

Plan to End Homelessness in Hawaii



*Revised September 2008
Prepared by the Hawaii Interagency Council
on Homelessness*

Introduction

Homelessness and affordable housing has been cited by the Governor of Hawaii as well as the current Legislature as a top priority within the State. Since May of 2006, Governor Lingle has used her executive powers to create new emergency and transitional shelters on Oahu. Her actions have enabled hundreds of families and individuals to have safe places to rest their heads every night. The Governor acted decisively when the need for shelter became a crisis in Hawaii. Significant appropriations have been directed to address the issue of homelessness and affordable housing throughout the State.

- Each year, an estimated 14,000 people experience homelessness in our State.
- On any given night, more than 6,000 people are homeless.
- An estimated 20% of those who are experiencing homelessness suffer from mental illness.
- An estimated 14% of adults who are living on our streets have jobs, but this income does not provide for the basic necessities of life such as shelter and food.
- Approximately 26% of those experiencing homelessness in the State of Hawaii are considered chronically homeless.
- A growing segment of the homeless population is youth aging out of the foster care system.
- 96,648 individuals, or 18,623 households, are considered “hidden homeless” wherein more than one family share housing accommodations.
- 262,021 individuals, or 85,267 households, self identify as being at-risk of homelessness.
- Unemployment in Hawaii is among the lowest in the country averaging 2.6% in 2007.
- Hawaii has the 4th highest tenant rental costs in the country

Homelessness is a societal problem that has plagued our nation and our state for many years. Over the last several years, Hawaii has seen an increase in the number of individuals and families experiencing homelessness, while at the same time political will to address this problem has been positive. Through the leadership of our Governor, mayors and legislators, Hawaii has made great strides in decreasing homelessness and increasing the availability of affordable housing within our State.

Homelessness is a complex issue that must be discussed in a compassionate yet forthright manner. No longer can we be satisfied with managing homelessness and moving those who are experiencing homelessness out of our eyesight. We must confront the issue and work together to address the needs of our neighbors.

Hawaii has shown its resolve in ending homelessness and preventing future homelessness. The tenacity with which individuals throughout our communities have moved forward together in the fight to end homelessness seems to have no bounds. New programs dedicated to the ideal of providing individuals and families not just with a roof over their heads, but with the tools needed to become self sufficient have been created throughout the islands. Discharge planning, along with employment

services have become integral parts of our discussions and program development throughout the State.

With homeless population increases and affordable housing opportunities becoming scarcer, the availability of funding resources to homeless providers statewide is burdened. As more providers statewide access the limited sources available, the net result is less funding each year to end a growing problem. Thus, as the problem worsens, less inventory, and operational and financial resources exist to properly address the need.

With more than 14,000 individuals experiencing homelessness throughout the year in Hawaii, no community has gone unaffected. The issue of homelessness has taken a severe toll on all of our residents and has impacted our tourism industry which is the main income source for our islands. The once serene beaches are now crowded with tents which have become, by default, the long-term residence for many of our citizens. The rural areas throughout our state are no longer immune to the issue of homelessness and the lack of affordable housing. Transportation throughout the rural areas has been an issue for all people in the spectrum, as job concentration areas are spread out over the islands. For those who do have reliable transportation, fuel costs become a financial burden.

The Counties of Hawaii may be separated by water, but our goal to end homelessness bridges the gap between us. While each County and island has different challenges when addressing homelessness, we have come together to share ideas and to move forward.

The Garden Isle of Kauai has responded to the immediate needs of those experiencing homelessness by opening its first emergency shelter in 2007. With the opening of this shelter, individuals and families have found a place to regroup and begin their efforts to accomplish self sufficiency. The creation of the emergency shelter was a coordinated effort between many agencies and governmental departments. Also created were new transitional shelter units for families on Kauai. Partnerships built around the state helped Kauai develop programs based on best practices which have been shown to be successful.

Named the Gathering Place, Oahu is the center of State government, as well as the island with the largest number of individuals experiencing homelessness. While the Island of Oahu has the largest overall population throughout the State, it has also seen the largest increase of homelessness over the last several years including a significant number of families living on the Waianae Coast. While the development of permanent housing is a priority for the County of Honolulu, the need for more immediate shelter has been recognized and developed over the last 2 years. Hundreds of individuals and families have been able to move out of the elements and into safe environments where they are able to work with case managers and agencies who will help them make their next step towards self sufficiency.

The County of Maui has seen an increase in programs designated to assist those coming out of prison. Without the BEST program which has been recognized as a best practice, many of these individuals would most likely become homeless soon after their release. Again, sharing the experiences of those throughout the state and

even in the continental United States has enabled this program to thrive since its creation.

While the Island of Hawaii continues to grow in land mass due to the activity of its Kilauea Volcano, so does its population. And though the island of O`ahu has the highest number of homeless persons, the Big Island continues to have the largest proportion of homeless persons when compared to its total population. While the magnitude and natural expansion of this beautiful island are a marvel to those who visit, these very factors have also impacted the island's growing population, access to life essentials, higher development costs, and limited funding resources.

