

THE 2024 YEAR IN REVIEW:

2021- 2024 Strategic Plan Accomplishments and Looking Ahead

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 publicly reported evidence 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).



Council on
Housing Stability

2021-2024 Strategic Plan Accomplishments and Looking Ahead

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	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
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.	Housing Action New Hampshire is developing a policy framework for the Council on Housing Stability’s adoption. The framework will support continued engagement on critical prohousing policy proposals.
2. Increasing the notice period for significant rent increases from 30-days to 90-days before lease signing.	Legislation did not pass.	See above.
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. See above.
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.	Please see the Legislative update in Objective #5 below, with directional support from the Council on Housing Stability and Housing Action New Hampshire.	See above.
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.	New Hampshire Senate Bill 110 passed and became effective on 09/26/2023.	Obtain information about the impact of SB 110 and guidance from the Welfare Directors Association in 2024 about a full assessment.
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.	<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. 	<ul style="list-style-type: none"> BHS had three new positions approved to support the Continuum of Care administration and coordination. The positions are being posted by the end of October 2024 BHS proposes monitoring for 2025 to allow time for the positions to be hired and trained, which should enable the Balance of State CoC to have a greater capacity to continue this work.

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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. <i>continued</i></p>	<ul style="list-style-type: none"> • The Balance of State Continuum of Care continues to expand the Coordinated Entry project to add additional staff across the Balance of State CoC geography to help with housing navigation and care. coordination All five community action agencies in New Hampshire now have a coordinated entry project, along with the Center for Life Management covering Western Rockingham County and Waypoint, which provides youth-focused Coordinated Entry System access. • The City of Manchester engaged the <i>National Alliance to End Homelessness</i> 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. Community health workers have also been added to engage in outreach efforts with the homeless population. • Increased 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. 	<ul style="list-style-type: none"> • BHS had three new positions approved to support the Continuum of Care administration and coordination. The positions are being posted by the end of October 2024 BHS proposes monitoring for 2025 to allow time for the positions to be hired and trained, which should enable the BOSCOCC to have a greater capacity to continue this work. <i>continued</i>

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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. <i>continued</i></p>	<ul style="list-style-type: none"> • The Veterans Steering Committee facilitates veteran 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. More than 70 veterans were permanently housed between Memorial Day and Veterans Day. This effort helped identify housing opportunities and create capacity in transitional housing and emergency shelters. • The Committee is also collaborating with shelters to facilitate case management and move Veterans in shelters into permanent housing. As of October 21, 2024, the Committee maintains 151 Veterans on the Active List who are considered homeless, of which 58 are unsheltered, and 93 are in Emergency Shelter/Transitional Housing programs. • The City of Manchester pledges to functionally end veteran homelessness by January 2026 by operating off of a full accounting of these individuals at all times, maintaining quality, real-time, comprehensive data on veterans experiencing homelessness. As of October 18, 2024, one month since the announcement, seven veterans have been housed. 	<ul style="list-style-type: none"> • BHS had three new positions approved to support the Continuum of Care administration and coordination. The positions are being posted by the end of October 2024 BHS proposes monitoring for 2025 to allow time for the positions to be hired and trained, which should enable the Balance of State CoC to have capacity to continue this work. <i>continued</i>

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	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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 panel was built on <i>Housing Solutions for NH publication</i> and other work. 	<ul style="list-style-type: none"> • RSA 79-E (Community Revitalization Tax Relief Incentive) was expanded in 2024 to allow for the use of 79-E tax relief for the conversion of vacant office buildings to residential use anywhere in a municipality. Additional language was adopted to allow for the use of 79-E tax relief to convert buildings with commercial or industrial uses to residential use. Still, the language in this section of the statute needs to be revised for municipalities to operationalize. • We will 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 to residential uses and 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 <i>PRO Housing Notice of Funding Opportunity</i>.
<p>2. Use ARP Funds to create a statewide online portal to collect data on vacant commercial properties available for redevelopment.</p>	<ul style="list-style-type: none"> • The need for this portal was not evident. The initial action did not move forward; other initiatives were added in future aspirations. 	<ul style="list-style-type: none"> • The New Hampshire Department of Business and Economic Affairs (BEA) will develop an Economic Development Interactive Map Viewer in FY24. This tool will illustrate which communities have adopted different economic development tax incentives (ERZ, TIF, 79-E, Opportunity Zones, HUB Zones, etc.) along with other layers, including water/sewer and zoning. BEA expects the initiative to launch in 2025.

