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**ORGCODE CONSULTING INC.**

# **A STRATEGIC ROADMAP FOR HOMELESSNESS AND HOUSING — COUNTY OF HAWAI'I**



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## **AUTHORSHIP**

This report was prepared by OrgCode Consulting Inc. The content of the report comes directly from the community. The community determined the priorities, provided input on the likely costs and impacts of implementation, provided input on the sequence of implementation, and helped articulate the brief description of each prioritized idea. Errors and omissions in the interpretation of the community input is the responsibility of OrgCode Consulting Inc.

## INTRODUCTION

The County of Hawai'i, on March 23, 2022 passed Ordinance 22-26. This is the first of its kind investment directly in the County in a homelessness response. (See *Appendix A: Brief Primer on the Ordinance & Potential Amount of Annual Investment.*) Prior to this direct investment homelessness services and housing with supports in the County was only made possible through funding from the Federal and State governments. The investments from other orders of government historically come with significant strings attached in terms of how the investment can be used. Unrestrained by these restrictions from other orders of government, the County investment allows for the voice of the community from across the entire island - service providers, people experiencing homelessness, philanthropy, land owners, housing developers, business, County staff from across multiple departments, advocates and other interested stakeholders - to craft the investment framework that they believe would best result in reductions in homelessness across the County. (See *Appendix B: The Process Used to Create the Strategic Roadmap.*) The inputs from those local entities has directly resulted in this Strategic Roadmap for Homelessness and Housing — County of Hawai'i (the "Strategic Roadmap" hereafter). The development of the Strategic Roadmap also analyzed and considered all matters related to Resolution 442-22 (See *Appendix C: Analysis and Considerations in Developing the Strategic Roadmap.*)



A diverse group of community stakeholders gathered on August 12, 2022 to discuss and prioritize how best to use the new County investment to impact homelessness and housing needs on the island.

## **PRIORITIES FOR THE INVESTMENT, AS DETERMINED BY THE COMMUNITY**

The 59 participants at the August 12, 2022 session reached collective agreement that the top priorities for investment, in ranked order are as follows:

<b>Priority</b>	<b>Rank</b>
<b>Permanent Supportive Housing and Permanent Housing with Supports</b>	1
<b>Detoxification and Treatment Options for People Experiencing Homelessness</b>	2
<b>Housing, Supporting and Serving Families with Minor Children</b>	3
<b>Increasing Supply of Affordable Housing Generally</b>	T4
<b>One Stop Housing and Services Resource Center</b>	T4
<b>Housing, Supporting and Serving Individuals and Couples Experiencing Chronic Homelessness</b>	6
<b>Supporting the Homelessness and Housing Support Workforce in the Non-Profit Sector</b>	7
<b>Supporting People with Special Needs</b>	8
<b>Expanding Street Medicine</b>	T9
<b>Providing Storage Solutions to People Experiencing Homelessness</b>	T9
<b>Technical Assistance with Housing Development</b>	T11
<b>Improving Transportation Options for People Experiencing Homelessness</b>	T11
<b>Expanding Bridge and Interim Housing Options</b>	T11

Details for each of these priorities are outlined in the tables that follow, and provide details on:

- The priority ranking reached by the community for the idea;
- An impression of the cost of implementation, as determined by the community;
- An impression of the impact of implementing the specific priority idea; as determined by the community; and,

- A brief description of the idea.

The ideas are detailed in the order of priority as determined by the community.

## PERMANENT SUPPORTIVE HOUSING & PERMANENT HOUSING WITH SUPPORTS

<b>Community Priority Rank</b>	ONE
<b>Cost of Implementation</b>	HIGH
<b>Impact of Implementation</b>	HIGH
<b>Brief Description</b>	Permanent Supportive Housing and Permanent Housing with Supports is an approach to housing the most acute and vulnerable members of the homelessness population. While primarily serving individual adults experiencing homelessness, the community desire is to not be restricted solely to US Department of Housing and Urban Development (HUD) criteria for Permanent Supportive Housing, and allow for housing other individuals, couples and families that may not meet HUD’s definition of chronic homelessness, but have higher support needs that may result in needing permanent services while in housing. Housing models such as this, while expensive to build and operate, is proven to be less costly than managing highly acute people in their homelessness that remain high utilizers of emergency services and homelessness response services.

## DETOXIFICATION & TREATMENT SERVICES FOR PEOPLE EXPERIENCING HOMELESSNESS

<b>Community Priority Rank</b>	TWO
<b>Cost of Implementation</b>	HIGH
<b>Impact of Implementation</b>	HIGH
<b>Brief Description</b>	The County does not have sufficient detoxification and treatment options for people experiencing homelessness that use alcohol and/or other drugs. As a result, there is nowhere to take people who seek to detox or work on cessation and abstinence. The lack of this service is a huge issue for people experiencing homelessness on the island, and is a massive hole in the arsenal of tools that a homelessness service professional needs at their disposal. While high cost to implement, this will have a significant impact on the lives of people living with addiction that are also experiencing homelessness.