While the differences between our islands may be evident to those who have been lucky enough to visit each one, we have come together to develop a united plan to end homelessness based on our shared value of community. We have shaped this plan around priorities that are important to all of us and the future of our communities. The priorities stipulated within our action plan to end homelessness will have a positive impact on every community within our State. The Priorities listed within our plan include:

1. Planning and Coordination
2. Targeted Services
3. Housing

Planning and Coordination

It is essential to come together to plan for future programs to assist those who are experiencing homelessness and, more proactively, for those who are at risk for becoming homeless. Our first priority reflects this need. While mainstream resources can be beneficial to the homeless, access to these resources has been stymied by barriers. Priority one addresses these barriers by challenging different departments to work together to meet the needs of our residents. For too long, departments have worked in silos with little to no interaction with other departments. Through resource sharing and collaboration, barriers can be decreased and needs met.

Targeted Services

The issue of homelessness is complex as are the solutions needed to accomplish an end to it. Our second priority looks at the diverse needs of the homeless population to ensure that all needs are being addressed in order to prevent future homelessness. There is usually not one single reason a person becomes homeless, but many, including drug use, mental health issues, family crisis, foster care and financial constraints. Our second priority will address gaps in services that must be filled to accomplish an end to homelessness based on the needs of the individual.

Housing

In order for us to end homelessness in Hawaii, there must be an adequate amount of affordable, safe and decent housing throughout the State. The need for different types of housing varies on each island, but the need for permanent, affordable housing is essential for us to meet our goal. Work force housing as well as permanent supportive and affordable rental housing needs to be incorporated into all development plans for the State. The rehabilitation of Public Housing will increase our housing inventory substantially and assist in moving people from the beaches

into homes. Through coordination between public and private entities, housing for all of our residents can become a reality. We have seen over the last few years the willingness of developers to collaborate, and we must build upon these relationships.

Although we have reached many of the benchmarks we set in our original plan, there is much more work to be done. The following document is a revised plan to end homelessness in Hawaii. This plan reflects both the accomplishments made over the last year; the continuation of effort required; and the needs that must still be addressed in order for us to accomplish the overarching goal of ending homelessness in Hawaii. This plan should be viewed as a living document that will change with the political, economic and social environment in Hawaii.

Background

In November, 2001, the US Department of Health and Human Services and the US Department of Housing and Urban Development announced a series of Policy Academies designed to help State and local policymakers improve access to mainstream services for people who are homeless. The intended objectives for the Policy Academy process included:

- Assisting state and local policymakers to develop an Action Plan intended to improve access to mainstream health and human services and employment opportunities that are coordinated with housing for persons who are experiencing homelessness;
- Creating and/or reinforcing relationships among the Governor's office, State Legislators, key program administrators, stakeholders from the public and private sectors and County governments;
- Providing an environment conducive to the process of strategic decision-making; and
- Assisting State and local policymakers in identifying issues or areas of concern that may result in a formal request for technical assistance.

The State of Hawaii has participated in two Policy Academies within the last 5 years. The first policy academy (which is now referred to as the Hawaii Interagency Council on Homelessness) addressed the needs of those who are considered chronically homeless within the State. The second policy academy was on family homelessness. The goals of both academies were to develop a plan to address the needs of individuals and families experiencing homelessness in Hawaii.

The State of Hawaii has two continuums of care that focus on services provided to those experiencing homelessness. Partners In Care is the name of the continuum of care for the County of Honolulu. The rural counties of Maui, Hawaii and Kauai make up the second continuum group for the state. In 2004 the two continuums joined together to create an Action Plan to End Homelessness. This plan was a broad plan focusing on services needed to address the issue of homelessness.

In an effort to decrease duplicative efforts, the policy academies and the continuums of care have joined together to update one plan to end homelessness. This plan must be considered a living document that will change with the political, social and economic environment in Hawaii.

For more information on this plan or on any of the groups that participated in this process, please contact Sandi Miyoshi at 832-5930.

Hawaii Accomplishments to Ending Homelessness

February 1, 2008

Team Infrastructure and Membership

- ▶ The Hawaii State Interagency Council on Homelessness has convened regular meetings over the past four years, since it began as two separate policy academies (one on the chronically homeless and the other on homeless families with children) and evolved into the Interagency Council.
- ▶ Added Dept. of Labor, representatives of each County Continuum of Care and representatives of county governments as partners in the Hawaii Interagency Council on Homelessness.

Barriers

- Attempts to get a consumer to participate on the Interagency Council have not been successful, thus far. Have contacted several potential members with no success.
- Several Council members do not participate in the meetings on a regular basis. This fosters a lack of continuity from one meeting to the next.

Needs Assessment and Data System Infrastructure

- ▶ Homeless Management Information System development completed (July 2003)
- ▶ Homeless Management Information System updated on a regular basis with more providers added to the program. Currently 98% of homeless providers statewide enter data into the system.
- ▶ The 2006 Hawaii State Housing Policy Study was completed and defines the pent up demand for affordable housing as well as delineates the number of hidden homeless and homeless at risk.
- ▶ The University of Hawaii Center on the Family completed two reports of Homeless Service Utilization based an analysis of the information in HMIS for 2005 and 2006. The printed reports have been widely circulated and dispel many myths about the homeless.
- ▶ The 2007 Homeless Point in Time Count and Needs Assessment was completed for the entire State of Hawaii on January 28, 2007.