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<p>3. Review inventory and process for disposition of state-owned surplus property for potential residential use.</p>	<ul style="list-style-type: none"> • New Hampshire Housing completed an assessment identifying the upcoming available properties with the most likelihood of redevelopment, including housing. 	<ul style="list-style-type: none"> • Continue monitoring and identify options to ensure a range of housing is created. <ul style="list-style-type: none"> > i.e, Executive Council approved the sale of <i>Laconia State School to Pillsbury Realty Development</i>. Closing, local zoning approvals, and construction is several years out.
<p>4. Request State Departments to review practices/policies that impede housing production and provide recommended changes by December 30, 2021.</p>	<ul style="list-style-type: none"> • RL&C Workgroup completed this task in early FY23. • The House Special Committee on Housing introduced several bills during the 2024 session focused on removing or expediting state practices/policies that impede housing production. HB1202 (Chapter 367) was signed into law, which requires NHDOT to review and approve driveway permits for residential use within 60 days as long as the driveway is not classified as major. 	<ul style="list-style-type: none"> • Support legislative efforts and other initiatives to expedite the permitting/state approvals required for new housing by other state agencies, including NHDES and Fish & Game.

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<p>5. Identify and endorse housing champion communities and commit to developing economic development and resource incentives over time.</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. The <i>National Zoning Atlas Project</i> 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 <i>Connecticut's</i>. 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. With the help of an Advisory Committee, the rules for the Housing Champion Designation and Grant Program (NH RSA 12-O:71-76) became effective on August 8, 2024. Applications are due November 15, 2024. 	<ul style="list-style-type: none"> Support efforts in the FY26-FY27 budget to increase funding for the Housing Champion Designation and Grant program, including funding for communities to enact housing-friendly zoning changes.

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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. • NH applied on October 15, 2024, for funds to support technical assistance to municipalities and developers in implementing new ordinances and plans from Regional and State planners 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 and led by NH Housing • Effective May 31, 2023, HMIS added zip codes as a required data element to all projects for homeless services and related HUD-funded housing projects. Though this is a relatively new data element, robust data is not yet available. • The Institute for Community Alliances, the HMIS System Administrators, has added several new data dashboards throughout 2024 in partnership with BHS. ICA is also working on several new reports, including homelessness by age and disability type and an NH Client Migration report. 	

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<p>7. Develop and publish dynamic housing data dashboards that drive to the community level and Regional Planning Commission geography. <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 Manchester Health Department published The Opportunity Youth Education and Social/Economic Factors Dashboards to inform the city and state’s work serving the youth and young adult population. • The Institute for Community Alliances, the HMIS System Administrators, in partnership with, BHS has added several new data dashboards throughout 2024. ICA is currently working on several new reports, including homelessness by age and disability type and an NH Client Migration report. 	

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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"> • In 2022, the Municipal Technical Assistance Grant Program helped the following 12 communities reduce barriers: Boscawen, Andia, Claremont, Dover, Exeter, Farmington, C Franconia, Hinsdale, Hopkinton, Jackson, Peterborough, and Rochester. • Nearly 60 communities received InvestNH Housing Opportunity Planning (HOP) grants to study and enact housing-friendly regulatory changes. 27 communities amended their zoning and land-use regulations to remove barriers to affordable housing. Key regulatory changes included allowing detached Accessory Dwelling Units (ADUs), reducing parking requirements, and enabling cluster housing to conserve land while increasing housing density. Communities like Berlin and Lebanon explored advanced tools such as Transfer of Development Rights, Inclusionary Zoning, and pattern zoning to address housing shortages further. An additional \$2.9 million has been allocated to the HOP grant program. We expect a report of the results will be forthcoming. • An investment increased staffing capacity to ensure 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, rules for the Housing Champion Designation and Grant Program (NH RSA 12-O:71-76) became effective on August 8, 2024. Applications are due November 15, 2024.

