



# Housing First and Ohana Zones Implementation Interview Notes

YEARS 1–5: 2019–23



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## Supportive Housing Development

### Kealahula (Kauai) – 2021

PSH - Kealahula	
Specifications	
Location	Lihue, Kauai
Project Name	Kealahula at Pua Loke
Description	Kealahula or "a brightened path out of darkness" is a newly constructed affordable rental housing project with 29 one-bedroom and studio units with on-site social services and small park. <i>See cover photo.</i>
Interview Subject(s)	Adam Roversi, Kauai County, Director, Office of Housing Ashton Varner, Kauai County, Housing Coordinator Sharon Graham, Program Director, Women in Need (WIN) Kimberly Cumming, Assistant Executive Director, WIN
Managing Department	Kauai County
Service Contractor	Women In Need (WIN)
Property Manager	WIN subcontract with Taba Realty
Landowner	Kauai County
Total Beds	21 proposed, expanded to 29
Population Served	Families and people with disabilities
Prior Placements	95% from Safe Camping at Beach Parks and 5% from CES
Eligibility Criteria	Homelessness
CES Participation	CES use was recommended for prioritizing tenants, but there were not enough people on the 'by name' list to occupy all the units. "We did go through the list, but there was no one on the list." - Adam Roversi. Kauai County conducted outreach at 'shelter in place' camping sites. Assessment forms completed during these efforts were date stamped to prioritize placement.
Rent Determination	With guidance from Mayor's Office: \$700/month for 1 bed and \$500/month for a studio. There is a grace period and flexibility with the rent. Kauai average rent is about \$1,600. Mayor wants to set rent high enough to support operations and upkeep as the longer - term sustainability plan after OZ funding. County Council advocated for residents to be accountable.
Length-of-Stay Limitation	2 years with flexibility



PSH - Kealahou	
Implementation	
Contract Period	6.30.19-6.29.22
Builder	Shioi Construction
Time to Completion	Planning was completed in one year and the project was built in nine months. Typical projects take 3-4 years. Doors opened in December 2020.
Regulatory Challenges	It was very helpful that the Governor's Emergency Proclamation on Homelessness waived some time-consuming steps in the development process: (1) Environmental Review usually takes 9-12 months. (2) Archeological Study. (3) Procurement Process - bidding typically takes 6 months because the internal review of RFP takes 30 days, review takes 30 days, attorney takes 30 days. (4) Exemption from county zoning regulations allowed more density than normal. (5) Exemption from union wages. A new construction project was okayed because all county departments work together and because the mayor prioritized this project: Buildings, Planning, Fire, Public Works/Wastewater, Roads, and Parks. No holdup on Certificate of Occupancy.
Landholder	Previously a state-owned arboretum. This state land was given to the county by executive order. Projects on county land help expedite development; acquiring state land is time-consuming.
Zoning	The site is zoned "Open" because it was previously an arboretum. The Governor's Emergency Homeless Proclamation exempted the project from state and county land use regulations, so zoning was irrelevant in practice. This project aligns with priorities for Transit Oriented Development. Kealahou is close to all resources and amenities: church, school, bus line, grocery - central location. Removed from other residential areas.
Privacy Impact on Design	"It's safe and beautiful, which is an incentive to come here." - Adam Roversi. Privacy is important because many people came right from the beach parks where there was limited privacy.
DRIVER: Required Housing First Competencies/Skills/Training	ENGAGEMENT: "Trust the process, trust in us, we're here for whatever's good for you." - Adam Roversi
DRIVER: Organizational Infrastructure - Key Data Elements, Feedback Loops, and Partnerships	TEAMWORK: Partnership with WIN and county makes it successful. "We're all invested." - Kimberly Cummings. WEEKLY COMMUNICATION is essential between the County Housing Coordinator and Kealahou Social Services Director. Kealahou development information was brought to Kauai Community Alliance (KCA), which discussed needed support services. With that information, WIN approached the mayor to discuss a partnership.



<b>PSH - Kealahou</b>	
DRIVER: Leadership Approach	KAUAI COUNTY: This is the first time Kauai County has helped to fund solutions to homelessness, which was previously understood as a state responsibility until Mayor Kawakami was elected four years ago. Previously the County Housing Coordinator provided direct services and referrals from a walkup window, as well as managed several insular projects. This role is now redefined with a greater focus on facilitating coordination to address homeless problems specific to Kauai. These include infrastructure, mental health, and substance abuse. KAUAI COMMUNITY ALLIANCE (KCA): In previous years, the role of KCA was not clear to all service providers and stakeholders on Kauai. As a result, membership suffered, with only four active participants. With the 2019 change in KCA leadership, that is changing, largely influenced by an updated communications strategy that better explained its role and importance. Today, KCA membership has expanded to 19 members.
Successes	MAYOR'S PRIORITY: Timeline for completion was expedited because project management was housed in the mayor's office. FUNDING: Ohana Zones funding was catalyst that inspired Kauai County to move forward with Kealahou. This project was completed for \$100,000/unit, 50 percent of the cost for a similar unit on Kauai. PRIVATE INDUSTRY INVESTMENT: "Shioi is a well-known builder and worked with county in the past. He isn't making a large profit from this project. He's stepping forward to contribute to the community." - Adam Roversi
Challenges	UNDERUSE OF CES: Until recently, only outreach workers could enter information into CES. Kauai County and KCA have further facilitated CES data entry, but the impact has been limited. COMMUNICATION: County representatives and KCA leaders recognize a need for improved communication and alignment between these entities. CES CASE CONVENER: There was a change in County Coordinator between 2019 and 2020. In the interim, the CoC collaborative partner acted as the convener. The case coordination responsibilities remain with the CoC collaborative partner, and a plan for the transition of this role back to County Coordinator is not clear. SERVICE CONTRACTS: There is confusion among service providers about how contracts for Kealahou case management services were determined.
Lessons	Kauai County Housing Office, WIN and Shioi Construction were committed members on one project leadership team that had one goal: Develop 21 units of housing. Clear roles, proactive weekly communication starting at the design phase, and rapid feedback loops are key to success and exceeding expectations (29 units built). "There was respect for what each entity needed to do, and willingness to make changes along the way." - Kimberly Cummings



<b>PSH - Kealahou</b>	
Scaling/Next Steps	Kauai County plans to use Kealahou as a "show and tell" example and replicate the model in 3-4 more communities across the island. The first of which is planned for Waimea, but there is a lot of push back from this community where the building site is adjacent to homes. On the west side, Salt Pond is a renowned center for Hawaiian cultural practices, where salt is grown and sacred burials and ceremonies take place. The county will need to do a lot more community engagement work than when developing Kealahou, where there were no neighbors or related community resistance.
Performance Management	Measures of performance vary depending on the services being provided. For Kealahou, they are full occupancy, active engagement by tenants in available social services, successful payment of the basic rent by residents, adherence to established budgets including maintenance reserves, and a steady number of tenants achieving a level of financial and life stability enabling them to "graduate" from Kealahou to more permanent housing options. "To date we are very pleased with WIN's performance and record of success." – Adam Roversi.
<b>Ongoing Operations</b>	
Client Service Map	1. Once a tenant is selected, WIN case manager conducts an intake addressing housing, food, income, education/skills, community resources, social network and personal issues. 2. Individualized case management services are provided twice a month, including support with applications for Section 8, Tenant-Based Rental Assistance (TBRA) and other rental subsidies to help clients prepare for finding their next home after two years.
Continued Eligibility Criteria	A low barrier approach provides great flexibility for clients as they stabilize, while allowing them to remain housed.
Eviction Criteria	"It takes a lot." - Sharon Graham. Program Director works intensively with tenants to resolve issues that may cause eviction.
Rental Subsidy	Tenants pay rent independently: \$700/month for 1 bedroom and \$500/month for a studio. Tenants are concurrently applying for rental subsidies.