Barriers:

- Many faith-based groups are not currently participants in the Homeless Management Information System, because there is no incentive for providers who do not get funding from State/Federal Sources

Action Planning and Implementation

- ▶ The Governor adopted the Policy Academy's original 10-year plan to end chronic homelessness in 2005, and named the Policy Academy as the State of Hawaii's Interagency Council on Homelessness.
- ▶ Completed formulation and adoption of a strategic plan to end chronic homelessness in 10 years which has also been adopted by all four County Continuum of Care groups.
- ▶ For the first time in Hawaii history, the four County mayors have issued a joint announcement in support of the State's 2009 legislative initiatives to address homelessness and affordable housing.
- ▶ New use of TANF dollars with the first time appropriation of \$2,500,000 for housing placement, counseling, first month rent/deposit and a damage guarantee fund, which is now in its third year of funding.
- ▶ The Governor of the State of Hawaii convened a Housing Development Forum with an invitation to housing developers statewide to augment the construction of affordable rental housing.
- ▶ The Department of Veteran Affairs is initiating subsidizing the first month's rent at their transitional housing facility for veterans exiting prison, thereby making the facility an appropriate exit into housing for veterans
- ▶ Inroads created to initiating discharge planning at the State corrections facilities to divert exiting prisoners from becoming homeless with the training of parole officers, probation officers, and public safety staff on benefits and resources available for exiting prisoners.

Partnership and Support

- ▶ The need for affordable housing (for those earning 80% and below of median income) was one of the top agenda items for the Governor and for the 2005, 2006 and 2007 State Legislatures. As such, it has captured much media attention and manifested itself in many separate initiatives before the Legislature.
- ▶ In order to facilitate "Housing First" and to institute homeless prevention, the Governor has convened a task force comprised of a group of developers and representative homeless providers to jump start the development of affordable housing for those earning 50% and below of medium income. She has set the goal of 17,000 units, with 1,800 of the units targeting the chronically homeless.
- ▶ Increase in media attention to the issue of homelessness, chronic homelessness and affordable housing throughout 2006 and 2007.

Increasing Access to Mainstream Services

- ▶ The City of Honolulu recently adopted a preference in their Section-8 program for homeless who are stable in homeless programs for one year. Advocacy will

continue to **maintain** the homeless preference for State Section- 8 and Public Housing (May 2004)

- ▶ Hawaii County adopted a preference for HOME TBRA for those engaged with a homeless provider in case management. (Sept. 2007)
- ▶ Those who are transitioning from a transitional shelter have been given a preference to Kauai County's Kalepa Village
- ▶ Six community aid centers for the homeless have been established (Kona, Lahaina, Kahului, Honolulu, and outlying areas of the City and County of Honolulu. (2007, 2008)
- ▶ Adult Mental Health Division has adopted a presumptive eligibility position with regard to mental health services.
- ▶ Adult Mental Health Division has developed a community plan that identifies the dual diagnosed and the homeless as high priority and establishes a zero tolerance for homelessness among their clients.
- ▶ The Adult Mental Health Division has taken a proactive position in the provision of housing for clients who are seriously and persistently mentally ill.
- ▶ The State Dept of Health has included research models for co-occurring treatment in the State Community Plan and has established a "wet house" to provide housing first to mentally ill substance abusers. (2007)
- ▶ The Adult Mental Health Division is now accepting vets who have no other resources by contracting with Network Enterprises for job training and housing for vets not qualified for health care. Vets are now provided same day appointments at the medical clinic and for mental health/substance abuse treatment.
- ▶ A HUD ROSS grant was awarded to the Hawaii Public Housing Authority for intervention services to the mentally ill residents of public housing who act out and jeopardize their ability to stay housed.
- ▶ Advance practice nurses have been added to homeless health outreach teams.
- ▶ The Judiciary's Mental Health Court and the Department of Health's jail diversion program with treatment services have been implemented to divert mentally ill offenders. (2006)
- ▶ Community reintegration housing (28 units) for exiting offenders was initiated in Hilo. (2007)
- ▶ The Salvation Army, Maui, responded to need by providing 15 night shelter beds for chronically homeless men, while working with them to attain jobs and permanent housing. (2008)

- ▶ State Public Safety has hired a discharge planning specialist for each county to augment discharge planning for offenders to plan for their reentry into the community, including accessing SSI, Medquest, drivers license, veterans benefits, employment training, mental health services, etc. (2008)
- ▶ Public Safety psychiatrists are now able to certify exiting prisoners for State General Assistance eligibility (2006)
- ▶ Dept. of Veteran Affairs has initiated inreach into the prisons to those eligible to apply for veteran benefits prior to discharge from prison (2007)
- ▶ Allocation of \$5.3 million of City HOME/CDBG funds and a Federal EDI Special purpose grant of \$500,000 for construction of supportive housing for the homeless. (June 2003)
- ▶ Continuing authorization of \$2.76 million in TANF dollars for housing placement services including housing counseling, landlord-tenant intervention, continuing case management, rental deposit, first month's rent, and damage guarantees serving both homeless families and Section-8 voucher holders.
- ▶ Applied for and awarded 24 Shelter-Plus-Care vouchers for the chronically homeless with disabilities in Hawaii County and 24 more for those in the City of Honolulu. (2006)
- ▶ State Administrative and Legislative support for providing shelter and services to the homeless has resulted in a three-fold increase in annual appropriations for the State Homeless Programs (June 2007)
- ▶ Next Step Project was initiated, a temporary transitional shelter for 300 individuals and families in the urban core of Honolulu. (The shelter followed the eviction by the City of Honolulu of more than 200 people who were experiencing homelessness from Ala Moana Beach Park) (May 2006)
- ▶ Opening of Onelauena homeless shelter in Kalaeloa, which provides emergency shelter to 240 homeless persons (October 2006)
- ▶ Opening of Waianae Emergency Shelter which shelters approximately 300 people (individuals and families) March 2007
- ▶ In development: Seawinds, Kahikolu, and Villages of Maili in Waianae and Building 36 at Kalaeloa, which will add 213 transitional housing units, 42 emergency beds, and 54 supportive housing units in 2008 and 2009.

