



Council on Housing Stability

THE 2023 YEAR IN REVIEW: Achievements and Aspirations

Strategic Plan Considerations

Throughout the achievements of the activities detailed below, our guiding principles remain as follows:

- **Person-centered:** Experiences, choices, and goals of people at risk of and experiencing homelessness are the basis on which services are coordinated and accessed. Policies are designed to support people regaining stability and to reduce and remove programmatic barriers.
- **Data-driven:** Strategies are rooted in evidence that is publicly reported and based on national best practice models.
- **Equity-aware:** Stakeholders commit to understanding needs and addressing policies and practices to improve racial equity and reduce disparities within the homelessness and housing systems.
- **Lead with Lived Experience:** Perspectives and input of people with lived expertise will be actively solicited and used to implement strategies and update goals.
- **Aligned with other plans:** Statewide goals and strategies will align with other strategic plans that address similar populations, including The United States Interagency Council on Homelessness (USICH), The NH Governor's Commission on Alcohol and other Drugs Action Plan, The 10 Year Mental Health Plan, and The New Hampshire Economic Recovery and Expansion Strategy (ERES).

Objective 1: Promote increased housing stability at the state and local levels by improving crisis response, services infrastructure, and policies that support individuals and families to maintain housing in their community.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
1. Extend the time a tenant has to “cure” his/her nonpayment, i.e., “Pay and Stay” up until a court hearing is held.	Passed and signed into law.	Complete.
2. Increasing the notice period for significant rent increases from 30-days to 90-days before lease signing.	Legislation did not pass.	Complete.
3. Prohibit landlords from reporting eviction activity to credit bureaus or landlord reporting services unless the report includes the result of the eviction case.	SB255-FN passed the Senate but was retained by the House Judiciary.	Continue to monitor this legislation.
4. Propose legislation that aligns with best practices to establish tenant protections for rooming house residents. Consider rooming house residents who have paid rent in 90 and 120-day periods, at which point persons will be provided a lease and considered tenants.	This was explored in 2022 but did not move forward.	Will not explore.
5. Conduct a formal, data-driven assessment of the current welfare model to propose solutions to both the financial and administrative structure based on the assessment.	<ul style="list-style-type: none"> ■ New Hampshire Senate Bill 110 passed and became effective on 09/26/2023. 	<ul style="list-style-type: none"> ■ Obtain information about the impact of SB 110 and guidance from the Welfare Directors Association in 2024 about a full assessment.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>6. Update system coordination and enhance services referral protocols for individuals experiencing homelessness in need of behavioral health, educational support, and other community programs to access COVID-19 recovery resources and beyond.</p>	<ul style="list-style-type: none"> ■ In January 2023, DHHS transitioned the Bureau of Homeless Services into the Division for Behavioral Health to facilitate improved coordination between homeless, mental health, and SUD/ recovery services. ■ The Balance of State Continuum of Care (BOSCOC) continues to expand the Coordinated Entry project to add additional staff across the BOSCOC geography to help with housing navigation and care coordination. All five community action agencies in New Hampshire now have a coordinated entry project. ■ The City of Manchester engaged the National Alliance to End Homelessness and partnered with the Manchester Continuum of Care (MCoC) to develop a design clinic to bring different agencies and key decision-makers together to improve system imperfections and identify growth opportunities. ■ The Greater Nashua Continuum of Care and the MCoC are re-evaluating their coordinated entry system and applying for bonus funds through the Notice of Funding Opportunity (NOFO). This increased funding will improve capacity and allow dedicated staff to advance community case management. There has also been an addition of community health workers engaging in outreach efforts with the homeless population. 	<ul style="list-style-type: none"> ■ Increase collaboration and Governance, including adopting consistent policies across all three CoCs and the BoS Veterans Steering Committee for effective coordination, seamless service delivery, and statewide consistency.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>6. Update system coordination and enhance services referral protocols for individuals experiencing homelessness in need of behavioral health, educational support, and other community programs to access COVID-19 recovery resources and beyond.</p> <p><i>continued</i></p>	<ul style="list-style-type: none"> ■ The Veterans Steering Committee is facilitating veterans case conferencing bi-weekly. The Ending Veteran's Homelessness Summit in June 2023 challenged landlords and property managers to house 50 veterans in 5 months. Currently, they have housed 56 Veterans in the 50 In 5 challenge, exceeding their goal by 6, with a little less than a month to go in the program. ■ The Committee is also collaborating with shelters to facilitate case management and move Veterans in shelters into permanent housing. Currently, the Committee maintains 110 Veterans on the Active List who are considered homeless, of which 36 are unsheltered and 74 are in Emergency Shelter/ Transitional Housing programs. 	

