift to other states where there is greater diversity
- Good Jobs Challenge Grant – New Hampshire did not receive funding from the US EDA (Economic Development Association) while neighboring states in New England did; New Hampshire lacks regional collaboration and demonstrated infrastructure to engage underserved communities (i.e. people suffering from Substance Misuse Disorder) and create and offer pathways forward
- The Committee considered whether the Community Navigators program may helpful in creating broader opportunities
- There has been a significant uptick in homelessness amongst children; this is an alarming trend and will likely cause ripples in demand for services and lead to other unanticipated challenges
- COVID-19 has had a significant impact on young people and their development; deployment of more services may be essential as the problems from COVID-19 start to become more apparent
- My Turn is a group which recently received funding to help disadvantaged youth.

Ms. Kaylor thanked the Committee for their input and suggestions. She encouraged the Committee to continue to share ideas, identify trends they may see and make suggestions about how to address challenges impacting the citizens of the State.

## **Adjourn – 3:07 PM**

Ms. Lorentz moved to adjourn the meeting. Ms. Fox seconded and the motion carried by a unanimous vote of the Committee.

Respectfully submitted,



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Maureen Quinn, Board Relations Manager



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Benjamin Gaetjens-Oleson, Committee Chair