Guiding Principles

The following principles were developed to guide efforts to end homelessness in Hawaii within the next decade:

- Homelessness is unacceptable within our community. Everyone must have a fair and realistic opportunity to obtain safe, decent, and affordable housing.
- Homelessness is a solvable problem. We have the expertise, creativity, and know-how in this community to create a comprehensive plan that addresses the magnitude and scale of the problem.
- Every part of our society benefits when all individuals have access to safe, decent, and affordable housing.
- The plan will be attentive to the cultural aspects of homelessness.
- Programs and services of the State of Hawaii should be administered in a manner that facilitates the prevention or alleviation of homelessness.
- Homeless people are individuals and families who have become homeless for a variety of reasons. Remedies must be tailored to the needs of each individual and service providers must be ready and have the flexibility to do whatever it takes to get a person out of homelessness.
- We will hold ourselves and all community policy makers and leaders accountable for generating the resources to make this Plan a reality. The State must maximize and leverage funding opportunities from other sources, including the federal government and private philanthropies.
- We refuse to adopt recommendations that merely “manage” rather than solve homelessness and its related problems.
- We support the goals of the Housing First approach. Put simply, all the myriad of issues that a homeless person faces, such as mental illness, domestic violence, substance abuse, loss of employment and income, are best addressed after the person or family has a place to stay and can see a potential for permanent stable housing. The Plan recognizes that housing is directly related to improved healthcare.
- Results matter. Programs intended to prevent or reduce homelessness should be accountable to the public for results. Programs and services should be measured in terms of outcomes, not merely in complying with program procedural requirements.

Strategic Action Plan

To accomplish the goals and carry out the actions listed in the preceding section of the Hawaii State Plan to End Homelessness, the Interagency Council on Homelessness has developed a specific set of implementation steps referred to as the strategic plan. The strategic plan is divided into three priorities: planning and coordination, targeted services, and housing. Expected outcomes and benchmarks have been developed for each part of the strategic plan. Additionally, we have identified who is responsible for implementing each part of the plan and the expected completion dates.

¹ The Manager is the individual responsible for coordinating each action.

² The Implementer is the individual (or entity) responsible for carrying out each action.

PLANNING AND COORDINATION PRIORITY						
Strategy(-ies)	Action(s)	Manager¹	Implementer²	Expected Outcomes	Benchmarks	Complete Date (Estimate)
Strategy 1 Improve access by removing barriers to mainstream services	Action 1.1 Develop recommendations for system changes & disseminate information	S. Miyoshi, Laura Thielen	ICH	-Greater efficiency results in more people being served. -Increased collaboration between departments decreases barriers within mainstream services	-Barriers identified and researched. -Collaboration on how to solve the access problem. -Adoption of new procedure to accommodate better access.	Ongoing <i>Many recommendations have resulted in changes identified in this plan update 02/08.</i>
	Action 1.2 Increase and improve collaboration and coordination between government agencies and community entities.	Carol Ignacio	ICH	Coordinated services result in adoption and replication of evidence-based practices that benefit clients.	- Evaluate current state & county policies that impede adoption, adaptation and replication of evidence based practice. -Coordinate with community based programs & government agencies to improve collaboration.	December 2008 and ongoing
	Action 1.3 Address confidentiality concerns	S. Miyoshi & Bernie Miranda	S. Miyoshi (HCDCH) & Bernie Miranda (DOH)	A service network which is in compliance with privacy laws.	Research privacy laws. Adopt procedures to comply with privacy requirements.	12/08
	Action 1.4 Identify processes and mechanisms to share information with staff, providers and clients on service to the homeless – no wrong door with coordinated services.	Rick Velasquez	S. Miyoshi, Bernie Miranda, Rick Velasquez	More effective service delivery, resource sharing and coordination.	(a) Develop a series of communication devices. Utilize each to determine which are most effective.	07/08

Strategy(-ies)	Action(s)	Manager ¹	Implementer ²	Expected Outcomes	Benchmarks	Complete Date (Estimate)
					(b) ADAD is in the planning stage in creation of an information office which would be a repository of substance abuse related data and information.	07/09
	Action 1.5 Develop training protocol to supplement tenant workbook.	Bernie Miranda	Bernie Miranda	Training will equip residents with the skills and knowledge to be successful tenants.		12/08
Strategy 2 Improve/use resource inventory of services, housing and programs that serve the homeless.		S. Miyoshi, Laura Thielen	Policy Academy	Improved access to housing resources and services for the homeless	-Encourage agencies to utilize 211 & review/update resource information.	Done and ongoing
Strategy 3 Integrate and/or interface data systems to better track utilization of services by homeless families and individual and track outcomes	Action 3.1 Establish data requirements	Kris Foster, Brian Johnson	Policy Academy	Identification of homeless families served by all programs and the services utilized.	(a) Establish how data will be used and by whom. (b) Identify type of data needed. (c) Identify who has the data & source/ownership of data. (d) Determine if additional data needed & who will collect and maintain.	October 2008
	Action 3.2 Engage information technology staff to explore potential of state systems.	Kris Foster, James Lum, DHS OIT Admin	IT Staff from affected Offices and Departments	Development of an IT Plan	(a) Identify IT staff from the affected offices and Departments to form the IT Work Group. (b) Recommend - integrate, interface, or warehouse data.	June 2008 October 2008
	Action 3.3 Implement the IT Plan	Kris Foster, James Lum, DHS OIT Admin	IT Staff from affected Offices and Departments	Improve coordination of services to maximize resources	(a) Each Office/ Dept to identify needed system enhancements /modification	December 2008