Objective 2: Remove regulatory barriers to affordable housing to expand New Hampshire's housing market for all persons with special emphasis on affordable, accessible options and using innovative approaches.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>1. Use community input through a design process to promote and advance the priority of repurposing vacant commercial spaces.</p>	<ul style="list-style-type: none"> ■ New Hampshire Housing Finance Authority's (NHHFA) 2023 Housing & Economy Conference in early October 2023 continued the conversation about redevelopment with more than 300 attendees. The panelist built on Housing Solutions for NH publication and other work. 	<ul style="list-style-type: none"> ■ Continue to engage with local leaders to change local zoning regulations and provide tax credits to property developers to support the conversion of vacant spaces into affordable dwellings, advocating the state legislature to set set aside additional InvestNH funding to help communities with this initiative. ■ Continue to work with lenders, the NH Association of Home Builders, and other development stakeholders to identify financing barriers to the conversion of commercial spaces for residential uses and identify possible solutions that could be addressed through public policy changes. ■ NH will apply for funds to support repurposing planning funds through the Housing and Urban Development PRO Housing Notice of Funding Opportunity.
<p>2. Use ARP Funds to create a statewide online portal to collect data on vacant commercial properties available for redevelopment (D&P).</p>	<ul style="list-style-type: none"> ■ The need for this portal was not evident. The initial action did not move forward, and other initiatives were added in future aspirations. 	<ul style="list-style-type: none"> ■ The New Hampshire Department of Business and Economic Affairs (BEA) will be developing an Economic Development Interactive Map Viewer in FY24, which will illustrate which communities have adopted different economic development tax incentives (ERZ, TIF, 79-E, Opportunity Zones, HUB Zones, etc.) along with other layers such as water/sewer and zoning.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
3. Review inventory and process for disposition of state-owned surplus property for potential residential use.	<ul style="list-style-type: none"> An assessment identified the upcoming properties with the most likelihood of redevelopment to include housing. 	<ul style="list-style-type: none"> We will continue to monitor the sale and development of the former Laconia State School and the proposed workforce housing units.
4. Request State Departments to review practices/policies that impede housing production and provide recommended changes by December 30, 2021. (P&R)	<ul style="list-style-type: none"> RL&C Workgroup completed this task in early FY23. 	<ul style="list-style-type: none"> The House Special Committee on Housing will introduce several bills during the 2024 session focused on removing or expediting state practices/policies that impede housing production.
5. Identify and endorse housing champion communities and commit to developing economic development and resource incentives over time.	<ul style="list-style-type: none"> Established in statute (RSA 12-O:71 et seq.), the FY24 - FY25 state budget contains \$5 million for a Housing Champions Designation Grant Program. The National Zoning Atlas Project (www.zoningatlas.org) is a new attempt to solve this problem by creating state-by-state datasets on certain land-use regulations affecting housing at the level of the zoning district. The first atlas completed was Connecticut's (www.desegregatect.org/atlas). Inspired by this project, The New Hampshire Zoning Atlas includes new variables specific to the New Hampshire environment. New Hampshire has 226 jurisdictions with independent zoning authority. Most of these jurisdictions are municipalities, but some are submunicipal governments, and one (Coös) is a county with zoning authority for unincorporated areas within its territory. In total, there are 269 jurisdictions in our dataset: every municipal and sub-municipal zoning authority plus municipalities without zoning plus unincorporated townships. 	<ul style="list-style-type: none"> With the help of an Advisory Committee, BEA has until 7/1/2024 to develop the rules and launch the NH Housing Champions Designation Grant Program.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>6. Convene Regional Planning groups to design and implement updated county-level Housing Needs Assessment methodology that incorporates “workforce housing”, single adults, extremely low-income and very low-income populations, people experiencing homelessness, People with disabilities, People in “Group Quarters” who return home (i.e., prison, nursing homes, and other institutional care).</p>	<ul style="list-style-type: none"> ■ Per RSA 36:47, each of NH’s Regional Planning Commissions (RPCs) completed a Regional Housing Needs Assessment (RHNA) in March 2023. 	<ul style="list-style-type: none"> ■ NH will apply for funds to support technical assistance to support the education of local and regional housing needs and the consideration of local regulations to support needs through the Housing and Urban Development Pro Housing grant Opportunity.
<p>7. Develop and publish dynamic housing data dashboards that drive to the community level and Regional Planning Commission geography.</p>	<ul style="list-style-type: none"> ■ This process is ongoing. ■ Effective May 31, 2023, for homeless services and related HUD-funded housing projects, HMIS added zip codes as a required data element to all projects. Though this is a relatively new data element, robust data is not yet available. ■ The Institute for Community Alliances (ICA) has been creating program-specific dashboards, which are starting to be published. While not community-level reporting, these dashboards contain additional data being made available. ■ NH Housing initiated data collection in May 2023 that has since been incorporated into its Data Dashboard providing users access to data that reflects statewide housing needs. The dashboard will be launched in early 2024. 	<ul style="list-style-type: none"> ■ Continues to be a priority in 2024.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>7. Develop and publish dynamic housing data dashboards that drive to the community level and Regional Planning Commission geography.</p> <p><i>continued</i></p>	<ul style="list-style-type: none"> ■ The Mental Health Center of Greater Manchester and the Manchester COC leadership are working to create a subcommittee on City-wide data collection. The Office of Housing Stability is developing a city-wide dashboard through their website for public and community partners to centralize updates, resources, communications, and data sets like bed availability, service hours, outcomes of people served, and barriers to housing removed. ■ The Manchester Health Department is creating an “opportunity youth” data dashboard to inform the city and state’s work serving the youth and young adult population. 	<ul style="list-style-type: none"> ■ Continues to be a priority in 2024.
<p>8. Reduce zoning barriers in 10 communities by 2023 that impede mixed-use and/or residential development through the NH Municipal Assistance Grant Program and technical assistance.</p>	<ul style="list-style-type: none"> ■ The Municipal Technical Assistance Grant Program helped the following 12 communities reduce barriers: Boscawen, Candia, Claremont, Dover, Exeter, Farmington, Franconia, Hinsdale, Hopkinton, Jackson, Peterborough and Rochester 	<ul style="list-style-type: none"> ■ An investment increased staffing capacity to ensure that these communities utilize the \$5 million InvestNH Planning and Zoning Grant Program. The Council will assess the impact of that investment.
<p>9. Provide financial support for the local communities that make regulatory changes that promote affordable housing development.</p>	<ul style="list-style-type: none"> ■ Established in statute (RSA 12-O:71 et seq.), the FY24 - FY25 state budget contains \$5 million for a Housing Champions Designation Grant Program. 	<ul style="list-style-type: none"> ■ With the help of an Advisory Committee, BEA has until 7/1/2024 to develop the rules and launch the NH Housing Champions Designation Grant Program.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
10. Reestablish the Housing and Conservation Planning Program.	<ul style="list-style-type: none"> ■ NH Housing has been coordinating meetings with stakeholders interested in housing development or land conservation to identify common ground and opportunities for collaboration. 	<ul style="list-style-type: none"> ■ Continue this work.
11. Reestablish the Commission to Study Barrier to Increases Density of Land Development for an additional two years, including an examination of planning and zoning enabling legislation.	<ul style="list-style-type: none"> ■ The BEA Office of Planning and Development (OPD) holds bimonthly informal Density Discussion Group meetings. 	<ul style="list-style-type: none"> ■ BEA will continue to update the Council as appropriate.
12. Promote streamlined permitting processes for small-scale developments (up to 10 units) and other affordable, innovative housing types such as detached Accessory Dwelling units, Tiny Homes, Cottage Clusters, and Panelized Housing by conducting a feasibility study in select or interested communities, publish results and pass enabling legislation to promote feasible practices.	<ul style="list-style-type: none"> ■ New Hampshire Housing Finance Authority published Policy and Program Models for Creating Accessory Dwelling Units in New Hampshire which reviews Accessory Dwelling Unit programs across the United States to provide useful tools that New Hampshire communities may adopt to increase housing supply. ■ BEA published the NH Housing Toolbox in partnership with the RPCs, which includes 20 planning and zoning strategies for housing production in New Hampshire communities. 	<ul style="list-style-type: none"> ■ New Hampshire Housing Finance Authority has a contract with the Congress for New Urbanism to establish a streamlined permitting process for small-scale developments and other local regulatory changes that can encourage missing middle housing. ■ This report is expected to be finished in Winter 2024.

