
Community Alliance Partners
Strategic Plan
2025-2028

Who are the Community Alliance Partners

Community Alliance Partners (CAP) are change agents that come together from across Hawai'i Island to end homelessness.

CAP members agree to:

- share knowledge,
- collaborate,
- leverage each other's strengths,
- engage in advocacy,
- collect and share data, and
- embrace mutual accountability.

CAP members share these four core beliefs:

1. Housing is a fundamental right.
2. Supports in housing, informed by the unique strengths and needs of each household, help sustain housing and realize the best version of themselves.
3. People who have experienced homelessness are experts in their own experience of homelessness.
4. Respectful engagement with others in the community promotes CAP's shared belief that homelessness is a community-wide issue that benefits from a community-wide response.

In Review: A Summary of 2021-2024 Strategic Plan

The Community Alliance Partners (CAP) Strategic Plan for 2021-2024 outlined a comprehensive framework aimed at addressing homelessness in Hawai'i County. Central to the plan was the belief that housing is the primary solution to homelessness. CAP advocated for a dramatic increase in affordable housing at all income levels, arguing that traditional methods like policing, street feedings, or work programs alone will not solve the issue. The plan emphasized a Housing First approach, which focuses on quickly providing housing to those in need, followed by necessary supportive services.

The plan was structured around three key areas of focus: building affordable housing, building community agency through advocacy, and increasing supportive services. The first priority was addressing the severe shortage of affordable housing in Hawai'i County, where the demand for new units is projected to exceed 13,000 by 2025. CAP proposed supporting local non-profits in building and acquiring affordable housing, advocating for increased funding such as Housing Choice Vouchers, and pushing for zoning changes to allow for more housing development.

In addition to expanding housing, CAP recognized the importance of community engagement and education to build support for homeless services and affordable housing. The plan called for an ongoing awareness campaign to dispel myths about homelessness and educate the public about best practices, including the Housing First model and trauma-informed care. CAP also aimed to foster a more supportive environment for affordable housing projects through community education, particularly by advocating for a "Yes in My Backyard" (YIMBY) approach to housing development.

The third focus area was the expansion of supportive services to help individuals transition into housing and remain stably housed. CAP advocated for increased funding and services in key areas such as

mental health and addiction treatment, case management, street medicine, and financial empowerment. Strengthening these services was seen as essential to ensuring that individuals and families not only find housing but also have the tools they need to sustain it long-term.

In conclusion, in the previous Strategic Plan, CAP believed that ending homelessness in Hawai'i County would be achievable in years to come, but urgent action was needed. The 2021-24 Strategic Plan set forth a bold vision for increasing affordable housing, expanding services, and building public support. By focusing on these priorities, CAP aimed to create a community where homelessness is rare, brief, and non-recurring, ensuring that no child or family is left without a home.

An Overview of the 2025-2028 Strategic Plan

The CAP 2025-2028 Strategic Plan represents a critical foundation for achieving lasting change in Hawai'i County's homelessness response system. This Strategic Plan is designed to lay the groundwork for future success through a concentrated focus on training, partnership, impact, collaboration, advocacy, action, and sustainability.

| YEAR | THEME | STRATEGIC FOCUS |
|----------------------------------|--|---|
| 2025 | Impact Homelessness | CAP focuses on reducing the number of people who are homeless, and the inflow into homelessness. |
| | | Seamless coordinated exit system where organizations work together to achieve shared success. |
| | Collaboration | Become a truly collaborative entity based on mutual respect and accountability. |
| | Advocacy | Educate policymakers regarding vision. Plan steps for “buy-in” resulting in policy changes. |
| | | Strong collective advocacy. |
| Action | Advocating for the State to add all currently funded homeless services to the base budget. | |
| 2026 | Training | Projects that CAP supports have attached action steps, and those action steps are understood and acted upon for each project that CAP undertakes. |
| | Advocacy | Develop a CAP organization training module for member organizations to use in onboarding and other training. |
| | | Create and use a strong collective narrative. |
| External Partnerships and Allies | Advocate for permanent “true cost” funding increases tied to the cost of living for Federal and State funded programs. | |
| 2027 | External Partnerships and Allies | Identify experts (e.g., realtors, knowledge experts, non-profit developers, etc.). |
| | | Bring together public and private partners to house our community. |
| 2028 | CAP Sustainability | For CAP to have funding specifically for staffing of CAP to keep strategies and actions moving forward on a regular basis. |

2025 FOCUS

Year One of the Strategic Plan, 2025, is a foundational year. Within the first year of implementing the Strategic Plan, there are the most action items. However, initiating action on those items will carry forward to other years of the Strategic Plan, and makes it possible to realize results in subsequent years of the Strategic Plan.

There are four overarching foci in 2025:

1. Impact homelessness
2. Collaboration
3. Advocacy
4. Action

Impact Homelessness

CAP focuses on reducing the number of people who are homeless, and the inflow into homelessness.

Paramount to demonstrating the belief in ending homelessness is reducing homelessness where it occurs and reducing the number of people that enter into homelessness. CAP members will aim to support existing initiatives and embark upon new initiatives that see a reduction in existing homelessness across the island, as well as improvements to diversion and prevention policies and programs.

Seamless coordinated exit system where organizations work together to achieve shared success.

Working together is necessary to better assist households in exiting homelessness. While considerable work has occurred on Coordinated Entry, more work remains to be done to ensure exits from the homelessness response system for safe and appropriate housing are coordinated in the best manner possible, leveraging the strengths of various service providers to the needs of various service users.