PSH - Kealahou	
Strategic Project Plan	<p>The plan for Kealahou is uncertain after Ohana Zones funds expire in June 2022. Kauai is the poorest county to self-fund. The fallback plan is for Kealahou to become a rental property. Tried to pass a 3% conveyance tax to fund solutions for homelessness, and that needs to be approved every year. Kauai County 5-year strategic plan (2020-24) is the first time "homelessness" has been expressly addressed in a Housing Agency Plan. For context, the county's first "Homeless Coordinator" position was created just four years ago, and until the construction of Kealahou there were no county funds budgeted for "homeless programs" other than staff salary allocated to the coordinator. In previous mayoral administrations, homeless services had been viewed as a state responsibility addressed primarily through limited federal programs administered by the state through the Department of Human Services. "To my knowledge the Ohana Zones program was the first time the state invested significant resources directly into addressing homelessness... at least state resources that had an impact on Kaua'i." - Adam Roversi</p>
Recommendations	<p>LEADERSHIP PRIORITY: Keep project manager in the mayor's office. CONTRACTING: If contract, like CES entry, isn't working, then the contract needs to change. CELEBRATE PRIVATE INVESTMENT: Stepping forward to contribute inspires others to do the same. CES CASE CONVENER: There should be a MOA for the county to be case convener so roles, responsibilities. and communication loops are clear.</p>



Kealahula (Kauai) – 2022

<b>PERSON</b>	Kristie Rita, Crystal Caday-Bargayo, Sharon Graham, Women in Need (WIN); Ashton Varner, Homelessness Coordinator, and Adam Roversi, Director, Kauai County Housing Office	
<b>SITE/ORG</b>	Kealahula	
<b>DATE</b>	7.20.22	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: intake/assessment	Observe and shadow experienced worker to learn how to interview clients. Use the intake form as the script.
	Training: data access/entry	CASEWORTHY: Ka Mana O Na Helu (KMNH) is managing data entry into HMIS. This is a continued struggle (2020) that local stakeholders relay they do not understand. There has been no HMIS training since 2020. County gave up trying to take responsibility for this and left it to KMNH. Local stakeholders relay HMIS/Caseworthy is under-used.
	Training: documentation	Review the case file and forms. Explain how to enter data. "As long as you can write case notes, it's okay." (Sharon Graham) "We explain what should be in the note: reason for visit, goal for client, housing/personal, financial, health, and long-term." (Crystal Caday-Bargayo)
	Training: compassionate engagement	"You have to know how to read people." (Sharon Graham) [WIN] is looking for someone who is warm, uses softer tones, is inviting, and knows how to build rapport. This is assessed through conversation and observation in the interview process. WIN values community history and experience, and those who demonstrate a balance of compassion and strength. Authenticity is also key—you don't have to be a certain thing. Pacing of conversation with clients can be taught, [emotional intelligence] cannot.
	Training: service planning/services	Women In Need: Coronavirus Rental and Utility Assistance YWCA: Narcan in person Legal Aid: Kauai County Housing Agency vouchers Mental Health Kokua: USICH Listening Session, Virtual Narcan (x2) Social Security Administration: Navigating the State Legislative Website



Training: knowledge of people/culture	"Every local community is different." (Crystal Caday-Bargayo) We have no formal training, but community health worker classes teach cultural sensitivity.
Training: knowledge of system	There is no training/information relayed about the contract, which ultimately impacts the client and community. No formal training on organizational systems: HICH, CES, KCA, HPO, County Housing Office, BTG, and how these pieces fit together. VI-SPDAT training is required by a certified agency, but it is unclear who leads this effort. Two agencies do CES street outreach and more have outreach efforts. It is possible to train Kauai's other outreach providers (non-HPO contracted "Street Outreach") to do VI-SPDAT and find a way to get people into CES. There are two [street outreach providers contracted to enter info into] CES: Family Life Center (2 FTE) and Care Hawaii (1FTE) (Ashton Varner). CES certification is done by one agency, and it's limited on how many people can enter data in Caseworthy.
Training: prioritization	Housing First approach: no training.
Training: safety planning	For natural disasters, there are protocols in the intake packet. For personal incidents, the director intervenes and appears onsite at any hour. Afterward, when imminent danger has been de-escalated, the client signs amended service agreement [within 1–2 days].
How do you know when someone is practicing with high fidelity?	We assess people's skills during the interview. Comfort level of clients says a lot. You know this skill is in place by observing the relationships/trust that clients have in the worker.
What happens when they are/are not?	Try to match worker skills with client personality.



	TRAINING NEEDS	<p>TRAINING NEEDS: Motivational interviewing, trauma-informed care, and case management, including how to access financial assistance, finding employment, general assistance, medical follow-up, housing vouchers, mental health, first aid, introduction to social services, waiving school fees, substance abuse, entry strategy, and cultural sensitivity (white privilege - Filipino, Marshallese COFA, diversity, diversity training). The WIN team is taking an online case management class at Leeward Community College. MATERIALS NEEDED: (1) List of acronyms and (2) a map of players. Workers are not aware of contract and need a client flow map of how you access the system.</p>
Organizational Infrastructure	What is your plan for sustainable financing?	<p>The administration's hope for Kealahou was that, after the one-time Ohana Zones (OZ) influx for development and three years of operational funds, the project would be self-sustaining with stabilized rental income, and WIN would be able to attract additional grant funds for operations. That is not what's happening. It's not self-sustaining. For the next three years, we have renewal of OZ funds at a lower level than for the first three years. To address funding needs, the County is reviewing tenants' rent sources (subsidies and self-funding). The County may raise rents if the majority are subsidized. We don't want to price homeless individuals out of the project. But [raising rents] is not the answer either. It's still going to need additional funds. The County leadership may need to understand that County funds need to be dedicated to the project, but that won't be possible at the same level. We would have to scale back services. Currently, WIN has to do that, because there is a gap between the end of one OZ contract and start of new OZ funds. We've filled the gap with County money, but WIN had to reduce their budget by 30%. We are picking and choosing what we can scale back, analyzing rents, and exploring federal funds. We are exploring with the Mayor's Office what we can provide. Kauai has a progressive tax [similar to Hawaii Island], but even though there is additional revenue, there is resistance to dedicating it to housing and homeless services. Up until four years ago, homelessness was considered a State issue. There is a proposed charter amendment to dedicate 2% of all real property tax revenue existing to the Housing Development Fund (HDF), to build housing and provide home and bridge loans to develop housing. HDF was created in 2008 before the Housing Office had involvement in homeless housing. Only in the last four years has the Housing Office had a homelessness coordinator. If the 2% tax amendment is passed, we would need to amend the existing housing</p>



		policy ordinance [to build housing for homeless people]. (Adam Roversi)
Context: access to food	<p>The County Housing Office vets projects for context and location. Kealaula was a happy coincidence of circumstances. It wasn't previously vetted. The Mayor was informed of a pool of unexpected OZ money and, in partnership with the State, was able to secure the spot. It was across the street from the Pua Loke workforce housing, which had already been vetted. There is lots of empty land, but most is not owned by the County, it's owned by private landowners. NEW AFFORDABLE HOUSING PROJECTS: (1) Lima Ola is an outlier. It's more isolated, near the Ele'ele shopping center and near the highway, but it doesn't check all the boxes for context. That said, since it was purchased, the commercial center has grown significantly in 10 years (since the County acquired that land). (2) Waimea fills all those baskets. It's near a hospital, school, park, neighborhood center, and on transportation lines. (3) Kiluea: This is an expansion of an existing town center, which is near bus stops and a school. The general plan is for development to happen in the Lihue area, but it's owned by Grow Farm, a private company that has a master plan for the area that prioritizes retail centers. NIMBY just makes County-owned projects and affordable housing projects</p>	
Context: mental/health care		
Context: transportation		
Context: education/jobs		
Context: social/rec/community		