Objective 3: Increase production of publicly financed affordable housing with supportive services.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>1. Provide capacity-building grants for supportive housing project sponsors, particularly nonprofit service providers.</p>	<ul style="list-style-type: none">■ The Lakes Region Mental Health Center (LRMHC) received the Substance Abuse and Mental Health Administration (SAMHSA)'s Grant to Benefit Homeless Individuals & Families (GBHI). The funding provides individuals experiencing homelessness with substance use and co-occurring mental health disorders increased access to evidence-based services and treatments. Provides linkages in an integrated, comprehensive system of supports to improve recovery outcomes for individuals and overall healthier communities.■ CDFA prioritized permanent supportive housing by increasing the capital subsidy from \$500K to \$750 for permanent supportive housing, and NH Housing launched a new notice for the same activity Notice of Funding Availability.	<ul style="list-style-type: none">■ New Hampshire Housing Finance Authority will continue to engage with the State Legislature for grant funding.■ The Council will seek to assess the permanent supportive housing needs across the state and what is required to meet the proposed need.
<p>2. Recruit and train new project development sponsors in conjunction with public funding cycles and continue to align development and programmatic funding cycles.</p>	<ul style="list-style-type: none">■ Not a focus.	<ul style="list-style-type: none">■ Not a future focus.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
4. Allocate American Rescue Plan Act resources, especially Homeless Assistance and Supportive Services Program (HASSP), for the acquisition and rehabilitation of property for affordable and/or supportive housing.	<ul style="list-style-type: none"> ■ DHHS published a Request for Grant Awards using Home and Community Based Services Reinvestment Funds funding for the acquisition/ building/ renovation of affordable/ supportive housing for people eligible for Home and Community-Based Services and Homeless Service Providers. This will increase capacity by 114 beds statewide by March 31, 2025. 	<ul style="list-style-type: none"> ■ Monitor the progress of the development.
5. Create a capitalized Operative Reserve that will lower rental rates for persons earning under 15% and 30% of the Area Median Income.		<ul style="list-style-type: none"> ■ Using knowledge gained from the Landlord Incentive Task Force report, recommended considering funds and other recommendations (Statewide Repair Fund) with the Housing Caucus.
6. Expand coordinated funding applications for supportive housing by combining capital, operating (rent), and supportive services resources to reduce production time for supportive housing.	<ul style="list-style-type: none"> ■ Identified project-specific successes like: <ul style="list-style-type: none"> ▶ Concord Coalition to End Homelessness, State Street ▶ Compass House ▶ Nashua Soup Kitchen and Shelter <p>The Housing and Homelessness workgroup will consider future administrative and policy improvements that support the production of supportive housing with the comprehensive assessment of need.</p>	<ul style="list-style-type: none"> ■ Learn from the successes of these projects to develop best practices and possible replication statewide.