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
10. Reestablish the Housing and Conservation Planning Program.		<ul style="list-style-type: none"> As part of the strategic plan, the Council on Housing Stability will identify strategies to encourage dialogue between housing and conservation groups to balance housing and conservation needs and advance solutions.
11. Reestablish the Commission to Study Barrier to Increased Density of Land Development for an additional two years, including an examination of planning and zoning enabling legislation.		
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 <i>Policy and Program Models for Creating Accessory Dwelling Units in New Hampshire</i>, 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 <i>NH Housing Toolbox</i> in partnership with the RPCs in June 2023, which includes 20 planning and zoning strategies for housing production in New Hampshire communities. 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. Upon completion, this report will be made available to the public. 	<ul style="list-style-type: none"> The PRO Housing grant funds will allow NH to expand the Housing Toolbox (further described below) with additional model ordinances and model plans and to support technical assistance by consultants and Regional Planning Commissions to implement new ordinances. The PRO Housing grant will prioritize support to priority geography providing them the technical assistance to change local ordinance and become a Housing Champion.

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

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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 increased access to evidence-based services and treatments for individuals experiencing homelessness with substance use and co-occurring mental health disorders. It also 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 <i>Notice of Funding Availability</i>. 	<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 (#of units) 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"> • In the Fall of 2024, CDFA piloted a development training project. 	<ul style="list-style-type: none"> • The new strategic plan will evaluate the success of the training initiative and consider how to scale
<p>3. 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.</p>	<ul style="list-style-type: none"> • DHHS published a Request for Grant Awards using Home and Community-Based Services Reinvestment Funds funding to acquire/build/renovate 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 and advocate for continued funding.

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
4. Create a capitalized Operative Reserve that will lower rental rates for persons earning under 15% and 30% of the Area Median Income.		
5. 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 a 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	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
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, 79-E was updated to allow the rehabilitation of older housing stock and the use of 79-E for new construction of affordable housing. IN 2024, 79-E was expanded to allow for the conversion of office buildings to residential use. 	
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. 	
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, landlords received financial payments, or “incentives,” when they entered into a lease with a tenant using a rental assistance voucher. • Learned about the need for tenant-focused supports like case management, facilitated conversation, and coordinated services. • As of July 2023, 497 units were impacted for an estimated \$960,336.71. • The Council on Housing Stability reviewed and adopted the <i>Landlord Incentive Task Force</i> report recommendations. 	<ul style="list-style-type: none"> • Continue collaborating with other groups working on landlord engagement projects, including the BoS Veterans Steering Committee.

Objective 5: 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	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<p>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.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Increase education to legislators about the effects and unintended consequences of legislation intended to boost housing production (See Objective 1, #1).

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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 New Hampshire Council on Housing Stability members, representing people with lived experience. These members are actively engaged in the work of the Council and are currently working to launch a Lived Experience Advisory Board. > Two Granite Leaders serve on the NHCEH Board of Directors. <p>The Granite Leader Mentorship Program has developed a curriculum for mentors and is actively searching for mentees who would like to participate. Once matched, mentees will meet with their mentors for 1-2 hours per week for eight weeks to gain real-world experience with someone who is involved in the specific advocacy work they would like exposure to.</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Continue to support the NH Coalition to End Homelessness Granite Leader’s program, and seek their guidance on how to sustain this effort.
<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. 	

Objective 6: 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	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<p>1. 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.</p>	<ul style="list-style-type: none"> • All three Continuums of Care use the same Coordinated Entry Policies and Procedures, Assessment Tool, and Prioritization List. <p>The Prioritization List can be filtered by location, identifying where the person is currently living at the time of the assessment or where they would like to live.</p> <ul style="list-style-type: none"> • The Coordinated Entry Subcommittees for all 3 CoCs continue to meet regularly to discuss processes, intake forms, and referral best practices. • The Balance of State submitted 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. All Coordinated Entry Projects were funded! This includes the Center for Life Management covering Western Rockingham and Waypoint, providing youth-coordinated entry services. The third grant funds a BHS staff position to cover the administrative tasks associated with running a Coordinated Entry System and coordinating all of the Regional Access Points for an integrated approach. 	<ul style="list-style-type: none"> • BHS had three new positions approved to support the Continuum of Care administration and coordination. The positions are being posted by the end of October 2024. Propose monitoring for 2025 to allow time for the positions to be hired and trained, which should allow the Balance of State CoC to have a greater capacity to continue this work.

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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 <i>DHHS' website</i>. This dashboard will be expanded as data becomes available. • Case conferencing, a key component of <i>Coordinated Entry</i>, started in the Balance of State CoC in August 2022 and is increasing as Coordinated Entry grants are funded through the Continuum of Care. • Since the implementation of case conferencing, the number of people exiting homelessness to permanent housing destinations 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. • The funding and public-facing Homeless System data dashboard continue to be developed. New dashboards are added regularly! 	
<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"> • This will be prioritized in the strategic planning process.