## HOUSING, SUPPORTING AND SERVING FAMILIES WITH MINOR CHILDREN

<b>Community Priority Rank</b>	THREE
<b>Cost of Implementation</b>	MEDIUM-HIGH
<b>Impact of Implementation</b>	HIGH
<b>Brief Description</b>	Providing stable housing and supports to families with minor children disrupts the intergenerational impacts of homelessness. It also improves health, educational attainment, and psycho-social development of children. Resolving homelessness for families with minor children today is a prevention investment against chronic homelessness amongst the children of the family in the future.

## INCREASING SUPPLY OF AFFORDABLE HOUSING GENERALLY

<b>Community Priority Rank</b>	TIED FOUR
<b>Cost of Implementation</b>	HIGH
<b>Impact of Implementation</b>	MODERATE-HIGH
<b>Brief Description</b>	Increasing the supply of affordable housing generally has several benefits. It can be a form of housing that people exiting homelessness with low to moderate needs can benefit from where affordability is the primary barrier to housing access and stability. It can also be a form of housing that benefits other lower income people and people on fixed incomes to prevent homelessness. It is acknowledged that various types of housing that is affordable to very low-income people is needed throughout the island, and can further be customized to the needs of specific population groups (for examples: families of all sizes; unaccompanied youth; Native Hawaiians; etc.) On top of this, increasing the supply of affordable housing can be implemented in various ways: smaller homes; micro-homes; intergenerational housing; etc. Finally, increasing the supply of affordable housing can happen through new building, acquisition, rehabilitation and renovation of existing ageing housing stock, and/or, through local vouchers.

## ONE STOP HOUSING AND SERVICES RESOURCE CENTER

<b>Community Priority Rank</b>	TIED FOUR
<b>Cost of Implementation</b>	MODERATE
<b>Impact of Implementation</b>	MODERATE-HIGH
<b>Brief Description</b>	One or more One Stop Resource Centers, preferably located at different locations on the island, provides a daytime resource for individuals, couples, and families experiencing homelessness. Participants at the One Stop can get services, referrals, and direct housing assistance. Furthermore, meal programs can be integrated in a One Stop, and consideration may be given to including the likes of safer parking or storage at the same location. Depending upon location and design, a One Stop could also be used to integrate Rest Zones for people that will not use shelter, but may come indoors for a shorter period of time to rest and get a reprieve from the streets. Finally, hygiene facilities can be integrated into a One Stop, which will expand dignity and help with maintaining health.

## HOUSING, SUPPORTING AND SERVING INDIVIDUAL ADULTS AND COUPLES EXPERIENCING CHRONIC HOMELESSNESS

<b>Community Priority Rank</b>	SIX
<b>Cost of Implementation</b>	HIGH
<b>Impact of Implementation</b>	HIGH
<b>Brief Description</b>	People experiencing chronic homelessness are often the highest utilizers of emergency services and homelessness services. Furthermore, people experiencing chronic homelessness often have poor health. People in encampments are also more likely to be experiencing chronic homelessness. While the costs of supporting people experiencing chronic homelessness - especially those individuals and members of couples with chronic disease, addiction, and mental illness - can be high, the costs of the status quo or doing nothing are even higher. There is an opportunity to be innovative in housing and support models in serving the chronically homeless population in addition to best practices like Permanent Supportive Housing. For example, efforts could be made to assist Native Hawaiians experiencing chronic homelessness exclusively through a culturally appropriate approach to supporting wellness and connection to culture and traditions.

## SUPPORTING THE HOMELESSNESS AND HOUSING SUPPORT WORKFORCE IN THE NON-PROFIT SECTOR

<b>Community Priority Rank</b>	SEVEN
<b>Cost of Implementation</b>	LOW-MODERATE
<b>Impact of Implementation</b>	MODERATE-HIGH
<b>Brief Description</b>	The non-profit sector generally, and the homelessness and housing support services sector specifically, are grossly underpaid for the demands of the work, as well as the training, professional development, leadership development, and staff retention costs. The pandemic has decimated much of the sector and burned out many staff. Depending on which workforce initiatives are put into place, the costs may range from low to moderate, but can have a significant impact on stabilizing the sector and the morale of the existing staff. Workforce development may also allow for prudent succession planning and leadership development in the sector, as well as equipping existing managers and directors with additional managerial skills development. Increased wages and benefits, additional training, skills development, evaluation of operations, conference attendance, and the like may all be considered as components of capacity building in the sector.