Objective 4: Deploy targeted financial incentives or tax off-sets designed to promote private-market housing production and use of existing structures for rental housing that is affordable to the lowest incomes and households in need of ongoing community support.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
1. Establish tax incentives and tax off-sets for private landlords to promote unit production to meet the housing affordability needs of the lowest-income and households with ongoing service needs, with connection to services.	<ul style="list-style-type: none"> ■ In 2021, 79E was updated to allow the rehabilitation of older housing stock. ■ TIF districts can be used for acquiring buildings for workforce housing, which, historically, was not a stated goal for TIF. 	<ul style="list-style-type: none"> ■ We will monitor the change for impact.
2. Pass enabling legislation to provide increased flexibility to municipalities to update development approval processes.	<ul style="list-style-type: none"> ■ The enabling municipal bill on housing did not pass. 	<ul style="list-style-type: none"> ■ Not a focus.
3. Develop a statewide landlord program that provides direct one-time incentives to landlords who newly enroll in rental assistance partnerships with Housing Authorities or similar entities.	<ul style="list-style-type: none"> ■ Launched in February of 2023, the Landlord Incentive Task Force initiative engaged six different landlord incentive programs across the state, including Keene, Manchester, Concord, the Greater Seacoast Region, and two state-wide programs run by BHS and NHHFA. ■ Across all six programs, financial payments, or “incentives,” were provided to landlords when they entered into a lease with a tenant using a rental assistance voucher. ■ Learned about the needs for tenant-focused supports like case management, facilitated conversation, and coordinated services. ■ As of July 2023, 497 units were impacted for an estimated total of \$960,336.71. 	<ul style="list-style-type: none"> ■ Continue collaborating with other groups working on landlord engagement projects, including the BoS Veterans Steering Committee. ■ Bring recommendations from the Landlord Incentive report to the Council for review and adoption into strategies.

Objective 5: Achieve a productive legislative strategy for the 2023 session that supports efforts to increase housing production.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
1. Create a coordinated statewide legislative advocacy campaign involving the business community, realtors, homebuilders, homeless/social service groups, housing advocates, and environmental groups to advance legislation outlined in these objectives and otherwise that boosts housing production.	■ Since the establishment of the NH Legislature’s Housing Caucus and Saint Anselm College’s “The Housing We Need: Housing Conversations,” the Housing Champion Coalition and the Housing Caucus secured \$5 million for the Housing Champion program and \$50 million total for the Affordable Housing Fund, InvestNH fund, and shelter/homeless services.	■ Continues to be a priority in 2024.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>2. Support and enhance existing models that support people with lived experience to positively impact programs and policies that influence housing stability supports.</p>	<ul style="list-style-type: none"> ■ The Granite Leader program prepares individuals with lived experience of homelessness for leadership roles across New Hampshire’s homelessness system. <ul style="list-style-type: none"> ▶ Two Granite Leaders are members of the New Hampshire Council on Housing Stability, representing people with lived experience. These members are actively engaged in the work of the Council and currently working to launch a Lived Experience Advisory Board. ▶ Two Granite Leaders serve on the NHCEH Board of Directors. ▶ A few Granite Leaders are key stakeholders in developing and implementing the New Hampshire Youth Success Board to address youth and young adult homelessness in the state. ■ Funded by a two-year, \$2.2 million grant through HUD’s Youth Homelessness Demonstration Program (YHDP), The Youth Success Project (YSP) is a youth action board comprised of young people who have experienced homelessness and housing instability in New Hampshire. The organization collaborates with representatives from across the state to end youth homelessness. 	
<p>3. Establish a Housing Caucus within the NH Legislature to educate and inform necessary steps to increase housing availability and stability for NH citizens.</p>	<ul style="list-style-type: none"> ■ Please reference #1 above. 	<ul style="list-style-type: none"> ■ Continues to be a priority in 2024.