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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. 	
<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, helping to create the regional liaisons to the Balance of State. • An initial meeting was held to discuss creating a formal agreement between the Balance of State CoC and the regions, and the Balance of State CoC of Executive Committee supported this structure. <p>The governance charter will be updated after the NOFO period.</p>	<ul style="list-style-type: none"> • Explore the staffing needed to maintain this work. BHS is adding 3 new positions after successfully applying for new funding through the FY 23 Continuum of Care competition. The 3 positions will allow BHS, as the Collaborative Applicant for the Balance of State Continuum of Care, to continue improving coordination across the Balance of State Geography. As of the end of September 2024, the positions are being created for posting.
<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	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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. ● 1,220 people were served across the ten counties in SFY 2023 between 10/1/22 and 5/1/23, and 1452 people were served across the ten counties in SFY 2024 between 10/1/23 and 5/1/24. ● 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. SB 406 approved the one-time addition of \$2.5 million in ARPA funds to support the state-funded emergency shelter system. These funds will be in contracts with the emergency shelters by November 2024. 	

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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 submitted, and contracts approved. ● The Cold Weather shelter program is entering the 3rd year of operation. Contracts are being renewed for 2 years, ensuring a cold weather response through the 2026-2027 winter. 	<ul style="list-style-type: none"> ● Post a Request for Proposals for Emergency Shelter programs using best practices.

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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 county 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 a training curriculum for street outreach programs. ● The Balance of State CoC has developed outreach standards and 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. ● The funders guide outcome measures for all federally funded projects. ● HUD System Performance Measures report outcomes for all homeless assistance programs within a Continuum of Care geography. These outcomes exist and can be viewed on a local level as we continue gathering data, including the zip code data element as described in Objective 2, item 7. ● DHHS will update and strengthen the Administrative Rules for emergency shelters. The Administrative Rules update will continue to be a priority moving forward. Once BHS has filled the 3 new positions, they can refocus on additional priorities. This will provide the workflow and operating policies for state-funded emergency shelter programs. BHHS incorporated this into their contracts after their 2023 procurement, so while the administrative rules need updating, the expectations are set in the contract. 	

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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 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. ● In the fall of 2023, the City of Manchester opened a <i>city-wide engagement center</i> to serve the adult individuals currently experiencing homelessness. ● HMIS centralized systems support the center 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 appointed to participate in diversion and prevention efforts. ● Please also note updates previously mentioned in Objective 1, Task #6. ● In the FY 2023 Continuum of Care competition, the Balance of State CoC submitted three Coordinated Entry expansion project applications to continue to build up this work. These were approved as described above 	

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

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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. • <i>Across all six programs</i>, landlords received financial payments, or “incentives,” when they entered into a lease with a tenant who used 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"> • CDFA, New Hampshire Housing and New Hampshire Department of Business and Economic Affairs applied on October 15, 2024, for funds to support technical assistance to municipalities and developers in implementing new ordinances and plans from Regional and State planners through the Housing and Urban Development Pro Housing grant Opportunity. 	
<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 lead this work, which was filled on June 16th. • Extensive research has since been done, and the Medical Respite task force will review the information and make recommendations. • Funding for sustainability has been identified as a barrier. 	<ul style="list-style-type: none"> • Identify the strategy and funding needed. • This will require a much larger, concerted effort that includes healthcare providers and other partners. Consider a new workgroup for strategic planning initiatives.

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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 Balance of State CoC Outreach Subcommittee created the Outreach standards, which include identifying a lead entity in each region. This fall, the final draft will be presented to the Balance of State COC for approval. Members of the Manchester CoC and Greater Nashua CoC Outreach Subcommittees participated in developing these standards, and both have agreed to present them 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 occur at the Department of Transportation in November. Participants will gather to discuss and address important topics related to street outreach in New Hampshire. 	
<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) initiated a housing planning group to develop an inventory of all DBH housing programs, eligibility, and outcomes. • The leadership teams from BHS and the Bureau of Mental Health Services are meeting monthly to continue this work. Housing-specific staff are starting to meet as well. The BHS Bureau Chief now attends the CMHC Monthly partner meeting for additional opportunities for education and collaboration. 	