Strategy(-ies)	Action(s)	Manager ¹	Implementer ²	Expected Outcomes	Benchmarks	Complete Date (Estimate)
			Administrative Staff		(b) Secure funding for system enhancements /modification (c) Each office or department design and implement enhancements /modification (d) Completion of system enhancements /modification	May 2009 Dec. 2009
	Action 3.4 Identify measurable outcomes and track progress	Sylvia Yuen	Policy Academy Members	Understanding of effectiveness of outcomes and mechanism for feedback and plan revision	(a) Conduct TA conference to discuss common indicators and use of HMIS as planning tool (b) Identify and prioritize 4-5 measurable outcomes (that are linked to strategies of plan) (c) Examine various systems' data collection (d) Work with agencies to revise indicators (e) Agreements and contracts in place to allow for collection and use of data (f) Center on the Family accesses data sources, analyzes data, and shares findings	May 2008 July 2008 Aug. 2008 August 2008 June-August 2008 December 2008 and ongoing
Strategy 4 Identify necessary main support services	Action 4.1 Address gaps in support services system by utilizing	Kris Foster		Ensure appropriate support services for all homeless families with	-Coordinate meeting with community based programs	December 2008

Strategy(-ies)	Action(s)	Manager ¹	Implementer ²	Expected Outcomes	Benchmarks	Complete Date (Estimate)
	data recommendations			children, including child care	to discuss gaps -Prioritize list of gaps. -Address gaps	
	Action 4.2 Develop points of linkage for coordinated services, including but not limited to: employment, veterans, Medicaid, Department of Health, Behavioral Health services	S. Miyoshi	DHS/DOH/DPS/DOE/DOL/Parole Authority, Judiciary, HCDCH, Counties, community	Linking services will result in partnerships between entities with common objectives in assisting the homeless. Avoid duplication of efforts by different entities, thereby maximizing resources. Assist the homeless to access services from different entities without having to provide the same information to different entities – no wrong door.	-Identify services that can be linked by common objectives: Employment, health care, coverage/health care services, nutrition, financial assistance, housing assistance, Veteran’s assistance. -Identify entities/agencies involved and establish the respective coordinating workgroup for each type of service identified -Identify legal, political, and technical difficulties of coordinating services and determine which obstacles can be overcome and which cannot. -Summarize services provided, what can be coordinated, non-duplication.	June 2008
	Action 4.3 Develop transportation options in rural counties & Kalaeloa for access to schools, services, employment, child care, & health services.	S. Miyoshi	Jeremy McComber, JoAnn Shimamoto	Transportation increases homeless mobility and enables the homeless to obtain jobs and supportive services.	Regular shuttle schedule is established. Bus service begins in high need area at high demand times.	Dec. 2008

Strategy(-ies)	Action(s)	Manager ¹	Implementer ²	Expected Outcomes	Benchmarks	Complete Date (Estimate)
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TARGETED SERVICES PRIORITY

Strategy(-ies)	Action(s)	Manager ¹	Implementer ²	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 1 Strengthen statewide homeless outreach.	Action 1.1 Investigate adding advance practice nurses to health outreach teams.	DOH AMHD - Bernie Miranda, Laura Thielen	Case Mgmt. Services Director Pam Haina and Bernie Miranda (DOH)	Prompt mental health assessment, immediate appropriate treatment, and less time homeless	Funding approved and released. Nurses hired to support outreach teams.	06/08
	Action 1.2 Convene annual meetings of Honolulu and rural outreach workers to implement collaboration.	Sandra Miyoshi	Darlene Hein	Information sharing; improved communication; better targeted services.	Quarterly meetings convened	Ongoing
Strategy 2 Establish a Mental Health diversion program, whereby Dept. of Public Safety is involved with Mental Health Court and Jail Diversion Project		Dept. of Public Safety Wendell Murakawa	Judiciary (District/Circuit Courts), Mental Health Div. of DOH	Connect the mentally ill offender with the appropriate treatment service.	Grant for funds approved and pending.	Done and ongoing
Strategy 3 Achieve clinician competency in substance abuse among line staff to achieve early intervention		Bernie Miranda	DOH AMHD	Early screening and assessment aids in appropriate referrals and early intervention.	Training established for line staff in all disciplines. Line workers use their new skills for early intervention.	07/08
Strategy 4 Establish community aid centers in the rural counties which includes services to the chronic homeless.		Carol Ignacio, MaBel Fujiuchi	Office of the Mayor of each county.	Additional resource available for providers and community agencies. Place where the homeless may just BE in a low demand setting and assessed for needs.	Aid centers open in various centralized locations easily accessed by the unsheltered homeless	Friendly Place estab. in Kona; four aid centers established on Oahu: N. Shore, Kailua, Wahiawa, Waikiki Care-A-Van; Maui County established two drop in centers in Lahaina and Kahului