	take longer and costs money in legal fees, but the projects will get done. (Adam Roversi)
Sources for capital dev funding	CDBG funds paid for solar panels; County funded sewer, which extended the sewer to Pua Loke and Kealahula and made Kauai Economic Opportunities' shelter sewer upgrade possible. (Adam Roversi)
Sources for operational funding	The idea of providing seed money with a hope and a prayer that it's going to flourish on its own doesn't work. That's the way the State and Federal funding works, but that's not how reality works. We'd be better off starting from the beginning [with the understanding] that continued funding will be needed, and it's not short-term. Social public benefit projects are not going to pay for themselves. It's cheaper to house people at Kealahula than to serve them at the emergency room (ER) and chase them from encampments with police intervention. Each department is focused on its own budget—ER visits don't matter to an entity that doesn't pay for it. Long-term strategy is needed instead of thinking about the next election. That's tough. (Adam Roversi)
Sources for case mgmt/support	
Design considerations	PLANNING AND DESIGN: Kealahula had an arboretum, and it was required that the park was maintained. A contractor and an architect did a lot of the design: Palms Architecture and Shioi Builders. Shioi Builders won the bid to build Lima Ola, a new affordable housing project. OPERATIONS: We have people who have hoarding issues, and small units help manage that. Taba Realty manages this situation very well. They provide a warning and a deadline to a tenant, and, if the place is not cleaned, they do it. Stakeholders relay that they have not encountered incidences of reoccurrence.
ORGANIZATIONAL NEEDS	The more money we have, the more we could do. We could do a better job of publicizing what we are doing, which could drive more support for affordable housing. I was listening to a podcast [about affordable housing], and the level of misinformation was shocking. It's easy to get lost in the day-to-day operations to make things happen, let alone do PR and make sure the public is informed. (Adam Roversi)



Leadership	How do you decide which projects to fund?	It is difficult to have shared decisions between KCA and County. For example, CARES money was set to expire in December 2020, and the County proposed to use it for 90-day hires to do data entry in HMIS/Caseworthy. KCA did not agree. We used CDBG-CV funds allocated to the Housing Agency under the Cares Act to provide rent, mortgage, and utility assistance to households under 80% AMI.
	Who is involved in designing/taking action on the strategic plan?	The County Housing Director makes an effort to discuss major efforts with KCA and engage collaboration. The County turns to KCA for guidance with no response. KCA needs their own strategic plan to comprehensively address social service needs. There is no department of human services in Kauai County. The County has a plan for affordable housing—we could expand this and make specific goals. The County as a housing office is going to own only so much due to limited capacity. County Housing Office cannot embrace responsibilities for: substance abuse, mental health services, and case management. There is no capacity to do so. AFFORDABLE HOUSING PROJECT COMPLETED: Pua Loke was completed in 2021, began leasing up in September 2021, and includes a mixture of AMI. There are 5 units placed from HMIS/CES, 12 project-based vouchers, and the remaining units are a mix of AMI that are selected by the EAH Housing tenant selection process. NEW HOMELESS HOUSING PROJECT: Lima Ola in Ele'Ele is being built with funding from Dwelling Unit Revolving Fund (DURF) from HHFDC. This project spanned four mayoral administrations: Private land owned by Alexander and Baldwin was chosen in early 2000s, and the land purchase, contracts, financing, and 201h process spanned two decades. This property is well positioned with amenities, a school, and access to food. 550 new affordable housing single and multiple units will be built, with 24 for homeless housing and case management on site.
	How are private partners engaged?	Partners are engaged formally through the RFP process. We reach out to those who we think would be interested and encourage them to apply, but we are bound by regulations [about how to encourage participation]. The architect for Kealaula was Palmer Hafdall at Palms Architecture. Construction was completed by Shioi Construction, Inc.
	What public/private partnerships exist or are planned?	



	What is the role of people with lived experience in start planning?	This doesn't happen now, but it is important because they can speak to survival needs. They know "what makes someone feel safe, and safety is the bridge to establishing a foundation for people to be housed." (Sharon Graham)
	OTHER THOUGHTS	"We're here for the people that need our help. . . . If not us, who's going to do it? If we see how we can [help], we're going to do it. . . . We're devoted to the clients." (Crystal Caday-Bargayo) "I would lay my life down for my family. . . . I'd do it for the people here." (Sharon Graham) "There is so much to do. . . . I'm not slowing down." (Ashton Varner)
Evaluator Observations	<p>Kealahula is aesthetically beautiful, incorporating several aspects of trauma-informed design: clear lines of site, soothing colors, extensive plantings, gardening beds, and a circular sitting area with mature trees. This site continues to be very clean and increasingly appealing with vegetation that has grown a lot over the last year, including personal gardening spaces for residents. Residents observed onsite appear calm, happy, and relaxed. Offices are organized and staff are accessible. There is adequate parking, and the site is accessible to public transport, groceries, a post office, a school, and other amenities. Clear house rules and bulletins are posted. Ashton, Crystal, and Sharon appear to share a strong camaraderie and deep dedication to the people they are responsible for serving. Each of them shared transparently and generously and expressed genuine desire to build partnership with other providers on Kauai and work together to end homelessness. For each, the passion for their role and work is vividly evident, and their dedication and fortitude to do whatever it takes to help people is inspiring.</p>	



<b>PERSON</b>	<b>Darrell Ortiz, resident</b>	
<b>SITE</b>	Kealaula	
<b>DATE</b>	7.20.22	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	What skills do workers need to help people get and keep appropriate housing?	[They need to] know how to be with people like me and work alongside of me. Sharon and Crystal are always reassuring. If it wasn't for them, I wouldn't have the opportunity for this new place [two-bedroom apartment offsite].
	What makes an outstanding worker?	They [Sharon and Crystal] go above and beyond their job to help me and my wife because they see that I worry a lot. They tell me, "Don't worry," and they go out of their way. They went to CRUA (Coronavirus Rental and Utility Assistance program) for me. If not for them, how would I come up with this money for rent? They tell me, "No stress." If not for them, I wouldn't be here. I was afraid we'd be back in our car.
	Other thoughts?	They tell you two years [at Kealaula], but if I can give someone else the spot, I want to do it. I don't ask my children [for support]. There're rules you have to follow [at Kealaula], but this place is so good. Security is good. They have cameras and, at night, security roams every half hour. Parking is good. We have a place card that goes over your mirror with your unit [number]. Crystal handles that. She's very good.
Organizational Drivers	How do you access food?	I drive to Burger King and groceries are right across the street. It's so hard to not have . . . no more Food Stamps [because the family does not qualify now]. When we run out [of food], no more. It's so hard to not have that [especially when you have been a working person and are used to being able to meet your own needs]. When we move, we'll qualify for food stamps. Sharon said, "When you get situated, come back here, and we'll help you get Food Stamps." If you don't make the effort, then you're the loser. They [Sharon and Crystal] do extremely well with people.
	How do you access health care?	Medicare. We take multiple medicines. Then, she [wife] lost Part B . . . I had to pay for medication, which was \$700/month. When I went to Walmart, they have GoodRx, and then one was \$15 instead of \$150. They [Sharon and Crystal] asked me about [mental health] therapy, I said no.
	How do you access transportation?	Everything is right here. We have a car.