## SUPPORTING PEOPLE WITH SPECIAL NEEDS

<b>Community Priority Rank</b>	EIGHT
<b>Cost of Implementation</b>	LOW-MODERATE
<b>Impact of Implementation</b>	MODERATE-HIGH
<b>Brief Description</b>	Various population groups do not neatly fit into population-specific funding investments in homelessness services or housing supports, even though they may have unique needs. This can include groups that have experienced historical or ongoing exclusion (for example, members of the LGBTQ2S+ community; members of the injection substance using community; etc.). It can include groups that are increasing in size in the homeless population like older adults. It can include groups for which there is no obvious funding source in homelessness services and housing supports like people living with developmental delays or brain injuries or COFA migrants. A category of investment like this will allow the community to further identify which specific special needs group they want to assist and why.

## EXPANDING STREET MEDICINE

<b>Community Priority Rank</b>	TIED NINE
<b>Cost of Implementation</b>	MODERATE
<b>Impact of Implementation</b>	MODERATE-HIGH
<b>Brief Description</b>	While there is some street medicine available on the island for unsheltered homeless individuals with health needs, an expansion of street medicine would allow for improved geographic coverage and/or greater hours of service. Developing a relationship of trust by meeting specific health needs can be the pathway to resolution of a person’s homelessness. Furthermore, street medicine decreases demands on emergency services and hospital emergency rooms.

## PROVIDING STORAGE SOLUTIONS TO PEOPLE EXPERIENCING HOMELESSNESS

<b>Community Priority Rank</b>	TIED NINE
<b>Cost of Implementation</b>	LOW-MODERATE
<b>Impact of Implementation</b>	MODERATE
<b>Brief Description</b>	For people experiencing homelessness, storage is an ongoing challenge. People are reluctant to leave their belongings to access services including viewing rental accommodation. Belongings are a reason why some people will not seek shelter services. By expanding short-term and/or longer-term storage options, it is anticipated that some people that otherwise would not access services will choose to do so. Furthermore, safe storage may result in fewer people having their belongings stolen, including very important documents like identification.

## TECHNICAL ASSISTANCE WITH HOUSING DEVELOPMENT

<b>Community Priority Rank</b>	TIED ELEVEN
<b>Cost of Implementation</b>	LOW-MODERATE
<b>Impact of Implementation</b>	MODERATE-HIGH
<b>Brief Description</b>	Organizations that want to develop or expand housing options often do not have the technical expertise required to undertake such an endeavor. The technical assistance can range from financing to zoning, architecture to planning, environmental considerations to procurement, contracting to community engagement. Developing housing is not an easy task, and providing technical assistance to non-profit organizations looking to get into development or expand their historical housing development can help accelerate the addition of more housing units of a range of types and for a broad range of populations.

## IMPROVING TRANSPORTATION OPTIONS FOR PEOPLE EXPERIENCING HOMELESSNESS

<b>Community Priority Rank</b>	TIED ELEVEN
<b>Cost of Implementation</b>	LOW
<b>Impact of Implementation</b>	MODERATE
<b>Brief Description</b>	Transportation options for people experiencing homelessness are very limited. Without transportation options, people experiencing homelessness can miss important appointments like viewings of apartments or health care. Furthermore, without transportation options people experiencing homelessness are less likely to get to essential emergency services.

## EXPANDING BRIDGE AND INTERIM HOUSING OPTIONS

<b>Community Priority Rank</b>	TIED ELEVEN
<b>Cost of Implementation</b>	MODERATE-HIGH
<b>Impact of Implementation</b>	MODERATE-HIGH
<b>Brief Description</b>	Bridge and Interim Housing is a form of housing used on a short-term basis. With Bridge Housing, the intention is usually shorter-term (months) of supported housing between a shelter stay and when a Permanent Supportive Housing opportunity is available. Interim Housing is usually a shorter-term (weeks or months) of housing between when a person, couple or family is matched for housing and when the permanent housing unit is available. The support services in Interim Housing are less intense than in Bridge Housing. Both housing approaches can use motels or existing master leased apartments.



*The 59 participants in the August 12, 2022 session were divided into four smaller groups to work through each of the major themes for consideration in prioritizing investment. This group was engaged in a facilitation discussion on the needs of specific population groups.*

## PROPOSED GOALS AND OUTCOMES FOR THE PRIORITIES

In implementing the *Strategic Roadmap*, it is important that the County and community partners examine *What difference will this make?* in addition to identifying *What will we do?* When considering the difference to be made, the focus is on outcomes. Throughout the Request for Proposals process, as ideas become solidified in a funding opportunity, it will be prudent to ask proponents in their response what their goal and intended outcome would be for addressing any particular priority area. At a high level, the table below outlines proposed goals and outcomes for the priorities that may be considered:

Priority	Goal(s)	Intended Outcome(s)
<b>Permanent Supportive Housing and Permanent Housing with Supports</b>	Increase housing options for people with complex and co-occurring needs, most of whom are experiencing chronic homelessness	<ul style="list-style-type: none"> <li>- Increase the number of permanent supportive housing units on the island</li> <li>- Decrease chronic homelessness</li> </ul>
<b>Detoxification and Treatment Options for People Experiencing Homelessness</b>	Create a detoxification and treatment option for people experiencing homelessness living with a substance use disorder and seeking assistance for a reprieve or permanently cease using alcohol or other drugs	<ul style="list-style-type: none"> <li>- Detoxification and treatment option created</li> <li>- Decrease in hospital visits due to intoxication of people experiencing homelessness</li> </ul>
<b>Housing, Supporting and Serving Families with Minor Children</b>	Reduce the intergenerational impacts of homelessness	<ul style="list-style-type: none"> <li>- Decrease homelessness amongst families with minor children</li> </ul>
<b>Increasing Supply of Affordable Housing Generally</b>	Increase the number of housing units that are affordable to low-income people, including people with very low income such as people experiencing homelessness	<ul style="list-style-type: none"> <li>- Number of affordable housing units increases</li> </ul>

Priority	Goal(s)	Intended Outcome(s)
<b>One Stop Housing and Services Resource Center</b>	Improve service access and service options for people experiencing homelessness to get the help they need to exit homelessness	<ul style="list-style-type: none"> <li>- One stop housing and services resource center is created</li> <li>- Increase in people experiencing homelessness connected to the Coordinated Entry Process for housing</li> <li>- Increased service options for people currently experiencing homelessness</li> </ul>
<b>Housing, Supporting and Serving Individuals and Couples Experiencing Chronic Homelessness</b>	<p>Reduce chronic homelessness</p> <p>Reduce the impacts of chronic homelessness on the community</p>	<ul style="list-style-type: none"> <li>- Decrease in chronic homelessness</li> <li>- Increase in the number of chronically homeless people accessing housing and supports</li> </ul>
<b>Supporting the Homelessness and Housing Support Workforce in the Non-Profit Sector</b>	Build and sustain capacity in the non-profit sector for agencies that have direct contact and engagement with people experiencing homelessness	<ul style="list-style-type: none"> <li>- Increase staff retention in the sector</li> <li>- Improved service outcomes through improved knowledge</li> </ul>
<b>Supporting People with Special Needs</b>	Ensure various subpopulations are well served through the response to housing needs and homelessness	<ul style="list-style-type: none"> <li>- Increase in people with special needs accessing homelessness services</li> <li>- Increase in people with special needs accessing housing</li> </ul>
<b>Expanding Street Medicine</b>	Improve health outcomes and service connection for people experiencing homelessness that have one or more health concerns	<ul style="list-style-type: none"> <li>- Increase diversion from hospital emergency room for people experiencing homelessness with health concerns for routine care</li> </ul>
<b>Providing Storage Solutions to People Experiencing Homelessness</b>	Provide storage solutions to people experience homelessness to improve service and housing access	<ul style="list-style-type: none"> <li>- Increase in service access for people with possessions</li> </ul>

**STRATEGIC ROADMAP**

Priority	Goal(s)	Intended Outcome(s)
<b>Technical Assistance with Housing Development</b>	Expand expertise in housing development and increase diversity of organizations involved in housing development	<ul style="list-style-type: none"> <li>- Increase in housing development</li> <li>- Increase in the diversity of organizations involved in housing development</li> </ul>
<b>Improving Transportation Options for People Experiencing Homelessness</b>	Increase access to homelessness services and housing opportunities by expanding transportation options	<ul style="list-style-type: none"> <li>- Decrease in people remaining homeless because they could not get to services or housing appointments</li> </ul>
<b>Expanding Bridge and Interim Housing Options</b>	Increase temporary housing options for people on a pathway to housing	<ul style="list-style-type: none"> <li>- Decrease in pressure on shelter for people on the housing pathway but waiting for their permanent housing solution</li> </ul>

## IMPLEMENTATION OPTIONS

Implementation can be considered in three different ways.

In the first approach, a percentage of funding each year would be allocated to each of the priority services and housing. Prioritized population groups would be served through the services and housing put into motion.

Priority	Rank	Year 1	Year 2	Year 3	Year 4	Year 5
Permanent Supportive Housing and Permanent Housing with Supports	1	35%	36%	38%	38%	38%
Detoxification and Treatment Options for People Experiencing Homelessness	2	20%	19%	18%	18%	18%
Housing, Supporting and Serving Families with Minor Children	3	*	*	*	*	*
Increasing Supply of Affordable Housing Generally	T4	15%	17%	19%	19%	19%
One Stop Housing and Services Resource Center	T4	7%	6%	6%	6%	6%
Housing, Supporting and Serving Individuals and Couples Experiencing Chronic Homelessness	6	*	*	*	*	*
Supporting the Homelessness and Housing Support Workforce in the Non-Profit Sector	7	3%	3%	2%	2%	2%
Supporting People with Special Needs	8	*	*	*	*	*
Expanding Street Medicine	T9	5%	5%	5%	5%	5%
Providing Storage Solutions to People Experiencing Homelessness	T9	3%	2%	2%	2%	2%
Technical Assistance with Housing Development	T11	5%	5%	4%	4%	4%
Improving Transportation Options for People Experiencing Homelessness	T11	2%	2%	2%	2%	2%
Expanding Bridge and Interim Housing Options	T11	5%	5%	4%	4%	4%

\* = these population groups will be served through the other service and housing initiatives that are prioritized. These population groups will be prioritized in the implementation of other service and housing initiatives.