Strategy(-ies)	Action(s)	Manager ¹	Implementer ²	Expected Outcomes	Benchmarks	Complete Date (Estimate)
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Strategy 5 Discharge Planning. Develop/improve inter-agency communication and agreements that can influence and enhance release plans for inmates being released by the Department of Public Safety and reduce recidivism.	Action 5.1 Develop a discharge plan for exiting prisoners upon entry or well in advance of release date.	Wendell Murakawa and Laura Thielen	Dept. of Public Safety	Discharged prisoners will have a smoother transition into the community and are less likely to become homeless and reenter prison.	An individualized plan is developed for each prisoner which outlines benefits to which he is eligible, support services he may access, housing accommodation on release, and job goals.	Four county liaisons hired by Public Safety (training to begin)
	Action 5.2 Coordinate with a variety of agencies, state and federal, to ensure eligible inmates receive available services and/or benefits. (SSI, Med-Quest, drivers licenses, veteran's benefits, employment training, financial management, mental health services, and others)	Wendell Murakawa	Dept. of Public Safety	Discharged prisoners will have a smoother transition into the community and are less likely to become homeless and reenter prison.	Follow State Hospital model; Specialized intake process developed for incarcerated	In 2006, prison psychiatrists were authorized to certify disability for General Assistance and SSI financial benefits
	Action 5.3 Collaborate to enhance inmate stability upon release including housing intervention and equipping inmates with a transition plan to receive a continuum of community care upon parole.	DOH Adult Mental Health Forensics Director, Dr. R. Kennedy; Wendell Murakawa	Adult Mental Health Division, Dept. of Public Safety	Incarcerated will be linked to a community service provider in the continuum of care.	Development of community plan for triage and referral to appropriate agency.	Legislation adopted in 2007
	Action 5.4 Create appropriate service package for community re-entry for families/vets/ disabled, etc.	Laura Thielen & Rick Velasquez	Laura Thielen	Decrease homelessness among individuals and families re-entering the community	-Current practices relating to discharge planning is reviewed -Training begun. -Clients are plugged into services appropriate to their need with established links upon community reentry (pilot project)	Dec. 2008

Strategy(-ies)	Action(s)	Manager ¹	Implementer ²	Expected Outcomes	Benchmarks	Complete Date (Estimate)
	Action 5.5 Explore facilitating access to benefit information and services for veteran offenders prior to reentering the community	Rick Velasquez	Wendell Murakawa	Knowledge regarding what types of services are available to veterans Provide information to those being discharged	-Clarification of existing VA position -Development of outcome results through coordination with providers on actual number of veterans receiving services upon release -Review on a case-by-case basis.	Begun in 2007 and ongoing
Strategy 6 a. Establish interventions to prevent homelessness among families and b. Among specific populations: • Pacific Islanders • Youth c. Among additional specific populations: • Those with a disability • Those with a mental illness • Single parent families • Youth aging out of the foster care system.		S. Miyoshi , Kris Foster, & Judy Tonda	Homeless providers	Homelessness is circumvented among vulnerable populations	-Assess needs of the subpopulations -Package intervention measures -Collaborate with other agencies to provide assistance to vulnerable populations	-State Grant Program is in its 13 th year, -City emergency rent program, -Housing Placement Program begun in 2004, and now offered in all four counties
Strategy 7 Provide homeless children and youth access to educational services and child dev. activities (infants, toddlers, and school aged children).	Action 7.1 Designate education homeless liaisons for each county.	Judy Tonda	Judy Tonda	Homeless children will not miss school because of homelessness.	-DOE Homeless Liaison for each island identified -Training provided and homeless liaison provides intervention to get children enrolled in school.	08-09 school year
	Action 7.2 Increase access to quality child development opportunities to homeless children 0-5 - explore options such as	Kris Foster & Judy Tonda	Judy Tonda /Nalani (GBA)	Homeless children will have access to early childhood development resources.	- Utilize DHS/HSSCO (Head Start State Collaboration Office) committee for	Parent-child interaction classes and traveling preschools have been fostered in

Strategy(-ies)	Action(s)	Manager ¹	Implementer ²	Expected Outcomes	Benchmarks	Complete Date (Estimate)
	vouchers, subsidies, reserved slots.	Kris Foster & Judy Tonda	Judy Tonda /Nalani (GBA)	Homeless children will have access to early childhood development resources.	homeless young children to explore what exists and new options to increase number of homeless children 0-5 being served. -Develop new resources based on gaps.	most shelters for families with children.
	Action 7.3 Increase awareness in CoC to meeting the children's needs as well as the parents. Need-to-know available resources for children to make referrals.	Judy Tonda	Judy Tonda	Better serve the needs of children experiencing homelessness	-Inventory of existing resources -Dissemination of information regarding resources to providers, teachers etc. -Educate agencies that Parent-line is for them as well as parents!!	June 2006
	Action 7.4 Increase activities that provide awareness of homelessness and poverty issues as they relate to childhood education..	Judy Tonda	Judy Tonda	Workshops on issues facing homeless children and youth provide understanding and foster better teaching techniques.	Provide school and community with awareness trainings.	-Conducted 12 trainings and presentations during SY06-07 for both MV Program and UP.
Strategy 8 Increase training and employment opportunities for identified sub populations ensuring cultural competency in the process.	Action 8.1 Increase the Outreach to Homeless through the One-stop Career Centers, day centers, and street outreach	Elaine Young	Academy members (to include DOL representative)	Increased placement or other options.	Training is increased at various contact points because of increased outreach	December 2008 Passes are regularly provided to homeless attendees of job fairs.
	Action 8.2 Inclusion of Homeless Population in WIA state plan under re-authorization.	Elaine Young	Academy Members (to include DOL representative)	Increased placement or other options.	WIA State Plan includes the chronic homeless population.	December 2008
	Action 8.3 Ticket To Work – connect to Special Services, HHS	Elaine Young	Academy Members (to include DOL representative)	Increase placement or other options	Education re: the Ticket to Work Program and monitoring of program effectiveness	December 2008
	Action 8.4 Increase affordable child care opportunities.	Kris Foster		Enable parents to increase job readiness and seek/gain	- Create more child care capacity. -Coordinate	Dec. 2008 and ongoing