	What employment/education support do you need?	They [government benefit requirements] say I don't qualify because of my heart and heart disease, but [my doctor says] I can't work. What do you call that? [Darrell relays previous experience with Job Finders, which he says is a good program. This program conducts job placement and collects a fee from the first few months of an employee's wages.]
	How do you build community here?	My son is in one unit and daughter and babies in another unit. As neighbors, we talk with each other here. . . . I share my experience here, and we help each other. What little guidance you can give another person can help them get as high as you or even better. At least I gave you some of my knowledge—if you want it, you can take whatever I shared with you to help you and your children.
Leadership	What role should people with lived experience play in designing housing and services?	Topic not addressed during interview.
	What role should people with lived experience play in leadership?	If I could go and talk to them, I would tell them—just look outside and see what's happening outside. Nothing's being done. It's worse now, way worse than before. Someone like me should have a permanent role in government to tell them. They say they're going to do something, and they're not. When is the government going to do something? I was not raised to live off the system.
	What makes an outstanding leader?	I tell the Mayor here . . . you should be Governor. He's very intelligent. He's for the people. He didn't follow what the others did in the state [during the pandemic]. We got through the pandemic because we all worked together. I went to a class with Kimmy Cummings, I went to an anger management class with her, and it was great. To me, she's putting her whole life out there to help people like me. All you got to do [at Keaula] is follow the rules.



	Other thoughts?	What is my purpose in life if I worked all my life and paid taxes and now you never help me? I worked construction, and my wife was a housekeeping maid. I don't understand when I apply for stuff, and I no get them. I don't understand. It's not that people don't want to be in a place, they don't have money to get a place. . . . Not only is God going to help you, but you also got to help yourself, too. You can strive and help yourself. You, as an individual, need to help yourself . . . [Darrell and some friends had an idea for] "In this Life" [a residential community] to help addicts get off what they're doing and take land and work on the land together.
Resident Story	We were from Maili, but things were getting bad. . . . I had just gotten out of the military [service in Vietnam]. There was an incident with a gunman confronting my family, so [eventually] we left [for Kauai]. Over here, after I lost my job, I couldn't live on Social Security. We were living in our car by KEO, me sitting up in the front and my wife in the backseat. She's disabled. It was so stressful, and I almost died from a heart attack, then I had five more. I'm not supposed to work because of my heart disease, but I have bills to pay. Since I've been here, Sharon and Crystal have been so good to us. They do applications and everything. It's good having people like that. Sharon keeps me sane. She and Crystal are angels—they do so much. We were fortunate that they gave us an opportunity to live here. Now, I have an opportunity for a two-bedroom and to get my stuff out of storage [with support of a Section 8 voucher].	
Evaluator Observations	When this interviewer arrived at the designated interview location, Darrell got up with open arms and hugged the interviewer. During the conversation, Darrell shared his thoughts openly and authentically, demonstrating sharp intelligence, deep insight, and superior strength of character. Darrell is articulate and presents as a confident person with a legacy of continued leadership in several previous employment positions. He was also candid about personal challenges that he has overcome. Darrell is Native Hawaiian.	



## Huliau (Maui) – 2021

PSH – Huliau	
Specifications	
Location	Kahului, Maui
Project Name	Huliau
Description	Huliau or "a turning point" is a renovation of the University of Hawaii dormitory into 12 two-bedroom units for affordable rental housing with on-site social services.
Interview Subject(s)	Maude Cummings, Executive Director, Family Life Center (FLC) David Nakama, Maui County, Homelessness Coordinator Phil Anderson, Maui County, Development Project Coordinator Mahealani Goo, Property Manager, Hale Mahaolu
Managing Department	Maui County
Service Contractor	Family Life Center
Property Manager	Hale Mahaolu
Security	No Ka Oi Guards
Total Beds	12 apartments
Population Served	Houseless
Prior Placements	Variety
Eligibility Criteria	Families and individuals with high acuity
CES Participation	Prioritized people on 'by name' list with high acuity and those with Rapid Rehousing referrals; moved on when the list was exhausted without enough families. Tailored recruitment completed tenancy.
Rent Determination	Rent is determined on a sliding scale with \$25-\$1,600 up to 30% of a family's documented income. Rents are based at 30% of applicant's income and the remainder is subsidized. This will remain for 2022 as well.
Length-of-Stay Limitation	No limit.



<b>PSH – Huliau</b>	
<b>Implementation</b>	
Contract Period	6.15.19-6.14.22
Builder	Arisumi Brothers
Time to Completion	2019: Identify site. Feb 2020: Budget approved. Spring 2020: Bidding occurs and proposals scored. May 2020: Construction contract signed. June 2020 to March 2021: Construction takes place. April 2021: Doors open for tenants.
Regulatory Challenges	It was very helpful that the Governor's Emergency Proclamation on Homelessness waived some requirements of the development process: (1) No 'David Bacon' wage standards typically required for government construction. (2) General excise tax waived, and this \$300,000 could be applied to structural issues that arose during construction. (3) Environmental assessment can be conducted after construction starts. (4) Procurement process was waived, which saved a lot of time. STORED PROPERTY: state abides by stored property ordinance, but Maui County does not. REQUIRED CASE MANAGEMENT FOR PSH: Federal funding requires case management in PSH, but not Maui County, which provides more information about community resources.
Landholder	Maui County
Zoning	This land was Parks zoning, and the CIZ will be changed to P-2 Public/Quasi-Public once Kauai County Council approves.
Privacy Impact on Design	"Private space is always preferable, but it requires different administration. There are pros and cons. More activities can go on in private spaces. You can't smoke pakalolo in here, okay? It's a teachable moment. This just happened. Remember we had a conversation about what would happen in an apartment? What's your plan?" - Maude Cummings
DRIVER: Housing First Required Competencies/Skills/Training	COMPASSION, ENGAGEMENT - hold boundaries, strength-based approach, gratitude, praise, value, motivational interviewing, listening, person-centered practice, proficient verbal communication. KNOWLEDGE OF THE SYSTEM AND HOUSING, CASE MANAGEMENT, STRATEGIC PLANNING, COLLABORATIVE PROBLEM SOLVING, PRIORITIZATION. PROMOTING HOUSING-FOCUSED CULTURE, ASSESSMENT.



PSH – Huliau	
DRIVER: Organizational Infrastructure - Key Data Elements, Feedback Loops, and Partnerships	PAYMENTS: HHFDC is great to work with expedited payments, which expedited the construction process.
DRIVER: Leadership Approach	OHANA ZONES: Important to the success is the GCH office taking responsibility for Ohana Zones administration. Scott Morishige is a problem solver and stayed in communication with us throughout the development process. HOUSING FIRST: "It took FLC staff 5 years to buy into it. Our staff had bias. This person doesn't deserve housing. Culture shift took a long time. New approach is to house everybody; our intention is to house everyone. It is an intentional conversation. We did not have a lot of people leave. People finally got it." - Maude Cummings
Successes	"It's [typically] thought of as taking liberties away from residents to require case management. This is different. We're a team: case management and property management. I do the paperwork in the office and then Ana is at the unit for the walk through. Small projects work better, like 12 units works well, so people don't get lost."- Mahalani Goo. A & B Foundation gave \$20k for furnishing. Property manager used this money for curtains, which enhances curb appeal and promotes residents' privacy. FLC provided household supplies. New supplies reduce incidents of bedbugs, which helps property management and provides a fresh start for people.
Challenges	LACK OF AFFORDABLE HOUSING: There will be no one to help those in crisis if workforce housing is unavailable. UNDERUSE OF CES: After 3-4 years there is not collective buy-in for CES. Initially, specialized training by Ian DeJong was very helpful. Over time, there became a lack of understanding about the function of CES: to be equitable. Multiple trainings, but understanding is limited still. Lack of understanding about By Name List. Is it everyone in HMIS? Not for lack of people, lack of people in HMIS. Two things to do to be pulled for a referral: loss of funding limited staff capacity. There should be 290 active participants in HMIS. Requires document ready: (1) ID. (2) Verification of disability and chronic homelessness (PSH). (3) A Social Security card for Rapid Rehousing. (4) VI-SPDAT. These documents can be easily lost, requiring repetitive retrieval unless CES allows for document upload. "It's not a lack of people, it's a lack of documentation." - Maude Cummings



