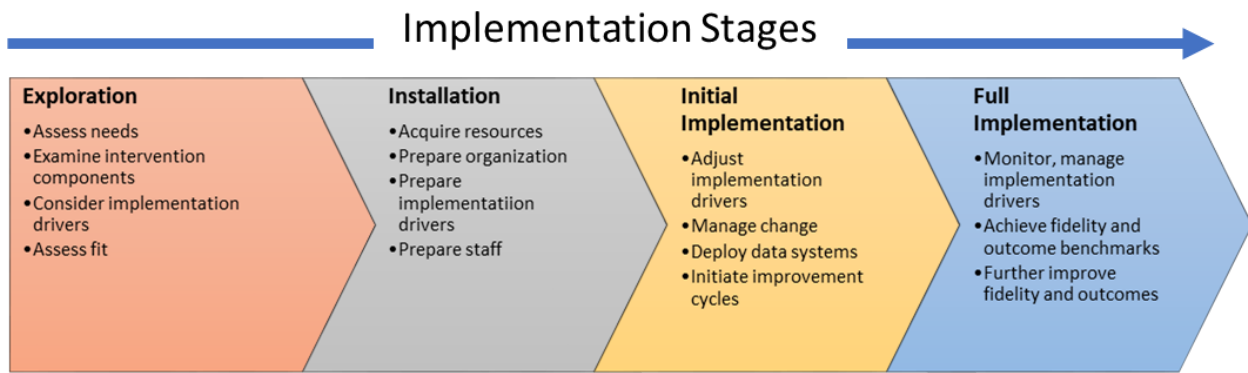
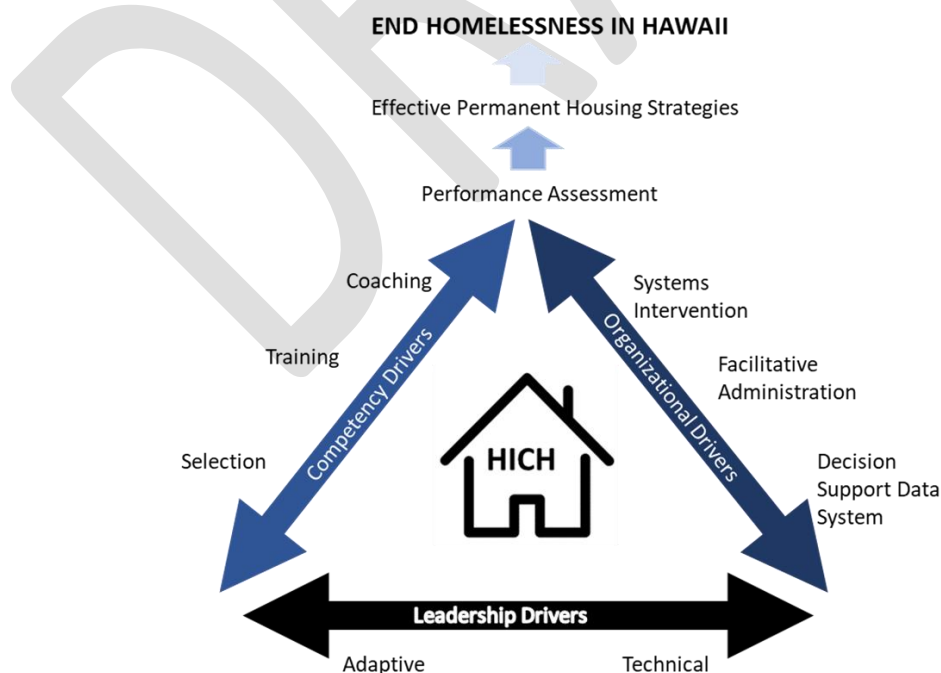


## Framework for Ten-Year Strategic Plan (2022-2032)

The plan framework utilizes an active implementation framework and work is divided into four general stages for implementation as outlined in the graphic below:



In addition, the plan targets three specific areas of focus that drive implementation of the strategic plan -- **Competencies, Organization, and Leadership** -- with a **Housing Focused Approach** on ending homelessness, as well as investment in **Targeted Diversion and Prevention** to close the front door to homelessness. Action steps related to each area of focus will reinforce the development of each driver through policy and practice feedback loops, as well as ongoing assessment and continuous review of feedback received from all stakeholders. The relationship between the three focus areas and the process to inform system change is illustrated below:



**System Vision:** The ten-year plan advances the vision of ending homelessness in Hawaii by implementing and sustaining a housing-focused system that draws upon the efforts of multiple partners and creates a clear pathway to stable housing for individuals and families experiencing homelessness. The plan and vision recognize that the work to end homelessness cannot be addressed by any one government entity or provider alone and requires a shared community effort and ‘all hands on deck’ approach.

**Population Specific Goals:** While the overall vision is to create a system that results in pathways to stable housing for all, the plan acknowledges the importance of setting goals for specific populations of individuals and families experiencing homelessness:

- Ending homelessness among Veterans.
- Ending chronic homelessness among people with disabilities.
- Ending homelessness among families with minor children.
- Ending homelessness among unaccompanied youth.

**Measuring Progress:** Building a system that effectively ends homelessness does not mean that no one in Hawaii will experience homelessness, or that no one will lose their housing due to eviction or other factors. The plan accepts that life is uncertain and a variety of factors – including the economy, natural disasters, unexpected emergency situations, or unsafe and unsupportive environments – may result in individuals and families experiencing homelessness or finding themselves at imminent risk.

To measure progress, the plan focuses on indicators that the system is functioning effectively and where homelessness is a *rare, brief, and non-recurring* experience. In addition, the plan focuses on increasing **housing inventory**. Specifically, the following measures will be used to monitor ongoing progress:

- Reduction in the number of people who become homeless for the first time.
- Reduction in the total number of people experiencing homelessness.
- Reduction in the length of stay in homeless programs.
- Reduction in the number of people returning to homelessness.
- Increase in the number of permanent housing beds for persons experiencing homelessness.

These performance measures will be monitored primarily through data administered by the Continua of Care (CoCs) in the Homelessness Management Information System (HMIS), as well as a review of System Performance Measures submitted to the U.S. Department of Housing and Urban Development (HUD) on an annual basis. In addition, data from the annual Point-in-Time (PIT) counts conducted by the CoCs will be examined, as well as other data sets – including McKinney-Vento Act data from the Department of Education’s Education for Homeless Children and Youth (EHCY) program – to determine trends related to the number of people experiencing homelessness statewide.

In addition, the annual Housing Inventory Count (HIC) and levels of federal, state, and local funding for homelessness programs will be regularly reviewed to assess the system’s overall capacity to meet the above population specific goals.

Just as no one agency or entity can address homelessness, it is critical to stress that no one data set exclusively be used to evaluate progress and that a variety of data sets be regularly reviewed.

**The Plan: Implementation Drivers with Specific Objectives and Strategies.**

The draft plan builds from lessons learned from implementation of the 2012 Ten-Year Strategic Plan, as well as initial findings from evaluation of the Ohana Zones pilot program. The focus of the plan is to strengthen Hawaii’s system to address homelessness by focusing on implementation drivers to accelerate change and the development of a robust housing-focused system. In addition, the plan emphasizes prevention and diversion strategies to minimize the number of new individuals entering the homeless system, as well as housing-focused strategies, including housing development and scaling of permanent supportive housing and rapid rehousing programs.

By focusing on drivers that expand system capacity, the plan will result in improved outcomes for individuals directly experiencing homelessness, including increased rates of housing placement and reductions in the length of time spent in shelters and other homeless programs. What follows is a more detailed description of each goal and specific objectives and strategies related to each driver.