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				employment.	approval for child care facilities within State guidelines.	
Strategy 9 Expand services to those with co-occurring disorders (chronic homeless)		Bernie Miranda & Diane Meador	Adult Mental Health Division and ADAD	Integrated services produce positive outcomes for clients.	Agreements on service pieces and integrated treatments.	07/08 Maui started 15-bed overnight accommodation; Oahu in process of developing a 15-person facility at Our Lady of Keaau; Adult Mental Health Div. has estab. a wet house.
Strategy 10 Increase accessibility to VA services.		Rick Velasquez	Rick Velasquez (VA)	More veterans will receive mainstream services.	Adult Mental Health Div. taking vets who don't have other resources. Contract with Network Enterprises for job training and housing for Vets not qualified for healthcare. Same day appts. at medical clinic & mental health / substance treatment for vets.	07/08
Strategy 11 Provide for interventions for the frail homeless who need more care, but fall out-side of the need for hospitalization or other standards of care.		Leslie Uyehara	Hospital system, Office of Health Care Assurance and Bernie Miranda	Timely and appropriate treatment available to preempt emergency situations for the homeless.	Decrease in the recurring use of hospital emergency rooms by homeless	12/09

HOUSING PRIORITY

Strategy(-ies)	Action(s)	Manager ¹	Implementer ²	Expected Outcomes	Benchmarks	Completion Date (Estimated)
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Strategy(-ies)	Action(s)	Manager ¹	Implementer ²	Expected Outcomes	Benchmarks	Complete Date (Estimate)
Strategy 1 Develop affordable supportive housing.	Action 1.1 Develop additional service enriched permanent housing projects, first in one county, ultimately in each county Note: Project hoped to serve as demonstration to other counties and community. Phased development will reduce competition for limited funds	Gail Kaito and Jeremy McComber	Nonprofit and for profit developers	-50 housing units on Oahu by HCCC; -30 units in Waianae by Housing Solutions -30 units in Kona by Hawaii County	Secure operating funding Obtain site Obtain 201G exemptions from development requirements Secure development financing	2 projects on Oahu by 12/09 and 1 project in Kona by 12/09
	Action 1.2 Aggressively pursue funding for additional rent subsidies including but not limited to project based Section 8, assigned Section 8, Section 8 mainstream vouchers, Shelter Plus Care, HOME.	Gail Kaito, Bernie Miranda	Gail Kaito (City Planner), County of Hawaii, S. Miyoshi (HPHA)	Increased availability of affordable rental units	Multiple shelter plus care applications each year (In 2003, three applications of 50 units each were submitted in Oahu County and one application for 50 units for Hawaii County) Match dollars may consist of community based case management and State funding.	Ongoing (Hawaii County Section-8 used HOME funds in 2003, 07 & 08 for tenant-based rental assistance.
	Action 1.3 All counties pursue needed development of emergency and transitional shelter beds.	Jeremy McComber, JoAnn Shimamoto, Lori Tshako, Gail Kaito	Counties	Kona and Hilo see an increase in available shelter beds for the homeless	Legislature appropriates funds (\$12 million) for supportive housing units in Kona to replace the closure of Kawaihae transitional shelter Hawaii County coordinates emergency shelter bed construction at the site of the Friendly Place (Kona); 35 emergency beds at Family Life	Dec. 2009 Kauai County opened two new shelters in 2007, where only a few transitional units formerly existed.

Strategy(-ies)	Action(s)	Manager ¹	Implementer ²	Expected Outcomes	Benchmarks	Complete Date (Estimate)
					Center (Maui) by 12/09; 15 emergency shelter beds at Salvation Army Maui; and supportive housing units at Kaloko by 12/08.	
	Action 1.4 Investigate alternative financing sources for development of housing, including medical healing house, clean and sober, harm reduction programs, group homes.	Sandi Miyoshi	Nonprofit agencies HCDCH Counties	More affordable housing units are produced as the result of increased resources	Corporate partnerships are explored (ie Hilton, HVB, HEI). Grant applications and other financing tools are generated.	Ongoing
	Action 1.5 Advocate establishment of preference for disabled or homeless in county Section 8 programs	Lori Tshako	County public housing authorities	More homeless, disabled clients access housing with Section-8 vouchers.	Meet with Section 8 coordinators Adopt administrative rules to create preference.	07/09 <i>Hon. Section-8 implementing limited preference for clients stable in housing for one yr. on other gov. subsidy programs. Rules adopted May 2004. Hawaii County adopted preference for HOME TBRA for homeless engaged with a provider in case management (Sept 07). Kauai Kalepa Village pref. for those graduating from</i>