PSH – Huliau	
Lessons	This is the first PSH contract for this property management company, which started service without tenant guidelines or site security services in place, and quickly learned that security infrastructure was needed. Introducing house rules and security people was more challenging than if they had been in place from the start, but the property manager demonstrates continued commitment and willingness to learn (though some lessons are a surprise). A seasoned expert advises, "The relationship is no different than any other landlord. the property management role is the landlord. Clarity on roles is important. If you need to call the police, call the police. Don't call the case manager. We understand some people won't make it the first time." - Maude Cummings.
Scaling/Next Steps	The total operating and maintenance cost is \$138,888, which is the total to keep the property running with vendor and staff costs. Not sure about sustainability of Huliau after Ohana Zones funds expire in March 2022. Maui County Housing Division will assume responsibility, and Emergency Solutions Grants and CARES Act funds will allow continuation of Huliau for an additional six months ending in September 2022. PROPERTY MANAGEMENT: Komohana and Kulamalu Hale are affordable housing projects that Hale Mahaolu manages in addition to Huliau.
Performance Management	Individualized follow-up.
Ongoing Operations	
Client Service Map	1. Tenant screening by 'access point' provider: criminal screening for violent crime or drugs, and no financial screening. 2. Provider makes referral to county for CES entry. 3. Schedule meeting to sign forms in the order prioritized in CES. 4. Gather income and asset information to complete screening. 5. Schedule move-in date with support from the provider to help manage the process.
Continued Eligibility Criteria	PSH is permanent. Tenants are eligible to stay at Huliau and encouraged to apply for Section 8 vouchers and move on.



PSH – Huliau	
Eviction Criteria	HOUSE RULES: At first there were no rules, and now instituting them can be challenging. Three violations and eviction. No tolerance for drugs or constant fighting... 10-day window, no one has been asked to leave. If it gets to the edge, Mahea asks them to come and 'plead their case.' Guidance offered to tenants is, "If this is not working for you, what do you need so you are able to make this work? We only expect you to pay rent and allow others to enjoy their apartments, too." People need to learn how to be tenants. Tell us what you need, and we'll help you figure it out." The greatest challenge is timely payment of rents as low as \$125. There is a minimum residency policy: you can be out of your unit for up to three months; after that, the unit is considered abandoned.
Rental Subsidy	Rapid Rehousing and Maui County funds. The rent was never clear. This was a new venture for the county; the concept that rent is 30% of your income was hard to explain. For federal Tenant Based Rental Assistance, there's a standard that's applied across the board for the cost of a unit. At Huliau, tenants don't know what that is.



PSH – Huliau	
Strategic Project Plan	<p>County is taking over financing operations for Huliau, but the sustainability plan is unclear. FLC didn't apply for case management in first RFP because outcomes were not clear - would we need to increase household income? County was not clear on rates, timelines. Dept of Housing oversees property management and case management- new project, so some aspects of implementation are not addressed. HM is new to affordable housing property management. STRATEGIC PLAN: Huliau sits on 4 acres of an 8.8-acre parcel of county land. A feasibility study is being performed by PBR &amp; Associates to evaluate the expansion of affordable housing on the remaining 4.8 acres of vacant land. The contract is funded with \$385,250.00 of Huliau DURF funding. The Huliau Environmental Assessment contract included the Expansion Feasibility Study. MAUI STRATEGIC PLAN: Maui County Council contracted with Hawaii Community Assets to develop an Affordable Housing Plan for Maui County but has yet to be adopted. The plan details a strategy to build 5,000 units of affordable housing totaling \$1.6 billion. "In my opinion, the Council majority is focused on a few key principles: affordability for perpetuity, prioritizing local residents versus newcomers, floating municipal bonds to pay for infrastructure to build more housing." - Lori Tshako. Without a formal plan, the Affordable Housing Chair is choosing to codify selected components. "It is not the most efficient or effective way to plan." - Lori Tshako</p> <p>Maui's proposed Affordable Housing Plan includes "kauhale" model as a culturally appropriate alternative to traditional housing and somewhat as a response to homelessness of Native Hawaiians. In response to a need to address numerous small encampments, the kauhale model is also promoted by community advocates. Opponents to the county's approach to clearing encampments have proposed a managed encampment solution, a concept the County Council opposes.</p>
Recommendations	<p>HULIAU RENTAL RATES: It would be helpful for the county to name the rent for units, using models like TBRA as examples. PRIORITIZE RENOVATIONS: On Maui, renovations are easier than new construction. PERFORMANCE MANAGEMENT: In the Ohana Zone, property management contracts for PSH, case management is optional. Case management for tenants should be mandatory with measurable performance outcomes. PSH CAPACITY LIMITS: Proposing 50 units for families and 20 units for singles, because single people tend to have greater and more complex needs.</p>



## Huliau (Maui) – 2022

<b>PERSON</b>	<b>Mahealani Goo, Property Manager; Anna Ordonez, Family Life Center Case Worker</b>	
<b>ORG/SITE</b>	Huliau, Hale Maleolu, Family Life Center	
<b>DATE</b>	8.9.22	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment	Review VI-SPDAT
	Training: data access/entry	Topic not addressed during interview.
	Training: documentation	
	Training: compassionate engagement	Strategies for intervention with mentally ill homeless.
	Training: knowledge of people/culture	Topic not addressed during interview.
	Training: service planning	Housing-focused shelter; Housing-based case management.
	Training: knowledge of system	DHS: Civil Rights Awareness (3 Modules); Fair Housing 101 – Overview and Introduction to Key Topics; Fair Housing in the Times of COVID – An update on Landlord Issues & Rental Assistance; Fair Housing: Race, Color & National Origin Protections; Fair Housing: Sex, Sexual Orientation, Gender, Familial Status, Disability, and Reasonable Accommodations; FLC Strategic Planning & OSHA – Recommendations, Policy Updates; Health & Safety.
	Training: prioritization	Topic not addressed during interview.
	Training: service and safety planning	Housing Program Case Management; SPDAT; First Aid; DHS Community Care Services (Eligibility & Referrals, Community-Based Case Management Agencies). We [property managers] should have this [safety planning] training, too. With this population, they are very quick to lose their tempers. Training for new property managers should include de-escalation. I manage market-rate properties, too, and there's a big difference. This is why [due to volatile residents] I wanted security and cameras. This is why I didn't want my office in the back of the property—I had to fight for that. (Mahealani Goo)



	How do you know when someone is practicing with high fidelity?	Topic not addressed during interview.
	What happens when they are/are not?	
	TRAINING NEEDS	There needs to be continuity across the island—that's a biggie: transitional versus permanent housing.
Organizational Infrastructure	What is your plan for sustainable financing?	Topics not addressed during interview.
	Context: access to food	
	Context: mental/health care	We have had six families leave Huliau: four with positive outcomes and two evictions. With a time limit [for tenancy in place], this number would be much bigger. Families would be thinking differently. [We had] two families who went to [drug] treatment. They made their own decision. When they're stable [at Huliau], they realize they have an issue. One [woman] went to Malama—she was going to lose her daughter. [When she got to Huliau], she realized the life she could have given her daughter and realized that she needed to get help. If we implement timelines, we would need to grandfather in [existing tenants].
	Context: transportation	Topic not addressed during interview.
	Context: education/jobs	Maui Family Support Services (MFSS) started a traveling preschool and is interested in having Huliau as a hub for services.
	Context: social/rec/community	MFSS offers preventive services. Kane Connection offers a personal development class for men and boys.
	Sources for capital dev funding	Topic not addressed during interview.



