

NH Council on Housing Stability **Strategic Plan**

2025-2028

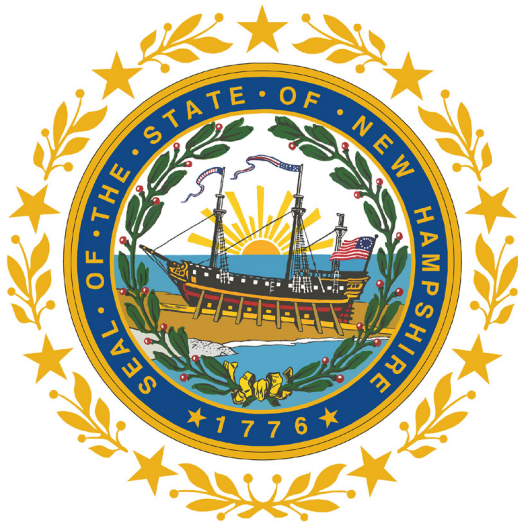


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EXECUTIVE SUMMARY

The 2025–2028 Strategic Plan of the Council on Housing Stability responds to New Hampshire’s current housing crisis with a clear, coordinated roadmap to guide work over the next three years.

Grounded in evaluation and shaped through a collaborative planning process, the plan builds on the Council’s strengths as a cross-sector leader, policy catalyst, and trusted convener. Charting a strategic course that focuses the Council’s efforts on areas of greatest impact, feasibility, and alignment with its mission.

Objectives:

- I. Building affordable housing for New Hampshire
- II. Creating pro-housing regulatory landscape
- III. Increasing supportive housing
- IV. Strengthening homeless prevention and services.

Across these priorities, the plan emphasizes upstream solutions, systems coordination, and innovative approaches to resources, regulation, and service delivery. By aligning state and local action, fostering partnerships, and focusing resources where they will make the greatest difference, the plan aims to catalyze measurable progress.

To ensure effective implementation, the Council will operationalize this plan through four established workgroups that align with the strategic objectives above. These workgroups will serve as the engines of the Council’s efforts by developing targeted action plans, advancing cross-sector collaboration, and tracking progress to ensure that strategies translate into measurable outcomes.

Her Excellency, Governor Kelly Ayotte
State House
107 North Main Street
Concord, New Hampshire 03301

November 1, 2025

Dear Governor Ayotte,

On behalf of the Council on Housing Stability, we are pleased to submit the **2025 Annual Report** summarizing the achievements under New Hampshire's first statewide **Strategic Plan on Housing Stability and Homelessness**. Established through Executive Order 2020-22 and codified into law in 2023, the Council has united public agencies, local governments, service providers, and private partners around a shared goal: ensuring that every resident of New Hampshire has access to safe, affordable, and stable housing.

Over the past four years, the Council has advanced meaningful action across its strategic objectives—strengthening crisis response systems, reducing local barriers to development, increasing affordable housing production, advancing supportive housing and homelessness prevention, and improving coordination between state and local partners. These coordinated efforts, coupled with funding, have produced lasting outcomes, including the launch of the **Affordable Housing Incentive Program, Community Housing Navigator Grants, InvestNH**, and **Housing Opportunity Planning Grants**—each driving tangible progress in communities across the state.

In parallel, the Council elevated critical **legislation** designed to address systemic barriers and expand opportunity—supporting the creation of the **Housing Champion Designation Program**, growing **funding and incentive mechanisms**, and championing policies that promote supportive housing, prevention, and local innovation. Together, these legislative and programmatic milestones reflect our state's deepening commitment to housing stability as both an economic and social priority.

As the Council concludes its inaugural Strategic Plan and prepares to implement the 2025–2028 plan, we do so with renewed focus and resolve. The work ahead will continue to build on the partnerships, data-driven strategies, and shared accountability that have defined our progress thus far. We look forward to the next chapter in New Hampshire's statewide housing strategy.

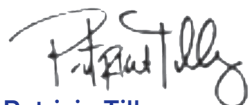
Respectfully submitted,



Rob Dapice
Executive Director, New Hampshire Housing



Katherine Easterly Martey
Executive Director, Community Development Finance Authority