Objective 6: Integrate and coordinate a housing stability governance structure connecting state government with local communities through needs assessments, strategic initiatives, and data-driven decision-making.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<ol style="list-style-type: none"> Align Coordinated Entry processes and standards across all three homeless CoCs including the creation of a statewide “By-Name List” of households in need of housing placement and cross-geography referral protocols. 	<ul style="list-style-type: none"> All three Continuums of Care use the same Coordinated Entry Policies and Procedures, Assessment Tool, and Prioritization List. The Prioritization List can be filtered by location, identifying either where the person is currently living at the time of the assessment or where they would like to live. The Coordinated Entry Subcommittees for all 3 CoCs continue to meet regularly to talk about processes, intake forms, and referral best practices. 	<ul style="list-style-type: none"> The Balance of State is submitting three Coordinated Entry expansion project applications through the FY 2023 Continuum of Care Program Competition to add additional staff dedicated to referrals and housing coordination.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>2. Publish a public-facing Homeless System Performance, Coordinated Entry, and Funding Dashboard.</p>	<ul style="list-style-type: none"> ■ The initial dashboard has been created and posted on DHHS' website. ■ This dashboard will be expanded as data becomes available. ■ Case conferencing is a standardized process for brainstorming housing options for the most vulnerable individuals/households on the Coordinated Entry Prioritization List. As a key component of Coordinated Entry, case conferencing started in the Balance of State CoC in August of 2022 and is increasing as Coordinated Entry grants are funded through the Continuum of Care. ■ The number of people exiting homelessness to permanent housing destinations since the implementation of case conferencing has been increasing. In SFY 2022 (July 1, 2021 – June 30, 2022), there were 854 exits to permanent housing destinations. In SFY 2023 (July 1, 2022 – June 30, 2023), 1,367 people exited to permanent housing destinations. 	<ul style="list-style-type: none"> ■ The funding and public-facing Homeless System data dashboard continue to be developed.
<p>3. Initiate planning for data sharing agreements or other cross-sector data matching to inform new practices and interventions for people who touch multiple public systems in need of housing and services.</p>	<ul style="list-style-type: none"> ■ Not a priority this year. 	<ul style="list-style-type: none"> ■ Continue to seek the funding and capacity to address this work.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>4. Support local planning and decision-making with a public-facing data dashboard to provide transparent and accessible data related to statewide housing information, including vacancies, new production, permits, and homelessness. NHHFA will create organized data sets by county and/or RPC geography and include the following: Unemployment and Writs of Possession; Housing Permits and Contribution to Multifamily Development; Ratio of Units created that are “Affordable” by County and Statewide (for incomes at and below 60% AMI); vacancy Rates and Housing Cost; Units created by statewide and county; General Housing and Income Landscape.</p>	<ul style="list-style-type: none"> ■ NH Housing Finance Authority is developing a dashboard that provides data to address statewide housing needs. 	<ul style="list-style-type: none"> ■ Continues to be a priority in 2024.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>5. Endorse the Balance of State (BoS) SoC to formalize regional subgroups to create structure around policy and funding priorities of the Bos CoC, as well as support informing next steps in the State Plan on Homelessness. Identify a regional/local point of contact to liaison with the BoS CoC to facilitate bidirectional information sharing.</p>	<ul style="list-style-type: none"> ■ The Regional Access Points (RAPs) are the identified regional subgroups. ■ The Balance of State CoC is strategically submitting new project applications that will provide funding to each of these RAPs, which is helping to create the regional liaisons to the Balance of State. ■ An initial meeting was held to discuss the creation of a formal agreement between the BOSCOC and the regions, and the BOSCOC Executive Committee was supportive of this structure. ■ The next steps include creating a formal agreement. ■ The governance charter will be updated after the NOFO period. 	<ul style="list-style-type: none"> ■ Explore staffing needed to maintain this work.
<p>6. Develop regional planning, oversight, and staffing structure to monitor and implement Council goals and initiatives and oversee the various strategic planning activities indicated in the Council's Housing and Homeless Plan.</p>		<ul style="list-style-type: none"> ■ Identify funding to support staffing of the Council to monitor and continue to move this work forward.