	Sources for operational funding	There is a need for full time grounds/maintenance and security.
	Sources for case management/support	There is a need for full-time case management and property management.
	Design considerations	Landscaping is planned.
	ORGANIZATIONAL NEEDS	<p>TENANCY TIMEFRAMES: We want to have requirements so that tenants don't take advantage of \$25 monthly rent. How can we manage this better? Time limits for residing at Huliau. Rent is determined [based] on their income. If someone works, the rent goes up. If not, it's \$25. This is for Section 8 (\$50 minimum) and Huliau. \$1,600 is typical market-rate rent for an apartment like this. People are sitting at home. We put together classes: GED, finding a job . . . and people are not attending . . . some will, and some won't. The low rent is a financial incentive to stay dependent, not to pursue independence. We need financial incentives. What's the point of having a case manager if [the program is not designed for people to grow]? We want success. We want to foster independence. Was Huliau intended as transitional housing? Then there's a mindset change [that's needed]. The pallets: that was temporary, which helps people move on. We have to be talking about the bigger picture. If it's transitional housing, then [time limits would work]. Kahako used to have a two-year requirement [time limit]. [This helps to] build capacity and build up [people to deal with their] issues and to work through employment [issues]. The end goal is to move out.</p> <p>ROLES AND RESPONSIBILITIES: There has been confusion about the roles of property manager and case manager. A County worker had given direction that was different than the contract. There was a meeting with the FLC Director, County Director, and County worker to clarify the roles of County, property manager, and case worker, and that has helped greatly.</p>
Leadership	How do you decide which projects to fund?	Topics not addressed during interview.
	Who is involved in designing/taking action on the strategic plan?	
	How are private partners engaged?	



	What public/private partnerships exist or are planned?	We are demonstrating that collaboration between two agencies works: Family Life Center and Hale Maleolu.
	What is the role of people with lived experience in strategic planning?	Topic not addressed during interview.
	OTHER THOUGHTS	The requirements for tenants are undefined. Some are able to be self-motivated, but once they know that rent can be \$25/month if they are not working, they are not motivated. It's a disincentive for moving on or not accepting a voucher if Huliau rent is \$25. We should increase rent [or institute time limits on tenancy]. How do we motivate people? How do we get to the root of their issues?
Evaluator Observations	<p>Mahealani Goo is a quick-witted problem solver who coordinated most aspects for the site visit. She presents as being highly capable, smart, and committed to the success of the project and its residents. She is well able to share her thoughts and ideas candidly and relayed great insight about operational successes and challenges at Huliau. Anna Ordonez is a seasoned clinician who presents with a calm and caring attitude. She also demonstrates a deep commitment to residents and offered several solutions to the programmatic challenges this team faces. This team expressed frustration about aspects of tenancy and rent that are important to address to promote residents' success. Both Mahealani and Anna are retained as part-time employees but conveyed that they work more hours than scheduled to be able to address the needs of the tenants and the site. While they have the most experience and expertise with the day-to-day operations of Huliau, they relayed that they are not included in decision-making meetings with stakeholders at the "director level." It is unclear why this is so.</p>	



PERSON	Beverly, resident	
ORG/SITE	Huliau	
DATE	8.9.22	
DRIVER	TOPIC	RESPONSE
Competencies	What skills do workers need to help people get and keep appropriate housing?	Topics were not addressed during interview.
	What makes an outstanding worker?	
	Other thoughts?	
Organizational Drivers	How do you access food?	
	How do you access health care?	
	How do you access transportation?	
	What employment/education support do you need?	
	How do you build community here?	
Leadership	What role should people with lived experience play in designing housing and services?	
	What role should people with lived experience play in leadership?	
	What makes an outstanding leader?	
	Other thoughts?	
Resident Story	I was homeless with my mom when I was a kid. It's been up and down throughout my life. I've been through so much, I'm still going through so much, which is why this place is such a blessing to me. Before this, I was up near Kula in a camp. We wanted to be away from people because, when you're homeless, people treat you so bad. They push you away, even my own family pushed me away, and it's hard to describe how bad it makes you feel. When I was camping, my kids had never gone to school. Then, I even lost my kids at one point, when I was staying with my mom. Then I got to a shelter. My boyfriend and I were in a studio, and there was a call. The worker said, "Where are you?" I told her I'd meet her in the [shelter] office, and when she came, she had my kids. It took three months, but they couldn't find anything wrong, so they discharged the kids to me. Now being here, I want people to know that there's hope. Everyone has a story, and this is a story that needs to be told. There's always hope, and if someone falls to their lowest, you can get up again. I want to put it out there. When I got the call that I got it [Huliau apartment], me and my kids came to	



	<p>move in. They gave me the keys, I closed the door in my unit, and to be honest, I cried. Me and my kids were safe.</p>
Interviewer Observations	<p>Beverly came to the interview room/admin office looking for the property manager or case worker. She has bright, clear eyes and a calm and engaging demeanor. Beverly wore a stylish red and black shorts outfit, and her hair was still wet from showering. When this interviewer introduced herself, Beverly explained that she wanted to reschedule because she had so much going on: needing to get a cashier's check to pay rent, getting her alternator fixed, picking her daughter up from school in Kula, and being back in time to meet the bus that drops off her son, who has special needs, from school. She offered her contact information and then stayed a short while to share part of her story. Beverly presents as clear-minded, organized, and well-spoken. She openly shared her story with the intention of helping someone else. On her way out to do errands, she stopped back with two children, Nicole, her daughter, age three, and a neighbor's son, Ason, who appeared to be preschool age, to check if the case worker had returned. Nicole was eating a nectarine. Both children were playful, well cared for, and appeared to be happy and relaxed. This interviewer noted Beverly's kind and competent parenting, as she allowed them to play for a few minutes and then expertly redirected them to clean up before the three left together.</p>
Edited Story	<p>Before this, I was up near Kula in a camp. We wanted to be away from people because, when you're homeless, people treat you so badly. Now being here, I want people to know that there's hope. Everyone has a story, and this is a story that needs to be told. If someone falls to their lowest, you can get up again. When I got the call that I got it [Huliau apartment], me and my kids came to move in. They gave me the keys, I closed the door in my unit, and to be honest, I cried. Me and my kids were safe.</p>



<b>PERSON</b>	<b>Kimberly, resident</b>	
<b>ORG/SITE</b>	Huliau	
<b>DATE</b>	8.9.22	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	What skills do workers need to help people get and keep appropriate housing?	[You need to] communicate. You need to be a loving, kind person. You need to understand people coming out of these situations—everyone has different situations: some drugs, some alcohol, some just trying to make it. [You have to be] willing to listen.
	What makes an outstanding worker?	Someone that listens and lets you know they're always here no matter what time it is. [Someone who] gives me their card and I can call them when they're not here. Someone that follows up even after the process is done.
	Other thoughts?	I wish we could plant here and make it green: ti leaf in front and along the back fence, the dry land kalo.
Organizational Drivers	How do you access food?	The Family Food Bank comes here every month. I have EBT. There's a Safeway up the road and Foodland down the road. This is a great place.
	How do you access health care?	Kaiser is right up the road for everyone. [There is a] dentist at the mall, [which is walkable].
	How do you access transportation?	[There is a] bus stop right here.
	What employment/education support do you need?	Maui Economic Opportunities (MEO) and Family Life Center (FLC) give out rental assistance, and I've applied for those. I just lost my job at Safeway due to COVID. Huliau worked with us to lower my rent, or we would've been on the street again.
	How do you build community here?	There's a park, Keaopulani Park, down the road for the kids. [Huliau is] loving. The people who started [first] are so welcoming. People come out in the afternoon and are so welcoming, our kids play together. We would love to have an afterschool program here—our kids would love it. One of the moms works at Head Start and we have the expertise, we just need a place. There's an empty lot, and we asked for a playground.