Patricia Tilley
Associate Commissioner, Department of Health and Human Services

NAME	ORGANIZATION	DESIGNEE
Miles Whitner	Two individuals, one of whom shall be a young adult, who have current and/or recent lived experience with housing instability, appointed by the governor	
VACANT	Two individuals, one of whom shall be a young adult, who have current and/or recent lived experience with housing instability, appointed by the governor	
Patricia Tilley	Commissioner - Department of Health and Human Services or designee	
Robert Quinn	Commissioner - Department of Safety	Sean Toomey
Caitlin Davis	Commissioner - Department of Education	Christina Dotson
William J. Cass	Commissioner - Department of Transportation	
Taylor Caswell	Commissioner - Department of Business & Economic Affairs	Andrew Dorsett
William Ryan Hart Jr.	Commissioner - Department of Corrections or designee	Drew Holmes
George Copadis	Commissioner - Department of Employment Security	Rich Lavers
Nicole Desilets-Bixler	Commissioner - Department of Military and Veteran's Affairs or designee	Brenton Fraser
Rob Dapice	New Hampshire Housing Finance Authority	
Katy Easterly Martey	Community Development Finance Authority	
Melissa Hatfield	Bureau Chief of Bureau of Housing Supports	
Katja Fox	Director of the Division for Behavioral Health Services or designee	
Robert Rodler	Director of the Division of Children, Youth, and Families	
Matthew McCall	One representative of each of NH's Continuum of Care for Housing, designated by each continuum	
LaTonya Muccioli	One representative of each of NH's Continuum of Care for Housing, designated by each continuum	
Patte Ardizzoni	One representative of each of NH's Continuum of Care for Housing, designated by each continuum	
VACANT	A representative of the New Hampshire Municipal Association, appointed by the association	
VACANT	A representative of a local educational agency, appointed by the governor	
Chris Schleyer	Two representatives who are a landlord, appointed by the governor	
VACANT	Two representatives who are a landlord, appointed by the governor	
Joshua Reap	A real estate developer, appointed by the governor	

NAME	ORGANIZATION	DESIGNEE
Maria Devlin	Two representatives of local providers of housing services, appointed by the governor	
Robert Mack	Two representatives of local providers of housing services, appointed by the governor	
Nick Taylor	A representative of Housing Action New Hampshire, appointed by the association	
Anne Duncan Cooley	A representative of a county economic development council, appointed by the council	
VACANT	A representative of a regional planning council, appointed by the council	
Maggie Pritchard	A representative of the Community Behavioral Health Association, appointed by the association	
Dominique Rust	A representative of the faith-based community, appointed by the governor	
Amanda Grady Sexton	One member from the New Hampshire Coalition Against Domestic and Sexual Violence nominated by the Coalition	
Sue Fulton	Two representatives of the philanthropic community with expertise in housing instability, appointed by the governor	
Ben Amsden	Two representatives of the philanthropic community with expertise in housing instability, appointed by the governor	
George Hansel	A representative of the business community with an interest in affordable housing, appointed by the governor	
VACANT	Three legislators, one appointed by the Governor, one by the Senate President and one by the Speaker of the House	
Senator James Gray	Three legislators, one appointed by the Governor, one by the Senate President and one by the Speaker of the House	
Rep. Tom Dolan	Three legislators, one appointed by the Governor, one by the Senate President and one by the Speaker of the House	
Mayor Jay Ruias	Three mayors, or their designees, representing different regions of New Hampshire, appointed by the New Hampshire Municipal Association	
Mayor Paul Callaghan	Three mayors, or their designees, representing different regions of New Hampshire, appointed by the New Hampshire Municipal Association	
Mayor Jay Kahn	Three mayors, or their designees, representing different regions of New Hampshire, appointed by the New Hampshire Municipal Association	
Eric Adams	A representative from a law enforcement agency, appointed by the New Hampshire Chiefs of Police Association	
VACANT	Representative from NAMI NH, appointed by the alliance	

II. PURPOSE OF THE COUNCIL ON HOUSING STABILITY

Created by Executive Order in 2020 and later codified by the New Hampshire legislature, the NH Council on Housing Stability brings together a broad base of diverse stakeholders from across the state, including State leadership, mayors, providers, and people with lived experience for the purposes of developing and implementing a plan to create housing stability for all citizens of the State of New Hampshire.

Per RSA 4:H, the New Hampshire Council on Housing Stability is tasked with addressing housing challenges and providing short- and long-term recommendations to support planning, policy, and resource allocation for statewide, regional, and local efforts with the goal of improving health, social, educational, and economic outcomes for NH individuals, families, and communities.

Vision of the Council on Housing Stability

- Housing ends homelessness and creates stability for children, adults, families, business, and communities;
- Greater access to affordable housing will assist New Hampshire businesses and strengthen the state's economy;
- Individuals and families experiencing homelessness and housing instability often have other conditions impacting their circumstances
- Housing stability is one of the Social Determinants of Health and is essential for all children, adults, and families to thrive in New Hampshire;
- Investing in housing is a better solution for individuals, families, and communities creating improved health, social, educational, and economic outcomes;
- Needed services and support should be delivered in each community, based on the unique assets, resources, strengths, challenges, and needs unique to each area of the state.