**STRATEGIC ROADMAP**

In the second approach, the emphasis is on sequencing implementation of some items over a five year period. This approach places greater weight on getting the highest priority ideas into motion with greater impact. For example, a bigger investment in Permanent Supportive Housing and Permanent Housing with Supports in the first couple of years will allow for greater capital investment to get more units produced, which is then followed by a smaller investment for operations thereafter.

Priority	Rank	Year 1	Year 2	Year 3	Year 4	Year 5
Permanent Supportive Housing and Permanent Housing with Supports	1	66%	66%	46%	23%	23%
Detoxification and Treatment Options for People Experiencing Homelessness	2	25%	18%	18%	18%	18%
Housing, Supporting and Serving Families with Minor Children	3	*	-	-	*	-
Increasing Supply of Affordable Housing Generally	T4	0%	0%	0%	28%	28%
One Stop Housing and Services Resource Center	T4	0%	0%	14%	12%	12%
Housing, Supporting and Serving Individuals and Couples Experiencing Chronic Homelessness	6	-	*	-	-	*
Supporting the Homelessness and Housing Support Workforce in the Non-Profit Sector	7	2%	2%	3%	3%	3%
Supporting People with Special Needs	8	-	-	*	-	-
Expanding Street Medicine	T9	0%	5%	5%	5%	5%
Providing Storage Solutions to People Experiencing Homelessness	T9	0%	2%	2%	2%	2%
Technical Assistance with Housing Development	T11	5%	5%	5%	2%	2%
Improving Transportation Options for People Experiencing Homelessness	T11	2%	2%	2%	2%	2%
Expanding Bridge and Interim Housing Options	T11	0%	0%	5%	5%	5%

In the third approach, priorities named by the community are grouped together by similarities for greater efficiency and ease of implementation. For example, the One Stop Housing Services Resource Center could also be the place that provides transportation options and storage solutions. ***This approach is the preferred and recommended***

**approach to maximize flexibility and impact of the County investment, and is best suited to the needs and desires of the community-based sector.**

Theme	Priority	Rank	Year 1	Year 2	Year 3	Year 4	Year 5
Housing Development & Support Operations	Permanent Supportive Housing and Permanent Housing with Supports	1	55%				
	Technical Assistance with Housing Development	T11					
	Expanding Bridge and Interim Housing Options	T11					
	Increasing Supply of Affordable Housing Generally	T4					
Addiction and Medical Assistance	Detoxification and Treatment Options for People Experiencing Homelessness	2	30%				
	Expanding Street Medicine	T9					
Co-located Services	One Stop Housing and Services Resource Center	T4	12%				
	Providing Storage Solutions to People Experiencing Homelessness	3					
	Improving Transportation Options for People Experiencing Homelessness	T11					
Capacity Building	Supporting the Homelessness and Housing Support Workforce in the Non-Profit Sector	T4	3%				

Within each year, emphasis can be placed on exclusively serving families, people experiencing chronic homelessness, and people with special needs. The flexibility with the approach noted above allows for the community to respond to Requests for Proposals based upon opportunities that may exist in any given year rather than being beholden to just one approach in any given year. For example, perhaps in Year 2 there is a shovel-ready affordable housing project, but no opportunities to expand Bridge Housing. There is no need to stall the affordable housing development just to allocate some funding to Bridge Housing that would not be possible that year and result in underspent funding.

## CONCLUSION

The community has spoken on their priorities for investing approximately \$9 million in County funds annually in the homelessness response and expanding housing options. Unlike other processes that gather input from various stakeholders and then are interpreted by an outsider on priorities, in this process the community transparently and through considerable dialogue named the priorities and ranked the priorities as a collective. The community knows best where there are shortcomings in Federal and State funding for the homelessness response, and the ways in which the community would like to invest County money to be most impactful and strategic.

While 13 ideas were agreed to as a collective (the aim was to have 10 priorities, but with ties there were 13 priorities), it should be noted that the first two ideas: 1. Permanent Supportive Housing and Permanent Housing with Supports; and, 2. Detoxification and Treatment Options for People Experiencing Homelessness were ranked by the community much higher and a much stronger priority than any of the other ideas. Movement on both of these items early on will be important to the community, the County, and people experiencing homelessness.