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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. <p>This is for rental assistance and supportive services only and does not include building or acquisition costs.</p>	<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 implemented the Supportive Housing benefit. on July 1, 2024. However, CMS has issued further guidance around the conflict of interest requirements and the supplementing vs. supplanting requirements, causing some providers to be hesitant to enroll as Medicaid providers for this purpose. <p>Guidance is being finalized, which will help providers determine if they can meet the CMS requirements or not.</p>	
<p>8. Recruit existing affordable housing resources to take direct referrals from Coordinated Entry to increase people exiting homelessness to stable housing.</p>	<ul style="list-style-type: none"> Through the pilot program started at the Veteran's Summit called the "50 in 5" initiative, veteran providers enroll households directly from coordinated entry and then work 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 housed through relationships with veteran providers. 	
<p>9. Create Moving On initiatives to create resource pathways for supportive housing tenants to move on to other affordable housing.</p>	<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 served in Permanent Supportive Housing and no longer need the supportive services attached to the PSH program. Manchester and Nashua CoCs joined the MOU in 2022. 	

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<p>10. Develop a flexible rental assistance program using private foundation, healthcare, or general revenue funding to pay for a combination of rent and services to increase the number of people who exit homelessness.</p>	<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. However, the funding remains at \$1.5 million per SFY. 	
<p>11. Develop training and resource material for first responders to have the tools necessary to assist individuals experiencing homelessness with immediate access to services.</p>	<ul style="list-style-type: none"> ● The NH Homeless and Housing Stabilization Training & Resource Library <i>Promotional Toolkit</i> ● The <i>NH Homeless and Housing Stabilization Training & Resource Library</i>, managed by the NH Coalition to End Homelessness, collects national and local resources about best practices for providing homeless and housing support in the Granite State. 	

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

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<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 Balance of State CoC has three people with lived experience on the Executive Committee. ● The Youth Success Project is in its third 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"> ● Support the evaluation of the experience of Council members and identify ways to improve
<p>2. Engage and train across systems about discharge planning and how to avert homelessness.</p>	<ul style="list-style-type: none"> ● This is ongoing, and it will be enhanced through the evolution of the <i>NH Homeless and Housing Stabilization Training & Resource Library</i>. 	
<p>3. Increase statewide adoption of harm reduction, trauma-informed care, and other service modalities at every stage of engagement, including the expansion of the low-barrier shelter capacity approach.</p>	<ul style="list-style-type: none"> ● JSI Research and Training Institute, Inc. (JSI) and CDFA collaborated with the NH Coalition to End Homelessness to develop a website and web-based resource library. ● The Training Library went live in June 2024 and was officially launched at the Local Municipal Welfare Association meeting on 9/25/24. ● Ongoing outreach includes over 15 agencies that have requested information or a presentation from NHCEH. ● NHCEH is currently hosting the Training Library and will continue its development ● Website address: EndhomelessnessNH.org ● <i>Promotional toolkit</i> 	

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
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.	<ul style="list-style-type: none"> Received a Youth Homeless Demonstration grant to fund this work. 	
5. Assess and refine Coordinated Entry processes at least annually.	<ul style="list-style-type: none"> The most recent assessment led to revisions that occurred in zSpring 2022, and a training need was identified based on that assessment. 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. 	
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 was 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. 	
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. 	

ACTION ITEMS	2021 – 2024 STRATEGIC PLAN ACCOMPLISHMENTS	STRATEGIC PLANNING 2025-2028 CONSIDERATIONS
<p>9. Use data to inform racial disparities in service delivery and resource access and address issues.</p>	<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 to participate 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. In 2024, funding was identified to support three new positions being added at BHS, including this previously contracted position. 	<p>Identify ways to support and continue the task force’s work to lower barriers for formerly incarcerated individuals.</p>
<p>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.</p>	<ul style="list-style-type: none"> • The HMIS data dashboard facilitates data-driven decision-making, allowing users to tailor the data to the local region’s needs and audience. 	
<p>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.</p>	<ul style="list-style-type: none"> • See Objective 6, item 5 in the overall strategic plan. 	
<p>12. Develop a data integration or data sharing partnership to support changes in policy and programming between homelessness, corrections, and state Medicaid.</p>	<ul style="list-style-type: none"> • See Objective 6, item 3 in the overall strategic plan. 	