Collaboration

Become a truly collaborative entity based on mutual respect and accountability.

We believe in CAP focusing on laboring together to achieve shared results in the work of preventing, reducing and ultimately ending homelessness. No single service provider in the community can end homelessness on its own. What is required is respect for what each service provider brings to the table, and accountability within and across service providers that are part of the CAP.

Advocacy

Educate policymakers regarding vision. Plan steps for “buy-in” resulting in policy changes.

Elected officials at the County, State and Federal levels of government need to understand what the CAP is aiming to achieve and why it is aiming to realize improvements in homelessness policy. It is the intention of the CAP to ensure policymakers are aware of the community's shared commitment to prevent, reduce and ultimately end homelessness, such that any future homelessness is rare, and if it does occur, it is brief and occurs only one time in the household's lifetime. Policy changes to realize this intended reality may incorporate everything from funding to the homelessness response sector to amendments in US Department of Housing and Urban Development funding opportunity requirements.

Strong collective advocacy.

It is the contention of CAP that a single unified voice advocating for people experiencing homelessness and service providers that respond to homelessness is better than individual approaches to advocacy. The collective is strengthened by providing the process to align all voices and interests, which helps ensure those interested in preventing, reducing and ending homelessness are on the same page and asking for the same changes in policy and funding.

Advocating for the State to add all currently funded homeless services to the base budget.

Homelessness and housing support services funded through the State do not provide operational certainty from one year to the next. Furthermore, it thwarts multi-year planning in various program components. Lastly, it takes senior leadership resources of organizations away from operations to attend to the need of political advocacy annually. This is an unnecessary burden on service providers. CAP can advocate for the needs of all service providers, which is stronger than a single service provider aiming to have amendments made to annualized funding.

Action

Projects that CAP supports have attached action steps, and those action steps are understood and acted upon for each project that CAP undertakes.

Moving from concept to implementation will be a key area of attention for all activities that CAP identifies. Realizing results comes from action. Collectively, as CAP does not yet have paid staff, members need to take responsibility collectively for ensuring implementation and amendment occurs until the goal(s) of the action are realized.

2026 FOCUS

Year Two, 2026, sees the continuation of several areas of attention that were initiated in 2025. Year Two also focuses on three overarching themes:

1. Training
2. Advocacy
3. External Partnerships & Allies

Training

Develop a CAP organization training module for member organizations to use in onboarding and other training.

CAP is foundational to the collaboration between service providers that share the belief of preventing, reducing and ultimately ending homelessness in Hawai'i County. A CAP organization training module for member organizations will help build consistency throughout service providers on the island and further promote service excellence.

Advocacy

Create and use a strong collective narrative.

The collective narrative unifies how members of CAP speak to the work of preventing, reducing and ending homelessness across the community. Speaking with one voice assists in advocacy efforts with elected officials. Furthermore, it demonstrates the collective and collaborative nature of the CAP itself.

Advocate for permanent true cost funding increases tied to the cost of living for Federal and State funded programs.

Funding from the State and Federal governments is not tied to inflation. In real terms, CAP members that rely on State and/or Federal funding are being asked to do more with less as each dollar does not go as far as it once did. On top of this, remaining competitive with staff salaries and

meeting program operational financial demands is increasingly difficult. With advocacy for true cost funding there is a stronger and more stable service sector.

External Partnerships & Allies

Identify experts (e.g., realtors, knowledge experts, nonprofit developers, etc.).

The CAP cannot end homelessness independently. No individual service provider member of the CAP can end homelessness independently. Forming partnership and allyship with external entities is necessary to leverage expertise from outside the sector that is compatible and necessary to realize service excellence. It is hoped that once external experts are identified that they can add value to the pursuit of preventing, reducing and ending homelessness.

2027 FOCUS

In Year Three, 2027, there will be the continuation of activities from 2025 and 2026. New in 2027 is the focus on public and private partnerships in a novel way to help house people experiencing homelessness throughout the Island.

External Partnerships and Allies

Bring together public and private partners to house our community.

The formal association between different entities that share the belief that homelessness should be rare, and if it does occur, be of short duration and not repeated, is necessary for CAP and service providers throughout the community to realize success and scale. CAP will play a convening role in bring together public and private partners. Housing opportunities, from accessing existing units to developing new housing units, will be the focus of the partnership.

2028 FOCUS

The final year of the Strategic Plan, 2028, will see most other activities from previous year completed and a primary focus on ensuring the CAP is sustainable for years to come.

CAP Sustainability

For CAP to have funding specifically for staffing of CAP to keep strategies and actions moving forward on a regular basis.

Through advocacy and seizing funding opportunities, the intention is to have funding specifically for staff CAP starting in 2028. With dedicated staff it is more likely that strategies and actions moving forward on a regular basis will be realized. Furthermore, it will position the CAP for robust strategic planning and action in the next planning cycle.

Closing

The 2025-2028 Strategic Plan for CAP is ambitious, but necessary to realize better prevention and reductions in homelessness across the County. By front-loading the activities in the Strategic Plan, the community is providing itself ample opportunity to realize results in the focuses of attention laid out in 2025 and 2026, even if they take several years to be fully implemented and take effect. The community is confident that by following the outline of the Strategic Plan and faithfully executing the priorities identified in the plan, that come 2028 the Island will be in a very different position in responding to homelessness.