There are resources predicted annually through the County funds that will allow for these two priority areas to be initiated and to ensure investments in other priority areas as well. However, the cost of the two priority areas is high. If other priorities need to wait in order for these two priority areas to be activated upon at a scale to have a larger impact, especially in the early years of the County investment, it will likely be met with support from all stakeholders that had a voice in the process.



*This smaller group discussion on August 12, 2022 focused on Housing with Supports. After all 59 participants on the day discussed Housing with Supports, the importance of Permanent Supportive Housing and Permanent Housing with Supports emerged as the top priority of all participants.*

## **APPENDIX A: A BRIEF PRIMER ON THE ORDINANCE & POTENTIAL AMOUNT OF ANNUAL INVESTMENT**

In 2022, County Council approved Bill 111. The Bill allocates no less than 75% of the property tax collected each year from Tier 2 residential properties. These properties are second luxury homes with a value of \$2 million or more.

The ordinance, as approved, took effect on July 1, 2022 and will be in place until June 30, 2027. It is estimated by County finance officials that the program will generate about \$9 million in the first fiscal year. Each year of the program, these funds are to be used exclusively for county-sponsored programs to address housing and homelessness.

This is the first and only direct County funding stream for the purpose of addressing housing and homelessness. All other investments in homelessness come from the State of Hawai'i or the federal government, primarily through the US Department of Housing and Urban Development. Whereas the state and federal investments can be quite limiting or prescriptive, the county program allows for direct investment in the most pressing needs facing people experiencing homelessness on the island.

## APPENDIX B: THE PROCESS USED TO CREATE THE STRATEGIC ROADMAP

The process used to create the strategic roadmap emphasized participatory planning, giving direct voice and agency to the participants. It was a planning process that valued consensus, and when that was not possible, the use of an open, democratic voting process on ideas and priorities. It is a process that allowed for considerable dialogue, active listening, empathetic engagement, and creativity. Facilitation, subject matter expertise to help guide the framing of the main currents of thought and practice in evidence-based and evidence-informed response to homelessness, and answer questions of the participants in the process, was provided by OrgCode Consulting Inc.

### GROUP DISCUSSIONS OF INVITED STAKEHOLDERS

Four group discussions were held. Two 90 minute sessions occurred on July 22, 2022, and two 90 minute sessions occurred on August 5, 2022. Participants in the group discussions were invited by County staff. In total, 128 invitations were sent to participate in the four sessions.



*This small group breakout discussion on August 12, 2022 focused on Emergency Responses to homelessness, what needed to be improved in Emergency Responses, and what should be considered a priority investment to best serve people currently experiencing homelessness.*

Within the four group discussions, participants were further subdivided and randomly assigned to groups of approximately 6 participants to discuss three themes in greater detail:

1. Housing and supports
2. Emergency responses
3. Needs of specific population groups

Each of the smaller groups was asked to come forth with their top 3 to 5 priorities for what should be considered with the investment relative to each theme. The groups were asked to reach consensus on the ideas through their discussion. These ideas reached by consensus in the smaller groups were reported back to the larger group at each of the four group discussions. Opportunity was provided to ask questions of clarification on the ideas emerging from the smaller groups. All of the top priorities were noted from each of the smaller groups.

In addition to the three main themes discussed (housing and supports, emergency responses, needs of specific population groups), every meeting allowed for participants to put forth any other ideas they wanted considered. Participants were encouraged to be innovative in this regard. Furthermore, participants were instructed that any of the other ideas could be considered.

### **ANALYSIS ACROSS THE FOUR GROUP DISCUSSIONS**

Across the four group discussions, there were 9 smaller breakouts resulting in 167 short-listed priority ideas. These 167 short-listed priority ideas were analyzed for themes that were most commonly suggested as priorities relative to housing and supports, emergency responses, the needs of specific population groups, and other ideas. The 167 short-listed priority ideas were condensed to 32 ideas because more than one breakout group had the same ideas. The 32 most common ideas, were as follows:

**HOUSING AND SUPPORTS**

- Permanent Supportive Housing
- Smaller homes and micro-homes
- Larger homes for inter-generational families and larger families
- Bridge Housing
- Housing for people that are justice involved
- Housing with a harm reduction focus for people that use alcohol or other drugs

**EMERGENCY RESPONSE**

- Street medicine expansion
- One-stop resource centers
- Additional shelter
- Reunification assistance to the other states
- Mobile crisis response team
- Respite care for people post hospital stay
- Street respite
- Detox and treatment
- Safe parking

**NEEDS OF SPECIFIC POPULATIONS**

- Chronic homelessness
- Intergenerational families
- Young head(s) of household families
- Youth aging out of care
- Native Hawaiians
- Frequent service users (in and out of hospital, shelter, incarceration, etc.)
- LGBTQ2S+
- Micronesia peoples

**OTHER IDEAS**

- 3D printing of housing
- Training
- Enhanced security
- COFA
- Job integration
- Domestic Violence resources
- Responding to human trafficking
- Suitable storage for short and long-term
- A place for outreach teams to take someone connected to, but does not want shelter or shelters are full

**ALL-DAY COMMUNITY DISCUSSION AND COLLECTIVE PRIORITIZATION SESSION**

Altogether, 144 people were invited to an all-day session for a community discussion and collective prioritization session for County investment in the homelessness and housing response stemming from the new ordinance, and 59 people attended. The attendees represented a number of interests in the subject matter from across the entire County: non-profit service providers, business interests, people with lived experience of homelessness, philanthropy, housing developers, land owners and various government officials.