Guiding Principles of the Council on Housing Stability

The following principles will guide the integrity of the planning and implementation to ensure housing stability to all NH residents.

- **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 reducing 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).

III. IMPACTS OF THE COUNCIL ON HOUSING STABILITY 2021-2024

From 2021 to 2024, the Council on Housing Stability made significant progress toward its mission by activating targeted workgroups, fostering strong cross-sector collaborations, advancing innovative policy solutions, and elevating the voices of those with lived experience. These coordinated efforts have helped remove systemic barriers to housing, increased stability for vulnerable populations, and expanded access to affordable housing across New Hampshire.

The Council has successfully advanced the goals outlined in its inaugural strategic plan and has much to share. The 2025 Annual Report offers a comprehensive overview of these accomplishments, highlighting the collective impact and laying the foundation for continued progress in the years ahead.

Key Accomplishments of the Council on Housing Stability

I. Data and Research

- Supported development of statewide and regional housing needs assessments, providing critical data to guide policy and investment decisions.
- Produced and released a comprehensive State of Homelessness Report, elevating awareness and informing policy solutions.

II. Policy and Planning

- Adopted the Fair Share Housing Production Model to inform equitable distribution of housing growth across communities.
- Developed and adopted a Housing Stability Policy Framework to guide future actions and cross-sector collaboration.
- Adopted strategies to help communities address encampments and improve local responses to unsheltered homelessness.

III. Programs and Services

- Supported expansion of production and rental subsidy programs, including InvestNH and the NH Emergency Rental Assistance Program, increasing access to affordable homes.
- Expanded the Landlord Incentive Program, stabilizing permanent housing for 271 individuals statewide.

IV. Community Engagement and Collaboration

- Supported the launch of new collaborative groups, including the Fair Housing Council, Youth Success Project, and the Legislative Housing Caucus.
- Developed the NH Homeless and Housing Training and Resource Library to strengthen workforce capacity and community knowledge.
- Convened community conversations in Concord, Laconia, Lebanon, Haverhill, and Keene, as well as a statewide Housing Stability Summit, to engage stakeholders and build consensus.

IV. STRATEGIC PLANNING PROCESS 2025-2028

Evaluation

The Council engaged consultants to evaluate the work and role of the Council to date. An evaluation report, **“From Reflection to Action: Lessons Learned and Next Steps,”** guided the framework for the Strategic Plan for the next three years with a focus on high impact, feasible, and Council-aligned strategies.

Retreat

A half-day Strategic Planning Retreat was held by the Initiative for Housing Policy and Practice at Saint Anselm College with the goal of aligning the Council on high-impact, feasible strategies for the next three years as a clear guide for members and partners.

Role Clarity

In order to sharpen the focus and the purpose of the Council, it is helpful to understand its unique strengths and capacity.

- Interagency group
- Cross-sector leadership and expertise
- Catalyst for new policies and programs
- Credibility
- Program/Funding alignment
- Leadership leverage

Strategic Focus

For consistency, the Council organized strategies according to the objectives adopted in the **Policy Framework**:

- Building for New Hampshire
- Addressing State and Local Barriers to Housing Development
- Increasing Supportive Housing
- Strengthening Homelessness Prevention and Homeless Services

V. STRATEGIC PLAN 2025 - 2028 | OBJECTIVES, STRATEGIES AND TACTICS

Building for New Hampshire

OBJECTIVE I • *Support the production of affordable housing across New Hampshire.*

STRATEGIES

Strengthen Housing Development Capacity

TACTICS

- Recruit, identify, and support with training and technical assistance to local developers engaged in affordable and workforce housing production.
- Coordinate peer learning for developers and capacity-building efforts across regions.

Strengthen Collaboration and Policy Consensus

TACTICS

- Share annual priorities and progress with key committees, agencies, and Councils.
- Identify and convene key stakeholder groups to build coordinated action around housing production.
- Elevate existing convening tables, such as Housing Action NH and other coalitions.

Encourage Innovation and Alternative Housing Models

TACTICS

- Explore and promote new occupancy and ownership models such as home sharing, co-living, and cooperative housing.
- Inventory existing and emerging housing programs, including public and private financing, to identify gaps and find opportunities for replication.
- Identify and connect to new financing sources.

Support Local Readiness

TACTICS

- Offer training and education for communities with a focus on staff on effective housing policies, land use tools, and development readiness.
- Develop and expand participation in community engagement opportunities (ie. PlanNH, Housing Academy).
- Ensure housing needs and other relevant data are regularly updated and available at the state, regional, and local levels.