- Focus Area: Building System Capacity and Strengthening Core Competencies.**  
 To function effectively, the system to end homelessness will require a knowledgeable and qualified workforce capable of innovation, as well as the ability to adapt and course correct as needed.

<b>COMPETENCIES</b>	<b>No.</b>	<b>Strategy</b>
	1	Build a shared understanding of the client process map with all stakeholders (i.e. BESSD, CoCs, City and Counties, HPO, Med-QUEST, and DOH).
	2	Create competency-based practitioner profiles for workers across the components of the process and use practitioner competencies to develop a comprehensive professional development toolkit to support all Competency Drivers, including issues related to racial equity.
	3	Expand ‘Peer Specialist’ opportunities currently included in HPO contracts for people with lived experience of homelessness to enter the workforce as outreach and shelter workers and other service roles.
	4	Build alignment among stakeholders with collaborative problem-solving. (EX: Homeless Funders Group, Homeless Coordinators Meeting, Outreach-Shelter Providers Meetings, BHHSURG, etc.).

- **Focus Area: Strengthening System Leadership and Stakeholder Alignment.**

The actions and behaviors of leaders influences the effectiveness of the system. In addition, leadership among system stakeholders must be aligned for the overall system to function effectively.

<b>LEADERSHIP</b>	No.	Strategy
	1	Establish a common understanding and language for the roles and responsibilities of all stakeholders across the homeless service system to reduce duplication of efforts and clarify domains of responsibility.
	2	Offer voluntary ho`oponopono and/or mediation services to all of those impacted by system change to resolve interpersonal conflicts and establish more positive ways to work together.
	3	Build capacity for interjurisdictional collaborative problem solving across all leadership structures in the system.
	4	Promote a balance of power and horizontal and vertical alignment in governance. Reflect on inclusion, roles and balance in leadership structures like HICH, CoC, federal, state, and local governments.
	5	Create a competency-based profile for leaders to develop leadership capacity with a common approach to generate further alignment among leaders.

- **Focus Area: Invest in Organizational Supports and Infrastructure.**

The organizational structure of the system is critical, including the system’s ability to collect and manage data, to review systems performance, and to provide effective oversight for financial resources. In addition, an effective infrastructure should support partnership between system stakeholders, including providing opportunities to partner with individuals with lived experience of homelessness, faith-based providers, and the private business sector.

<b>ORGANIZATIONAL</b>	1	Develop a statewide Data Warehouse to integrate client data across multiple state systems.
	2	Develop IT solution within both Coordinated Entry Systems to access real-time inventories for: shelter, housing units, and housing vouchers.
	3	Align methodology for PIT count between Bridging the Gap and Partners in Care.
	4	Expand and aggregate statewide data collection: budget and services and map the data.
	5	Refine service contracts across jurisdictions, including alignment of performance metrics for contracts.
	6	Explore funding mechanisms to support providers in upgrading shelter facilities to increase client privacy.
	7	Explore ways to engage the business community as partners in ending homelessness and turn complaints into contributions.

	8	Raise awareness and further explore how to scale and coordinate efforts of the faith-based community, including service provision and housing development.
	9	Leverage evidence of improvement to develop a comprehensive communications plan to raise awareness about accomplishments and shift to a more positive key message: the solution is in progress. Proactive messaging.
	10	Establish Client rights and Fair Hearing process grievance procedures for individuals and families receiving homeless services.
	11	Continue to build alignment among stakeholders with collaborative problem-solving.

- **Focus Area: Sustaining and Scaling Housing-Focused Approaches.**

The solution to homelessness is housing. An effective homelessness response system should include strategies to support the development of low-income affordable housing, as well as services that support rapid connection to housing and provide support for stable transitions to housing.