Leadership	What role should people with lived experience play in designing housing and services?	We need a process and guidance to take an idea and make it happen, like a babysitting collective. We could write guidelines for caretaking and have more than one person [to care] for the kids.
	What role should people with lived experience play in leadership?	[We need] more opportunities to contribute to where you are living. Give people an opportunity to work, it's right here where you live. [Ask experienced residents to] mentor people who are just coming in.
	What makes an outstanding leader?	Someone encouraging, someone willing to listen, someone willing to help, someone who shows you what to do and [doesn't just] talk.
	Other thoughts?	Thank you for giving us a place. I want people to know that places like this really help. If we didn't have this, I would've lost my mind. I'm grateful that there's a place like this to come to and people to help. Just the security feeling of having somewhere to come home to, a safe place to sleep and cook dinner. Nobody's gonna come in and bust in your tent. Homeownership is my dream. I'm at an age where I want to be settled and have someplace to call home. When it's in my heart, it just drives me. You gotta be motivated and want to change your life. If you're motivated, you can do it. I mean, I did it.
Resident Story	<p>I was born on Maui. I have four kids: 16, 15, 9, and 7. The girl is the baby. We [became] homeless when she was three. [Before this], I got into an accident in Kihei and got a settlement and bought some land with my mom above Kea'au. That was a back-up plan for the kids for later. My mom is there and, little by little, they are building a house. Right now, they live in, like, a shack. I'm trying to make sure that my kids have [so they don't end up homeless]. I ended up in a situation where I was left alone with my kids because the dad moved on and had a baby with someone else. He left us not knowing where to go. We moved from park to park—anywhere I could go that I couldn't get kicked out of. Then, the police started following us and kicked us out, from place to place, beach to beach, house to house. Then, I told my story to the police, and they eased up and started looking out for us. The kids were grouchy and [felt] shame and didn't want people [at school] to see them. My son was depressed and didn't go to school. He was truant, and that was a problem. [I knew] I can't be living like this anymore. I can't do this anymore. I was in a depression, and that's how we got homeless [and unsheltered]. I told myself, "I can do this." I got a job as an Assistant Manager at Safeway. It's right up the road. My kids are in school right here, two in Hawaiian immersion. My kids are the ones who helped me get into gear. I felt sorry for myself for a long time, and my oldest encouraged me that we were gonna be okay. I went to FLC (Family Life Center) for help, and they helped me get here. When I got the call from Mahea, I broke down and cried. I did it. I had a hard time moving in because I'm afraid that I can't pay my rent, that I can't do it. My kids</p>	



	<p>cried. We cried. This is the beginning of us starting again. Every day, it's been better and better. We've [been here] one and a half years. Just got done with court because my son is stable and [now he's] going to school.</p>
<p>Evaluator Observations</p>	<p>Kimberly presents with abundant grace and a calm presence. She is engaging and thoughtful. Kimberly shared her story candidly with details that revealed her vulnerability and her personal power in overcoming trauma and circumstance. Kimberly is highly innovative and shared a number of creative ideas about improvements for the physical site and programming. Kimberly is Native Hawaiian.</p>



<b>PERSON</b>	*****, resident	
<b>ORG/SITE</b>	Huliau	
<b>DATE</b>	8.9.22	
<b>NOTE</b>	This person asked for the interview to be anonymous. All pertinent details regarding identity are omitted.	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	What skills do workers need to help people get and keep appropriate housing?	[You need to be] open-minded, open-heart[ed], [have] a perspective of looking at both sides (the bad and good), be helpful, and to ask questions, making sure the decision you're making is what you need.
	What makes an outstanding worker?	
	Other thoughts?	Topic not discussed in interview.
Organizational Drivers	How do you access food?	Safeway is up the street, [and] Foodland is down the street. A small store, Minit Stop, is 15 seconds away, with water and gas right there.
	How do you access health care?	Kaiser or Maui Medical Group right up the street. I have coverage with my job, so we have Kaiser.
	How do you access transportation?	Minit Stop has gas. The mall is right there for the bus stop. It's the main stop in Maui. [The elementary] school is right there, Lihikai School. [My son] ***** is in *th grade and loves it.
	What employment/education support do you need?	I work for ****. I love this job. It's enough to pay the rent here. The hourly pay is enough. The work hours for me are 4:00 a.m.–2:00 p.m. My son's dad takes ***** to school.
	How do you build community here?	****, **** [her partner], and **** [their son] do Tae Kwon Do together. We're green belts after 20 months. That's what has kept our sanity.
Leadership	What role should people with lived experience play in designing housing and services?	They should hire people with lived experience to do outreach or to volunteer to reach out to people who need help and who are afraid to ask for it. [We] need more people up front to make people believe that they can ask for help—and that you can believe in yourself and ask for help. Nobody's gonna backstab you. You look like you've been stabbed a lot. [There are] people who asked for help and then someone turned their back on them. There are some women I knew who had CPS called on them because of a disagreement.
	What role should people with lived experience play in leadership?	



	What makes an outstanding leader?	Topics were not addressed during interview.
	Other thoughts?	Our unit is right near the road. We hear the ambulance going to Maui Memorial Hospital. It's the loudest from 7:00–9:00 [p.m.], and by 10:00, it dims down. Nighttime, it's quiet.
Resident Story	<p>Growing up, my parents had substance abuse [issues]. For me, [the challenges] all started when I was living with my boyfriend and his dad. His parents saw their rent go from \$700 to \$900 to \$1,200 to \$1,400, and now \$1,600 for a three-bedroom home. I wasn't on the lease, so I had to leave. Then, I was sleeping in my car in ***** parking lot. I had a friend living in *****, who would let me stay for a bit. We have a son. I didn't want him to sleep with me in my car. I don't want someone to break in when I have my *-year-old with me. My boyfriend wanted to put us in a house, [but circumstances were tough, and he stayed in his parents' home with our son]. My friend in ***** recommended FLC (Family Life Center). A week later, someone came out to check on me. [After] one more week, I got a space in the shelter with my son. We stayed there six months. The staff is so awesome. It took time for me to adapt to this type of style. I've never experienced asking for that kind of help. I got my feet back on track. I had a car, I had a job, I just needed a place to live. [The shelter case worker] was on me every day asking me every day if I had applied, if I was looking. After looking for so long, I signed up for a couple of houses [but they didn't work out]. Huliau was built and my name was pulled. I know how I live. I have rules and discipline. My son loves it. He has his own room. I am proud of this, but I wanted to do it on my own. It opened up my eyes to see life in the shelter, but I made friends. People at the shelter, they're not bad, they just don't know how to make a choice. The ones I made friends with were just like me, they didn't have one foot out the door to get a home. I'm not gonna feel bad for people who can't make a choice. Living here . . . we have our ups and downs, but it's home. Everybody here has got a chance to make it and level up.</p>	
Evaluator Observations	<p>***** entered the interview room with a wide smile and clear eyes. She presents as a determined person and thoughtful parent who is dedicated to providing for her son and achieving personal success. In sharing her story, she relayed a great deal of resourcefulness and courage. She was also careful to hold a boundary in requesting anonymity in sharing her information to protect her employment and standing in the community.</p>	
Edited Story	<p>It all started when I was living with my boyfriend and his dad. I wasn't on the lease, so I had to leave. Then, I was sleeping in my car in ***** parking lot and also staying with a friend. We have a son. I didn't want him to sleep with me in my car. My friend in ***** recommended FLC (Family Life Center). A week later, someone came out to check on me, and I got a space in the shelter with my son. The staff is so awesome. I've never experienced asking for that kind of help. I had a car, I had a job, I just needed a place to live. [The shelter case worker] was on me every day asking me if I had applied, if I was looking. Huliau was built and my name was pulled. I am proud of this, but I wanted to do it on my own. People at the shelter, they're not bad, they just don't know how to make a choice. The ones I made friends with were just like me. Everybody's got a chance to make it and level up.</p>	