Three-Year Strategic Plan on Homelessness

Objective 1: Improve Housing Stability focused on those at risk of homelessness.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>1. Use ARP funds to increase shelter funding to promote best practices for shelter operations and those that increase and improve transitions to permanent supportive housing. Improve transitions to permanent supportive housing.</p>	<ul style="list-style-type: none"> ■ On September 9, 2022, the Joint Fiscal Committee approved the following funding: <ul style="list-style-type: none"> ▶ \$1 million was allocated for one-time grants for a cold weather response. ▶ \$4 million was allocated to the existing homeless shelters under contract with DHHS for COVID-19-related costs. ■ 1,213 people were served across the ten counties. 	<ul style="list-style-type: none"> ■ Complete. In the State Budget for FY 2024 and 2025, \$10M was added to the Department of Health and Human Services budget to increase funding for shelter programs (\$8M) and fund winter shelter programs (\$2M) statewide.
<p>2. Use State funds to increase homeless service funding as a component of improving shelter capacity to provide case management and other prevention services.</p>	<ul style="list-style-type: none"> ■ Through the SFY 24-25 budget, \$4 million per state fiscal year was added to the state budget for homeless shelter assistance ■ Through the SFY 24-25 budget, \$1 million per state fiscal year was added to the state budget for cold weather response. ■ A Request for Funding Award was published for the cold weather response, applications have been submitted, and contracts have been approved. 	<ul style="list-style-type: none"> ■ Implement the cold weather response. ■ Post a Request for Proposals for Emergency Shelter programs using best practices.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>3. Develop a workflow and operating policies to support homelessness prevention, shelter placement, and re-housing activities between Local Welfare, shelters, housing providers, and municipal and country leaders. Design and implement consistent outcome measures and program goals at the local, county, state, and CoC levels for all homeless response programs from prevention/diversion, shelter, outreach, and supportive housing.</p>	<ul style="list-style-type: none"> ■ The Balance of State CoC has developed Outreach Standards, and is in the process of developing a training curriculum for street outreach programs. ■ The Statewide Emergency Solutions Grant has created a policy and procedure document to guide the work. ■ Balance of State Continuum of Care has a comprehensive Policy and Procedure Manual covering Permanent Supportive Housing, Rapid Re-Housing, Transitional Housing, and Coordinated Entry. ■ Outcome measures for all federally funded projects are guided by the funders. ■ HUD System Performance Measures report outcomes for all homeless assistance programs within a Continuum of Care geography. These outcomes exist and will be able to be viewed on a local level as we continue gathering data that includes the zip code data element as described in Objective 2, item 7. 	<ul style="list-style-type: none"> ■ DHHS will update and strengthen the Administrative Rules for emergency shelters. ■ This will provide the workflow and operating policies for state-funded emergency shelter programs.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>4. Provide housing system navigation services targeted to people experiencing chronic homelessness assessed by Coordinated Entry.</p>	<ul style="list-style-type: none"> ■ Through the FY 2022 Continuum of Care competition, the Balance of State CoC was awarded two new Coordinated Entry projects, which are specifically designed to provide system navigation for people entering the homeless services system. ■ Through the FY 2022 Continuum of Care Supplemental Notice of Funding Opportunity for Rural and Unsheltered Homelessness, the Balance of State Continuum of Care added two new Supportive Services Only projects, which will provide system navigation specifically for people experiencing unsheltered homelessness in rural (as defined by HUD) parts of the CoC. ■ The City of Manchester opened a city-wide engagement center to serve the approximately 375 adult individuals currently unhoused in the City, with particular focus on the 140 individuals who are unsheltered. ■ The center is supported by HMIS centralized systems and will serve as a brick-and-mortar coordination hub. ■ BHS is inviting shelters to participate in case conferencing calls to engage veterans staying in shelters and ideally shift them to permanent supportive housing. ■ In Nashua, public health community workers are being appointed to diversion and prevention efforts. Through combined efforts, 12 people were prevented from homelessness in the past seven weeks. ■ Please also note updates previously mentioned in Objective 1, Task #6. 	<ul style="list-style-type: none"> ■ In the FY 2023 Continuum of Care competition, the Balance of State CoC is submitting three Coordinated Entry expansion project applications to continue to build up this work.

Objective 2: Invest in a range of housing options to increase the number of people leaving homelessness to stable housing.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>1. Use ARP funds to launch a statewide campaign to recruit private landlords and provide a financial incentive for leasing to households using rental assistance vouchers.</p>	<ul style="list-style-type: none"> ■ Launched in February of 2023, the Landlord Incentive Task Force initiative engaged six different landlord incentive programs across the state, including Keene, Manchester, Concord, the Greater Seacoast Region, and two state-wide programs run by the Bureau of Homeless Services (BHS) and NHHFA. ■ Across all six programs, financial payments, or “incentives,” were provided to landlords when they entered into a lease with a tenant who uses a rental assistance voucher. 	
<p>2. Use ARP-Homeless Assistance and Supportive Services Program (HASSP) to immediately acquire and repurpose property for affordable and supportive housing that will take referrals directly from Coordinated Entry in that region.</p>	<ul style="list-style-type: none"> ■ Not a focus area. 	<ul style="list-style-type: none"> ■ CDFA will submit an application for the more recent Pathways to Removing Obstacles to Housing (PRO Housing) NOFO.
<p>3. Create at least three regional Medical Respite/Recuperative Care programs as a cost-effective alternative to extended hospital stays for those experiencing homelessness.</p>	<ul style="list-style-type: none"> ■ BHS added a part-time position to take the lead on this work. The position was filled on June 16th. ■ Extensive research has been done since then, and the Medical Respite task force will be reviewing the information and making recommendations. ■ Funding for sustainability has been identified as a barrier. 	<ul style="list-style-type: none"> ■ Identify funding needed. ■ A small workgroup of shelter directors, outreach workers, and local medical partners will meet to discuss safe discharges from institutional settings (hospitals, corrections, etc.).