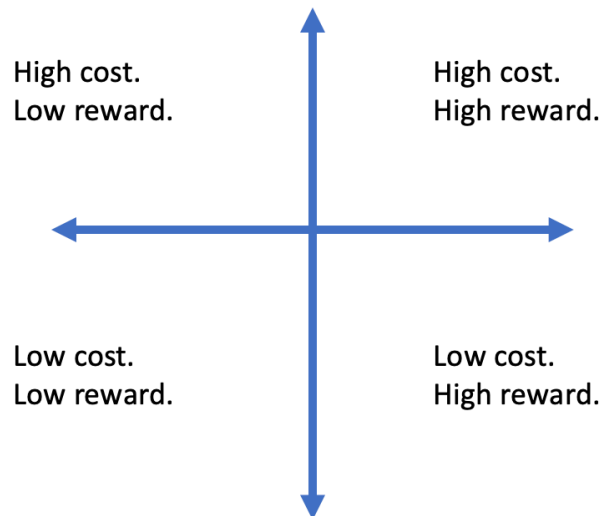
Following introductory remarks, participants were presented with information on best and promising practices in preventing and reducing homelessness, followed by the short-listed ideas, organized into four themes (housing and supports, emergency response, populations, and, other ideas) that emerged from the four previous group sessions held online. Following the presentation, people were divided into four roughly equal sized groups. Each group started with one of the four themes. With the help of a note-taker/facilitator, each group was then given sufficient time for discussion and debate of the topic and charged with the following instructions:

**STEP ONE:**

- Of the themes that emerged from the four groups prior to today, as a group rank order your top five ideas in order of preference to be invested in over the next five years for the theme.
- IF** (and only *if*) a group member has an additional idea related to the theme, and the group agrees, it can be added to the list to prioritize.
- Try to reach consensus as a group on the top five ideas related to each theme.
- If consensus is not possible, the facilitator will help you vote for your top five and help you put them in order of preference.

**STEP TWO:**

- Take each of your top five ideas and plot them on the graph:



**STEP THREE:**

- Identify which year, over the next five years, you (as a group) would implement each of your top five ideas.
- You can have more than one idea in one year.
- You can have some years where no ideas are put into action.

**STEP FOUR:**

•Now, looking at your top five ideas spread across five years, indicate what percentage of overall funding in each of those years you would allocate to each idea.

•Example:

IDEA	YEAR	% OF TOTAL
Rapid rehousing for youth	3	25%

**STEP FIVE:**

•Write out 2-5 sentences describing each of your top five ideas, why you think it is important to preventing and reducing homelessness in Hawai'i County

Each group rotated through each of the four major themes. At the start of each move, the group collectively had the opportunity to review what the previous group had prioritized. In contemplating and reacting to the previous group, the group had the opportunity to build upon the previous group's ideas, affirm the previous group's ideas, or set forth on a new direction. Every group worked through each of four themes collectively making the ideas stronger and more refined throughout the day. By the end of each group working through each theme, the top five ideas that emerged from each group were grouped together, weighted and prioritized. Within each of the themes, the priorities were as follows:

EMERGENCY RESPONSE	POINTS
Detoxification and Treatment Options for People Experiencing Homelessness	20
One Stop Housing and Services Resource Center	15
Expanding Street Medicine	10

<b>POPULATIONS</b>	<b>POINTS</b>
<b>Housing, Supporting and Serving Individuals and Couples Experiencing Chronic Homelessness</b>	19
<b>Housing, Supporting and Serving Families with Minor Children</b>	15
<b>Supporting People with Special Needs</b>	11

<b>HOUSING AND SUPPORTS</b>	<b>POINTS</b>
<b>Permanent Supportive Housing and Permanent Housing with Supports</b>	19
<b>Technical Assistance with Housing Development</b>	11
<b>Expanding Bridge and Interim Housing Options</b>	9
<b>Increasing Supply of Affordable Housing Generally</b>	9

<b>OTHER IDEAS</b>	<b>POINTS</b>
<b>Providing Storage Solutions to People Experiencing Homelessness</b>	13
<b>Supporting the Homelessness and Housing Support Workforce in the Non-Profit Sector</b>	10
<b>Improving Transportation Options for People Experiencing Homelessness</b>	10