Addressing State and Local Barriers to Housing Development

OBJECTIVE II • *Create a pro-housing state and local regulatory landscape.*

STRATEGIES

Support New Hampshire Communities in Updating Local Regulations

TACTICS

- Expand technical assistance to local communities to update local regulations.
- Assess progress regarding local zoning changes.

Provide State Resource Incentives

TACTICS

- Align state grant programs and funding opportunities with communities demonstrating housing-friendly policies.

Review Building, Fire and Local Code Enforcement

TACTICS

- Identify best practices to balance safety needs with housing production and affordability.
- Partner with safety official organizations to inventory appropriate updates to codes.

Evaluate Reforms in State Permitting for Housing Development

TACTICS

- Assess success of recent changes to state and local permitting.
- Track and report on best practices in other states.
- Explore a unified permitting system.

Increasing Supportive Housing

OBJECTIVE III • *Establish a sustainable framework to expand and maintain supportive housing and create conditions that enable future growth in supportive housing supply*

STRATEGIES

Research Supportive Housing Landscape

TACTICS

- Inventory supportive housing in New Hampshire.
- Quantify gaps.
- Generate supportive housing focused needs assessment for the state.

Communicate the Positive Impacts of Supportive Housing

TACTICS

- Increase storytelling and communications about the impact of supportive housing.
- Build consensus definitions and a vision for supportive housing.

Elevate Sustainable Models

TACTICS

- Document and share case studies of successful supportive housing models from New Hampshire and other states.
- Design an operational framework that aligns supportive housing delivery with available funding streams.

Strengthen NH's Supportive Housing Sector

TACTICS

- Build organizational capacity through providing technical assistance, training, and peer learning.
- Foster collaboration and partnerships among supportive housing providers and other related organizations.

Strengthening Homelessness Prevention and Homeless Services

OBJECTIVE IV • *Advance systems, services and partnerships to ensure that homelessness is rare, brief and one-time.*

STRATEGIES

Use Data to Drive Policy, Planning, and Impact

TACTICS

- Assess the impact of funding changes, executive orders, and policy shifts on homelessness services.
- Strengthen data collection and analysis to track service capacity and system performance.
- Use data to inform the development of an updated Statewide Plan on Homelessness.
- Share actionable data with policymakers, funders, and partners to guide resource allocation.

Strengthen Coordination Across Systems and Services

TACTICS

- Eliminate discharges into homelessness from hospitals, mental health facilities, corrections, and other institutional settings.
- Enhance collaboration between mental health providers and homeless services.
- Partner with McKinney-Vento liaisons.
- Improve coordination of case management, housing navigation, and supportive services across agencies.

Expand Housing and Services Capacity

TACTICS

- Increase the supply of crisis beds and affordable housing to meet current and projected needs.
- Support the development and operation of sober living homes and other recovery-supportive housing models.
- Align funding and incentives to ensure adequate capacity at every stage of the housing and services continuum.

Increase Homeless Prevention Tools to Support Long-Term Housing Stability

TACTICS

- Expand upstream prevention programs that address housing instability before a crisis occurs.
- Scale housing stabilization programs.
- Grow the reach of the ACERT (Adverse Childhood Experiences Response Team) model for earlier intervention.
- Identify state-funded programs that could support needs under the more inclusive definition of homelessness under McKinney-Vento where federal HUD programs are limited.

VI. CONCLUSION

The Council on Housing Stability's 2025-2028 strategic plan represents a pivotal next chapter for the Council on Housing Stability. Grounded in lessons learned through evaluation, shaped by collective expertise, and guided by a clear understanding of the Council's unique role, the 2025–2028 plan establishes a focused, actionable framework for progress.

By organizing the Council's work around four key objectives: 1) Building affordable housing for New Hampshire; 2) Creating a pro-housing regulatory landscape; 3) Increasing supportive housing; and 4) Advancing homelessness prevention and services, the Council has aligned its work with the recently adopted Policy Framework and can now operationalize these strategies to achieve objectives rooted in a shared vision for housing stability for our state.

To move this plan from vision to impact, the Council will establish four new Workgroups aligned with these strategic objectives. These Workgroups will be tasked with developing detailed workplans, timelines, and identifying any necessary resources for implementation.

The Council on Housing Stability is committed to maintaining the recent policy and programmatic progress to date. It is also important to note that the Council and its partners will view this 2025- 2028 roadmap as adaptable, ready to evolve as new opportunities emerge that align with its mission.

Ultimately, it is through coordinated action that the Council can drive measurable results across New Hampshire's housing system. Above all, this plan positions the Council as a connector, convener, and catalyst that can unite stakeholders across sectors and leverage leadership and expertise to advance solutions.