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>4. Establish coordinated street outreach partnerships with a lead entity in each region to engage with unsheltered households into services and coordinate with police and fire.</p>	<ul style="list-style-type: none"> ■ The BOSCOC Outreach Subcommittee has created the Outreach standards, including the identification of a lead entity in each region. ■ The final draft will be presented to the Balance of State COC for approval this fall. ■ Members of both the Manchester CoC and the Greater Nashua CoC Outreach Subcommittees participated in the development of these standards, and both have agreed to bring the standards to their leadership teams. ■ The Statewide Street Outreach Summit hosted by the New Hampshire Coalition to End Homelessness in partnership with the Balance of State, Greater Nashua and Manchester Continuums of Care will take place at the Department of Transportation in November. Participants will gather to discuss and address important topics related to street outreach in New Hampshire. 	<ul style="list-style-type: none"> ■ This initiative is complete.
<p>5. Expand funding and programming of evidence-based and evidence-informed service models that are designed to help people access and maintain housing as well as establish ongoing community-based service connections from health, mental health, employment, and education.</p>	<ul style="list-style-type: none"> ■ The Division for Behavioral Health (DBH) has initiated a housing planning group that is developing an inventory of all DBH housing programs, eligibility, and outcomes. 	<ul style="list-style-type: none"> ■ This group will continue this work into the next year and make a recommendation for future programming.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>6. Create a services funding plan that sets an expected budget per household for new units created in the housing plan, with anticipated or identified funding sources.</p>	<ul style="list-style-type: none"> ■ For Continuum of Care purposes, most programs in the Balance of State fall between \$10k - \$25k per household. ■ This is for rental assistance and supportive services only and does not include building or acquisition costs. 	<ul style="list-style-type: none"> ■ Identify ways to support policy that aligns with the service cost per household.
<p>7. Build community capacity to bill Medicaid for Housing Tenancy Supports through training, policy development, and recruitment of appropriate providers.</p>	<ul style="list-style-type: none"> ■ BHS is working to implement the Supportive Housing benefit. 	<ul style="list-style-type: none"> ■ This benefit will go live on July 1, 2024. ■ BHS is currently working on the necessary Information Technology changes for eligibility. ■ BHS' partners were surveyed to determine who would be interested in billing for this benefit. Those partners will be invited to a training in the new year. ■ BHS and the Division for Behavioral Health policy team are scheduling listening sessions with stakeholders representing the Choices for Independence, Developmental Services, Bureau of Drug and Alcohol Services, and the Community Mental Health Centers to explain the benefit and to determine interest. ■ DHHS will support agencies that want to become Medicaid-enrolled providers. ■ BHS will be providing training and supporting documents before the go-live date.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
8. Recruit existing affordable housing resources to take direct referrals from Coordinated Entry to increase people exiting homelessness to stable housing.	<ul style="list-style-type: none"> ■ Through the pilot program started at the Veteran's Summit called the "50 in 5" initiative, veteran providers are enrolling households directly from coordinated entry and then working with landlords with affordable units to house those individuals quickly. ■ Landlords are not directly taking referrals from Coordinated Entry, however, those highest on the prioritization list are being housed through relationships with veteran providers. 	<ul style="list-style-type: none"> ■ The Housing and Homelessness Workgroup will prioritize this task in 2024.
9. Create Moving On initiatives to create resource pathways for supportive housing tenants to move on to other affordable housing.	<ul style="list-style-type: none"> ■ The Balance of State CoC entered into an MOU with NHHFA on February 8, 2021, to create a Moving On preference for individuals who have been served in Permanent Supportive Housing who no longer need the supportive services that are attached to the PSH program. ■ Manchester and Nashua CoCs joined the MOU in 2022. 	<ul style="list-style-type: none"> ■ Complete.
10. Develop a flexible rental assistance program using private foundation, healthcare, or general revenue funding that pays for a combination of rent and services to increase exits out of homelessness.	<ul style="list-style-type: none"> ■ BHS requested an additional \$2 million per State Fiscal Year for the SFY 24-25 budget to increase funding for the Housing Stabilization Program, which provides flexible rental assistance. 	<ul style="list-style-type: none"> ■ The funding was not included in the budget. The funding remains at \$1.5 million per SFY. ■ Continues to be a priority in 2024.
11. Develop training and resource material for first responders to have the tools necessary to assist individuals experiencing homelessness with immediate access to services.	<ul style="list-style-type: none"> ■ Ongoing. 	<ul style="list-style-type: none"> ■ Continues to be a priority in 2024.