Strategy(-ies)	Action(s)	Manager ¹	Implementer ²	Expected Outcomes	Benchmarks	Complete Date (Estimate)
						<i>transitional shelter.</i>
	Action 1.6 Pursue leasing or acquiring surplus military housing units for homeless and chronic homeless	Sandi Miyoshi	Nonprofit agencies	Another potential resource is developed to add houses to the affordable housing stock.	Participation in the process of privatizing military housing at Iroquois Point.	07/09 Acquiring Bldg. 36 from the BRAC at Kalaeloa
	Action 1.7 Initiate discussions with HHFDC to lease or acquire State-owned debt-free rental properties for supportive housing.	Sandi Miyoshi, Gail Kaito	Nonprofit agencies	Develop another potential resource to add houses to the affordable housing stock.	Initiate discussions. Exploration of resources that may lead to development of the properties.	01/09
Strategy 2 Provide training to Section 8 staff (including inspectors) and property managers including public housing managers on working with persons with disabilities.		DOH Adult Mental Health Division Bernie Miranda	AMHD	Better accommodation of clients with special needs	Discussions with Exec Director about the need and feasibility of holding training sessions. Training sessions held.	Two workshops done. Ongoing
Strategy 3 Coordinate cross jurisdictional planning to facilitate housing	Action 3.1 Develop additional housing and services for reentering offenders and families	Laura Thielen, Wendell Murakawa		Services and housing for ex-offenders and families provide community reintegration reducing recidivism and homelessness.	Meet with affected agencies	12/09 -Pona Hawaii Ola in Hawaii for exiting offenders – 28 units; -IHS reintegration beds for exiting offenders - __beds; -BEST Program on Maui to house 25 in building permit stage; -Kaimuki, Oahu has 12 beds and the State Hospital has 20+ beds for community reintegration of the mentally ill.

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	Action 3.2 Encourage participation by the Office of Hawaiian Affairs	S. Miyoshi		Participation by OHA in Policy Academy	Meet with OHA staff Research support/ services OHA can provide	Ongoing
Strategy 4 Maintain Affordable housing inventory	Action 4.1 Continue to dedicate \$ to repair current housing inventory in public housing	S. Miyoshi	HPHA, Partners in Care	Repair existing vacant units to be ready for occupancy and revert to inventory	Prioritize existing repair of vacant units	December 2010 State dollars allocated in 2007 for public housing repairs.
	Action 4.2 Advocate for the preservation of government owned and subsidized affordable housing	Kent Anderson	CoCs	Provide incentives to owners (i.e. tax breaks, etc.) to maintain affordable hsg	Research existing incentives to owners (what's working, what's not)	Ongoing Hawaii County passed ordinance that allows homeowners who rent out a room to maintain their homeowner tax exemption.
	Action 4.3 Increase/maintain funding to rental housing trust fund (i.e., Conveyance tax)	CoCs	HHFDC	Increased production of rental housing Faith based Conference	Legislation passed to increase funding to trust fund	Ongoing
Strategy 5 Increase/develop permanent affordable housing inventory	Action 5.1 Explore proactive innovative strategies to develop permanent affordable housing <ul style="list-style-type: none"> Former military facilities Conversion of condos/hotels Work with Faith Based Organizations (including non-traditional housing models) 	Sandi Miyoshi	CoCs	Affordable housing inventory meets the pent up demand for housing.	- Assemble team/task force to explore innovative strategies - Documentation of case studies and variables that lead to success	1/31/09
	Action 5.2 Support exploration of ways to engage and simplify the process for developers <ul style="list-style-type: none"> Initiate incentives 	G. Kaito, Lori Tshako, Ken Rainforth, Jeremy McComber		Increased number of affordable units	Advocate for simplification and participation of non profits	Ongoing

Strategy(-ies)	Action(s)	Manager ¹	Implementer ²	Expected Outcomes	Benchmarks	Complete Date (Estimate)
	<ul style="list-style-type: none"> Explore ways to leverage financing 					
	Action 5.3 Seek set aside of project based Section 8 vouchers and explore conversion of targeted number of tenant based to project based vouchers	S. Miyoshi, G. Kaito		Affordable units are built using Section 8 project based vouchers as incentives.	-Approval from HUD for project basing section 8 vouchers. -Vouchers utilized to encourage developers to create affordable housing units.	Ongoing
Strategy 6 Facilitate Access to Housing	Action 6.1 Landlord outreach <ul style="list-style-type: none"> Faith-based Private market 	Sandi Miyoshi	Provider agencies	Increased number of landlords willing to rent to homeless or formerly homeless who have barriers	-Section 8 voucher holders lease up within 60 days of receiving voucher. -Increase in number of units rented to homeless - Increase number of landlords participating in subsidy programs	June 2008 TANF funded housing placement is now funded annually in four counties; and the Office of Social Ministry has a Tenant Solutions Program.
	Action 6.2 Work with Public Housing Authorities	Sandi Miyoshi	HPHA	PHAs willing to overcome barriers on a case-by-case basis	- Partnerships with programs dealing with credit histories - Tenant training/financial counseling - Development and utilization of screening and review process	Ongoing
	Action 6.3 Work with faith based initiatives to increase housing and resources related to housing.	Kent Anderson, Walter Yoshimitsu	Kent Anderson, Walter Yoshimitsu		More faith based partners in creation and renovation of affordable housing; Opening of additional affordable housing units; and ground broken on additional housing	Dec. 09

Strategy(-ies)	Action(s)	Manager ¹	Implementer ²	Expected Outcomes	Benchmarks	Complete Date (Estimate)

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