



COMMUNITY ALLIANCE PARTNERS (CAP)

A coalition of Hawaii Island's homeless service providers, government representatives and community stakeholders working together in partnership to end homelessness.

Strategic Plan: 2021 - 2024

Aloha Friends,

The Community Alliance Partners (CAP) Strategic Plan for 2021 through the end of 2024, establishes a framework for building a community that has the moral vision combined with sufficient affordable housing, supportive services, funding, and staff to ensure that incidences of homelessness are rare, brief and non-recurring.

Housing is the solution to homelessness. It is that simple. We can end homelessness if community and government leaders are willing to address the lack of affordable housing by taking momentous steps to dramatically increase housing that is attainable at all income levels.

Policing won't end homelessness. Street feedings, clothing drives, hygiene kits, etc. won't end homelessness. Addiction treatment programs won't end homelessness. Work programs won't end homelessness. The only way to end homelessness is through housing.

The best — most effective — practices in the field of homelessness and homeless mitigation are data driven. Community Alliance Partner service provider members use a Housing First¹ approach. This model employs a shared assessment tool to assess the level of risk/need/vulnerability of an individual or family in order to match them with the appropriate level of intervention. Some will just need a little help getting rehoused while others will need ongoing long term assistance and supportive services.

Community Alliance Partners service provider members use a database to collect data and information that enables a coordinated response to homelessness. The database called HMIS (Homeless Management Information System) enables shared data to be collected and analyzed. The data is then used to evaluate the effectiveness of various programs in moving individuals/families from homelessness into housing. It also allows us to track whether or not the recently housed remain housed over time.

Ultimately, ending family homelessness, youth homelessness, veteran homelessness, individual homelessness, chronic homelessness, will involve a significant increase in truly affordable housing combined with an increase in supportive services. To help us achieve the twin goals of increased affordable housing and expanded supportive services, the Community Alliance Partners will focus on three areas during the next four years: 1. Building Affordable Housing. 2

¹ There is a large and growing evidence base demonstrating that Housing First is an effective solution to homelessness. Consumers in a Housing First model access housing faster and are more likely to remain stably housed. This is true for both PSH and rapid re-housing programs.

— Gulcur, L., Stefancic, A., Shinn, M., Tsemberis, S., & Fishcer, S. Housing, Hospitalization, and Cost Outcomes for Homeless Individuals

with Psychiatric Disabilities Participating in Continuum of Care and Housing First programs. 2003.

— Tsemberis, S. & Eisenberg, R. Pathways to Housing: Supported Housing for Street-Dwelling Homeless Individuals with Psychiatric Disabilities. 2000.



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Building Community Agency through Advocacy 3. Building Hope through Advocacy to Increase Supportive Services.

Through shared vision and collaborative action we can end homelessness.

Area 1: Building Affordable Housing

“There are sufficient resources in the world for the needs of everybody, but not enough for the greed of even a significant minority.”

— Millard Fuller and Mahatma Gandhi

Hawaii County currently has a shortage of affordable housing. According to the 2019 Hawaii Housing Plan Study, Hawaii County (pp 36-40)² will need an additional 13,303 housing units by 2025 to meet housing demand. That is 2,660.60 new units each year. Of those total units, 59% (7,489) will need to be affordable by households at or below 80% of Area Median Income (AMI). 36% (4,831) will need to be affordable by households at or below 50% AMI.

Top Priorities in Area 1:

● Building & Acquiring Priorities:

- Support Habitat for Humanity Hawaii Island in building 10 units — 40 total — over the next 4 years
- Support HOPE Services and Hawaii Island Community Development Corporation in building 12 units in their Puna on the land adjacent to Sacred Heart Church
- Support Catholic Charities Hawaii plans to build Kumulani Gardens, a 284 multi-family unit community in the Kaumana neighborhood of Hilo.
- Partner with and Support the Community Land Trust in acquiring units for affordable leasing.
- Support non-profits or others in acquiring existing units to be converted into affordable housing units.

● No or Low Cost Priorities:

- Advocate for an increase in Housing Choice Vouchers
- Advocate for an increase Special Population Vouchers
- Advocate for County to develop a plan to address the projected affordable housing need (13,303 by 2025 or 2,660 per year)

² https://dbedt.hawaii.gov/hhfdc/files/2020/01/FINAL-State_Hawaii-Housing-Planning-Study.pdf



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- Research the County's capacity to handle increased permitting volume. *(Anecdotal information indicates that the permitting capacity at this time is 1000 permits per year.)*
- Advocate for County to commit government land for affordable housing development, i.e. land at Keolahou or other State, County, Private Land
- Advocate for a change in the County code to allow for the forgiveness of property tax debt if land is donated to a non-profit — especially if that non-profit will use the land to increase affordable housing or provide other services to the homeless or insecurely housed.
- Advocate for change to the County code to allow for the forgiveness of property tax debt if land is donated to a non-profit.
- Advocate for the County to incentive Developers to actually build affordable housing and disincentive them from buying out of the requirement to build affordable housing.