Objective 3: Create a Coordinated and Person-Centered Response System

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
<p>1. Increase leadership opportunities for people with lived experience of homelessness by creating a Statewide Lived Experience Advisory Board/Council (10-20 members), increasing minimum participation standards within each Continuum of Care, and ensuring the Lived Experience Advisory Board has a formal voice in CoC affairs and the ongoing work of the Council on Housing Stability.</p>	<ul style="list-style-type: none"> ■ All 3 Continuums of Care have added people with lived experience to their leadership boards. ■ The BOSCOC has three people with lived experience on the Executive Committee. ■ The Youth Success Project is in its second year of operation and comprises young adults with lived experience in homelessness. ■ Council members with lived experience continue to have an active voice on the Council through dedicated discussion in all Council meetings. 	<ul style="list-style-type: none"> ■ Funding needs to be identified to continue this work. ■ NHCHEH is exploring this opportunity and funding options further in 2024.
<p>2. Engage and train across systems about discharge planning and how to avert homelessness.</p>	<ul style="list-style-type: none"> ■ Ongoing - this will be enhanced by creating the training library. 	<ul style="list-style-type: none"> ■ This initiative will continue to be enhanced by developing the Training Library described below.
<p>3. Increase statewide adoption of harm reduction, trauma-informed care, and other service modalities at every stage of engagement, including the expansion of low-barrier shelter capacity approach.</p>	<ul style="list-style-type: none"> ■ JSI Research and Training Institute, Inc. (JSI) and CDFA are collaborating with the NH Coalition to End Homelessness to develop a website and web-based resource library to be developed in a tiered. 	<ul style="list-style-type: none"> ■ Upon its completion, these trainings will be provided to all service providers.
<p>4. Create a dedicated budget allocation in the BHS supports and DCYF that supports a statewide system to respond to youth and young adult homelessness.</p>	<ul style="list-style-type: none"> ■ Received a Youth Homeless Demonstration grant to fund this work. 	<ul style="list-style-type: none"> ■ Continues to be a priority in 2024.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
5. Assess and refine Coordinated Entry processes at least annually.	<ul style="list-style-type: none"> ■ This occurs annually. ■ The most recent assessment that led to revisions occurred in Spring 2022. ■ A new tool was implemented in July 2022. ■ The tool was assessed in the Spring of 2023, and a training need was identified based on that assessment. ■ A training on human trafficking was held during the summer of 2023. If the training does not correct the concern, a future revision may happen. 	<ul style="list-style-type: none"> ■ This is complete, as it is monitored by HUD annually.
6. Develop harm reduction and low-demand shelter capacity for people with active behavioral health needs.	<ul style="list-style-type: none"> ■ See #3 detailed above. 	<ul style="list-style-type: none"> ■ See #3 detailed above.
7. Sustain the Ending Veteran Homelessness initiatives.	<ul style="list-style-type: none"> ■ A small pilot program started at the Veteran's Summit called the "50 in 5" initiative, tracking veterans permanently housed on the DMVAS website. ■ The goal is to permanently house 50 veterans from the Summit to Veteran's Day. The landlords who participated will then be recognized and celebrated. ■ Lessons learned from this small pilot will then feed into the Veteran Friendly Landlord initiative. ■ Manchester VA will receive 25 VASH Vouchers. 	<ul style="list-style-type: none"> ■ Continue to monitor and support this work.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
8. Expand the partnership between the Doorways substance use system and the homeless systems to improve housing and service outcomes for unsheltered homeless with substance use issues.	<ul style="list-style-type: none"> ■ See Objective 1, item 6. 	<ul style="list-style-type: none"> ■ This will remain a priority in 2024.
9. Use data to inform racial disparities in service delivery and resource access and address issues.	<ul style="list-style-type: none"> ■ All three Continuums of Care participated in a HUD learning collaborative on Equity and Data Analysis during Spring-Summer of 2023. ■ Through this learning collaborative, the CoCs learned how to use their data to identify racial disparities and how to use that information to inform service delivery. ■ It is a HUD Continuum of Care requirement that CoCs address racial disparities throughout their annual work. ■ The Balance of State CoC has a contracted position participating in the Equity and Data Analysis learning collaborative. This position has been doing data analysis on a program-by-program basis to provide a comprehensive look at racial disparity in the Balance of State and State of NH-funded programs. 	<ul style="list-style-type: none"> ■ In 2024, funding will be sought for a position to support this currently contracted position.
10. Publish a dynamic Coordinated Entry Data Dashboard for all three Continuums of Care (CoC) to demonstrate real-time data on housing needs and housing outcomes by region.	<ul style="list-style-type: none"> ■ HMIS data dashboard provides for data-driven decision-making, allowing users to tailor the data to the local region's needs and audience. 	<ul style="list-style-type: none"> ■ Continue to update and refine.

ACTION ITEMS	YEAR TWO: ACHIEVEMENTS	YEAR THREE: FUTURE ASPIRATIONS
11. Create regional subgroups within the CoCs to understand data, troubleshoot and improve local resource deployment, support Coordinated Entry, and implement strategies in the State Plan.	■ See Objective 6, item 5 in the overall strategic plan.	■ Continue to monitor and support this work.
12. Develop a data integration or data sharing partnership to support changes in policy and programming between homelessness, corrections, and state Medicaid.	■ See Objective 6, item 3 in the overall strategic plan.	■ Continue to monitor and support this work.