The final step was for each group to review these priority areas from across groups and put them in order of their top five priorities across all themes. It was from there that the overall community priority list emerged:

Priority	Rank
<b>Permanent Supportive Housing and Permanent Housing with Supports</b>	1
<b>Detoxification and Treatment Options for People Experiencing Homelessness</b>	2
<b>Housing, Supporting and Serving Families with Minor Children</b>	3
<b>Increasing Supply of Affordable Housing Generally</b>	T4
<b>One Stop Housing and Services Resource Center</b>	T4
<b>Housing, Supporting and Serving Individuals and Couples Experiencing Chronic Homelessness</b>	6
<b>Supporting the Homelessness and Housing Support Workforce in the Non-Profit Sector</b>	7
<b>Supporting People with Special Needs</b>	8
<b>Expanding Street Medicine</b>	T9
<b>Providing Storage Solutions to People Experiencing Homelessness</b>	T9
<b>Technical Assistance with Housing Development</b>	T11
<b>Improving Transportation Options for People Experiencing Homelessness</b>	T11
<b>Expanding Bridge and Interim Housing Options</b>	T11

It should be noted that in the final priority ranking from across all groups, two ideas were leaps and bounds ahead of the priority preferences of all other ideas. The first idea clearly prioritized for the community is to add Permanent Supportive Housing and Permanent Housing with Supports. The second idea clearly prioritized by the community is to add Detoxification and Treatment Options for People Experiencing Homelessness. No other ideas had universal support in the same way that these top two did across the entire community.



*The large group on August 12, 2022 working through the final prioritization of all ideas that emerged and were discussed throughout the day. This final session provided absolute clarity on not just which ideas were priorities, but which ideas (Permanent Supportive Housing and Permanent Housing with Supports; Detoxification and Treatment Options for People Experiencing Homelessness) were deemed an even greater priority than other ideas that emerged and were discussed throughout the day*

## APPENDIX C: ANALYSIS AND CONSIDERATIONS IN DEVELOPING THE STRATEGIC ROADMAP

County Council, in Resolution 442-22, which formally requested the Strategic Roadmap, outlined the following to be completed in developing the Strategic Roadmap:

**BE IT FURTHER RESOLVED** that, to develop a vision and actionable steps towards reducing homelessness in the County of Hawai‘i, the Strategic Roadmap for Housing and Homelessness should include an analysis of data relevant to housing and homelessness in the community, a gathering of input from a range of stakeholders, an evaluation of the current state of homelessness, goals and outcome measures, funding priorities, strategies for leveraging existing resources, and research-based best practices in addressing homelessness.

Resolution Request	How It Was Completed/Document(s) Reviewed
Analysis of data relevant to housing and homelessness in the community	County of Hawaii Office of Housing & Community Development Consolidated Plan (2020-2024): <a href="https://records.hawaiicounty.gov/weblink/DocView.aspx?dbid=1&amp;id=104657&amp;page=1&amp;cr=1">https://records.hawaiicounty.gov/weblink/DocView.aspx?dbid=1&amp;id=104657&amp;page=1&amp;cr=1</a>
A gathering of input from a range of stakeholders	The four focus group sessions (July 21 and August 5, 2022) and the community gathering on August 12, 2022.
An evaluation of the current state of homelessness	<p>A review of the 2022 Point in Time Count <a href="https://www.btghawaii.org/media/uploads/2022_btg_pit_count_report_-_4.6.22.pdf">https://www.btghawaii.org/media/uploads/2022_btg_pit_count_report_-_4.6.22.pdf</a></p> <p>A review of the Homeless Management Information System Exit Destination Report <a href="https://www.btghawaii.org/media/uploads/exit_report_2022.06_-_7.27.22.pdf">https://www.btghawaii.org/media/uploads/exit_report_2022.06_-_7.27.22.pdf</a></p> <p>A review of the Housing Inventory prepared for HUD.</p>
Goals and outcome measures	Proposed goals and outcomes included as part of the <i>Strategic Roadmap</i> , informed by the community discussion and conclusions reached by the community attendees at the session on August 12, 2022.
Funding priorities	Established and agreed upon using a fulsome, democratic process with a broad range of community stakeholders on August 12, 2022.

<b>Resolution Request</b>	<b>How It Was Completed/Document(s) Reviewed</b>
Strategies for leveraging existing resources	<p>While implementing a competitive process for receiving County funding, County staff from OHCD will ensure that the funding opportunity is crafted to compliment existing Federal and State funding resources.</p> <p>Considerations of funding from other sources was included in the community conversations on August 12, 2022.</p>
Research-based best practices in addressing homelessness	<p>During the community presentation on August 12, 2022, OrgCode presented research-based best practices to attendees prior to their deliberations and discussions on what they felt would be best for the County investment.</p>