● Structural Change Priorities:

- Advocate for the County to implement a 4% Affordable Housing Fund similar to the one in place in Maui County. If the County is serious about addressing homelessness, housing insecurity, and housing affordability it must invest local dollars to address the problem based on data and best practices. We cannot continue to rely solely on State and Federal funding subsidized by foundations and financial sacrifices of our local non-profits.
- Advocate for change to a progressive tax code to create a more just tax code that does not disproportionately burden low and median income households.
- Advocate for rent control or other housing protections for local residents.
- Advocate for rent and housing costs based on average wages of existing residents.

Second Level Priorities for Area 1:

● No or Low Cost Priorities:

- Advocate for County Zoning Changes to Multi-family in some agriculture zoned subdivisions.
- Advocate for County Zoning Changes to allow for Ohana Units.

Additional Areas of Focus for Area 1:

- Advocate for resources to help renters become homeowners.



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- Work with Developers in setting aside units for households whose income is at or below 50% of Area Median Income

Area 2: Building Community Agency through Advocacy

“Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly.”

— Dr. Martin Luther King, Jr.

Because the issues that are of primary concern to the Community Alliance Partners — homelessness, housing insecurity, and poverty — pit the powerless, marginalized, and often despised members of society against individuals, institutions, and structures of entrenched power and wealth, it is essential that CAP clearly articulate its goals/positions and work collectively to shape public opinion as well as influence political decision makers, laws, economic policy, business, and a wide variety of social institutions.

Area 2: Areas of Focus:

- Awareness Campaign: Develop a consistent ongoing Awareness Campaign through both social and traditional media.
 - Share data about homelessness, housing insecurity, and poverty
 - Raise awareness about homelessness, housing unaffordability, and the underlying structural issues that perpetuate poverty and homelessness
 - Share information about Community Alliance Partners (CAP)
 - Share information about various CAP partner programs to address homelessness and support individuals/families at risk of homelessness
 - Bring awareness about legislation, rule changes, laws, and government action that impact the homeless, those at risk of homeless, and the poor.
 - Send out Legislative Alerts concerning important and relevant legislation — at all levels of government.
 - Raise awareness about current best practices related to ending homelessness, homelessness prevention/diversion, and mitigation of homelessness recidivism.
 - Raise awareness about barriers to reducing/ending homelessness
 - Dispel myths, fact-check misrepresentation, and generally challenge misconceptions about homelessness, poverty, and the people we serve.



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- Organize appropriate direct action to raise awareness and heighten focus
- Community Education: Work directly with community groups both secular and religious, businesses, influences, politicians, and others to:
 - Educate them about homelessness, housing, and poverty
 - Educate them about Community Alliance Partners (CAP)
 - Educate them about Housing First and related best practices such as Trauma Informed Care, Low Barrier approaches, Assertive Engagement, Client Choice, Harm Mitigation (vs abstinence), etc.
 - YIMBY (Yes in My BackYard) - Educate the community so that they are more willing to be supportive of projects in their neighborhoods.
- Focus on preserving/increasing social services especially in the area of homelessness. We cannot end homelessness without the housing/homeless programs and the staff to do the hard work of transitioning homeless individuals and families into housing.

Area 3: Building Hope through Advocacy to Increase Supportive Services

“The moral test of government is how that government treats those who are in the dawn of life, the children; those who are in the twilight of life, the elderly; those who are in the shadows of life, the sick, the needy and the handicapped.”

— Vice President Hubert Humphrey

While housing is the only way to end homelessness, many of those who experience homelessness need additional supports to remain healthy and housed. To that end it is essential that we work to expand funding for supportive services.

- Increase Mental / Behavioral Health - Addiction Services, Stabilization beds through advocacy, partnership, and supporting new initiatives/programs.
- Increase case management services to ensure that households have the supports they need to find housing and remain housed.
- Street Medicine: Continue to support and partner to expand consistent ongoing street medicine and outreach services to the homeless population.
- Medical Providers: Develop partnerships with diverse medical providers to increase services and accessibility to medical services.
- Increase Financial Navigation/ Financial Empowerment Services through support and partnership to expand reach and sustainability.



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- Increase Employment /Job Training through partnerships with Job Center, Workforce Innovation and Opportunity Act (WIOA), and others
- Increase Domestic Violence Services and Rental Assistance through advocacy and partnerships
- Advocate for and support Increased Transportation services

Conclusion:

Hawaii County is fortunate. Homelessness is not yet out of control. Ending homelessness is attainable. We can live in a community in which no child has to call the street or a car home. But we are at a tipping point. There is not enough affordable housing, which means an inevitable increase in homeless.

To turn the tide, we must significantly increase affordable housing through a variety of means. We need to expand services for the homeless. We also have to increase the services that focus on helping individuals and families remain housed.

It is the Community Alliance Partners' hope that this strategic plan will help all us create a community in which incidences of homelessness are rare, brief and non-recurring.

Community Alliance Partners
January 5, 2021