<b>HOUSING-FOCUSED APPROACHES</b>	1	Continue to develop low-income and affordable housing by reinvigorating and expanding the ten-year Affordable Rental Housing Plan to embrace people with all income levels.
	2	Increase Permanent Supportive Housing financing strategies, including strategies to scale site-based permanent supportive housing.
	3	Support additional rental housing subsidies through federal, state local and private resources.
	4	Expand the supply of affordable rental housing where units are most needed through federal, state, local and private efforts and partnerships.
	5	Improve access to and use of supportive housing by encouraging participation in the Coordinated Entry System, including prioritization and matching people with appropriate levels of support.
	6	Review government policies and practices in government funded affordable housing, including subsidized public housing, which impact eligibility and eviction.
	7	Conduct a system-wide inventory of available land and properties that may be repurposed for housing or for the use of housing-focused programs.
	8	Explore strategies to incentivize the acquisition or repurposing of facilities for housing, including housing specifically targeted for individuals transitioning from homelessness.
	9	Explore strategies to incentivize landlords, property managers, and realtors to provide rental housing for individuals transitioning out of homelessness, including scaling of systems-level landlord engagement programs.

- **Focus Area: Diversion and Prevention to Address Households at Imminent Risk of Homelessness and connections to treatment for the most vulnerable.**

As quickly as providers transition homeless individuals and families into housing, many more individuals fall into homelessness for the first time due to economic hardship or a one-time crisis. In addition, some homeless individuals experience severe mental illness, substance use disorders, or chronic physical health conditions that require support outside of the homelessness system. Dedicated homelessness prevention and diversion strategies are needed to stabilize housing for those at risk of homelessness and to rapidly identify housing options for individuals without a previous history of homelessness. In addition, diversion strategies can connect individuals with higher levels of acuity to other resources that can stabilize their situation and provide appropriate levels of care.

<b>DIVERSION &amp; PREVENTION</b>	<b>1</b>	Scale eviction prevention strategies, including targeted short-term rental assistance, mediation services, and civil legal services for landlord-tenant issues.
	<b>2</b>	Introduce and advocate for policies that provide increased protections for renters, including policies examining discrimination based on source of income, gender, and ethnicity.
	<b>3</b>	Develop new opportunities for individual enterprise for people 0-30% AMI through partnerships with artisan collectives, private industry, construction unions, and hospitality industry.
	<b>4</b>	Scale Assisted Community Treatment street medicine model and build capacity to serve chronically homeless people.
	<b>5</b>	Increase capacity for in-patient mental health and substance abuse treatment and expand options for specialized transitional housing.
	<b>6</b>	Utilize mainstream resources to provide housing stabilization assistance.
	<b>7</b>	Review and develop strategies which assist homeless non-residents in accessing the most appropriate resources.
	<b>8</b>	Improve coordination and integration of employment programs and homeless assistance programs.
	<b>9</b>	Seek opportunities to scale medical respite programs (transition programs for the medically fragile) to accommodate people being discharged from hospitals experiencing homelessness with complex health needs.
	<b>10</b>	Increase availability of an accessibility to health services for special populations (e.g. co-occurring disorders including mental illness, substance abuse, developmental disability, and medical frailty).
	<b>11</b>	Create specialized service packages for community re-entry for populations such as families, veterans, disabled, youth aging out of systems, mentally ill offenders, and sex offenders to the individual does not revert to harmful behaviors, especially after successful discharge from substance abuse treatment.

	<b>12</b>	Improve discharge planning from medical centers, emergency departments, psychiatric facilities, jails and prisons to connect people to housing, health and behavioral health support, income and work support, and health coverage prior to discharge.
	<b>13</b>	Increase the number of jail diversion programs that are linked to housing and support.

**Next Steps and Recommendations.**

The draft plan will be presented to the full Hawaii Interagency Council on Homelessness (HICH) for review, with a recommendation that council members review and seek feedback from other stakeholders prior to the March 2022 council meeting. Based on feedback received, revisions will be made to the plan with the goal of a full plan being presented for council approval in mid-2022. If you have any questions, please contact the HICH Chair, Scott Morishige, at (808) 586-0193 or [gov.homelessness@hawaii.gov](mailto:gov.homelessness@hawaii.gov).