## Kumuwai (Oahu) – 2021

PSH - Kumuwai	
Specifications	
Location	Honolulu, Oahu
Project Name	Kumuwai
Description	Kumuwai is the newly renovated three-story building on the corner of Young and Artesian Streets in McCully-Mo'ili'ili that provides seniors housing with 20 studio units.
Interview Subject(s)	Leina'ala Nakamura, Administrator Taimane Passi, Case Manager
Managing Department	City and County of Honolulu (CCH)
Services Contractor	City and County of Honolulu Department of Community Services, Elderly Affairs Division (EAD) and WORKHawaii Division
Property Manager	Housing Solutions, Inc.
Total Beds	20
Population Served	Elderly people over 62
Prior Placements	Emergency and transitional shelter and unsheltered
Eligibility Criteria	Head of household must be 62 and meet chronicity for PSH eligibility. Must be homeless for at least a year or 4 episodes in the last 3 years. Other members don't have to be elderly.
CES Participation	10 referrals from CES and 10 from EAD
Rent Determination	30% of income - all on fixed income balance is paid by Housing First voucher, which is CBDD-funded.
Length-of-Stay Limitation	It was 3 years and then we'd move them on to another PSP program, but that is uncertain.
Implementation	
Contract Period	6.1.19-5.31.22
Builder	Topic not discussed in interview.
Time to Completion	



PSH - Kumuwai	
Regulatory Challenges	Topic not discussed in interview.
Landholder	City and County of Honolulu
Zoning	Topic not discussed in interview.
Privacy Impact on Design	"It is important to understand the client's need for privacy. There should be different options for people depending on their needs." - Lei Nakamura
DRIVER: Required Housing First Competencies/Skills/ Training	COMPASSIONATE ENGAGEMENT: Patience; caring; a willingness to do anything to house the person; going the extra mile to meet the person's needs; out-of-the-box thinking; focus on goal; treating people with dignity. HOUSING NAVIGATION: knowledge of the system, knowing the other stakeholders. CASE MANAGEMENT: coordinate with other service providers, understand seniors needs. "Seniors are set in their ways, but still need handholding." - Taimane Passe
DRIVER: Organizational Infrastructure - Key Data Elements, Feedback Loops, and Partnerships	ENGAGING WITH DIVERSE STAKEHOLDERS: Explain your vision to address a given need and then ask, 'what do you think?' This is required to make changes in government. "I have to understand everyone's role and accept and integrate the feedback. I want to raise my hand with the others and say we did it." - Lei Nakamura
DRIVER: Leadership Approach	CULTURAL HERITAGE: Kamehameha and Aha were the first public servants of Hawaii. They weren't what you see in movies, fighting all the time. Instead, they had skills, medicine, housebuilding, hunting, etc. "When you no longer can take care of that kuleana, you were given something else to do." - Lei Nakamura. VALUE-DRIVEN LEADERSHIP: 'Our kupuna need to die with dignity that's not on the street, not in a bush.' - Lei Nakamura. APPROACH: "Hammer with a flower lei." - Lei Nakamura. "I explain myself thoroughly: this is who we are, this is what we need to do. I am respectful, and my words mean a lot when I say them, and when they hear them." - Lei Nakamura. FLAT ORGANIZATIONAL STRUCTURE: Acknowledge peoples' roles and remain flexible with the directives. STANDARD OPERATING PROCEDURE: Written documents, written instructions, established standards of practice. TEAMWORK: 'Anything is possible as long as we do it together.' - Lei Nakamura. Constant communication is required, ongoing feedback loops. CULTIVATE NEW TALENT: "We hide behind our positions, instead we need leaders who are looking for the superstars." - Lei Nakamura
Successes	"This is a place that people are calling home now." - LN



<b>PSH - Kumuwai</b>	
Challenges	"We provide social services but being able to maintain housing is a challenge." - Lei Nakamura. Housing and healthcare are two greatest costs to society.
Lessons	"If you let fear drive your decision-making, you're always going to fall short of doing your very best to serve the community. You can conflict with people and still do it with aloha. But people have fear. Fear of conflict, fear of someone being mad and when you're in fear, you're always second guessing yourself. When you're fearful, you're suspicious and your perception becomes negative and you're living in a reality that is not aligned with actuality. Conflict is necessary; we have different perceptions, but we don't have different values. Once you back yourself into a corner, you're not doing everything you can do. Your decision-making is poor. Stand up or get out." - Lei Nakamura
Scaling/Next Steps	Uncertain.
<b>Ongoing Operations</b>	
Client Service Map	1. Person meeting criteria is referred and placed on waitlist. 2. When unit becomes available, contact person. 3. Initial assessment to verify this person can conduct all activities of daily living (ADL) independently. 4. Help candidate with application; property manager, HSI does their part of the documentation. 5. At tenancy, case manager develops case plan with resident and supports this person working toward goals.
Continued Eligibility Criteria	Capacity to live independently and conduct activities of daily living (ADL)
Eviction Criteria	Increasing level of health or mental health care needs. Zero tolerance for violence.
Rental Subsidy	Topic not discussed in interview.
Strategic Project Plan	"That's the big question... can we bring experience to the table and establish the overall goal? Is it to house all kupuna?" - Lei Nakamura. Established expectations are required.
Recommendations	We need to bring services into the building: mental health, drug and alcohol abuse. We need more activities building family connections, and more communal activities.



# Kumuwai (Oahu) – 2022

PERSON	Lei Nakamura, Administrator; Taimane Passi, previous Kumuwai Director; Tamber Miller-Garcia, Kumuwai Director	
ORG/SITE	Kumuwai, WORKHawaii	
DATE	10.4.22	
DRIVER	TOPIC	RESPONSE
Competencies	Training: assessment	[I'm] gifted as a people person. . . . We all are, and it's all about meeting them where they're at. (Tamber Miller-Garcia)
	Training: data access/entry	It's super important that we provide each WORKHawaii staff with basic knowledge before getting specific. [We provide an] overview of the division, which has an employee checklist (submitted by Lei Nakamura). Topics include: equipment orientation, office space, credentials for computer access, orientation to standard operating procedures through all policies and procedures on site, internal business processes, and department signature line. Next is program Standard Operating Procedures—how the clients flow through the program. This is where expectations are spelled out. This happens within a program.
	Training: documentation	
	Training: compassionate engagement	
	Training: knowledge of people/culture	
	Training: service planning	
	Training: knowledge of system	
	Training: prioritization	It's important to support my worker. It's not just a 9:00 a.m.–5:00 p.m. check in and check out. We're carrying this load together. (Lei Nakamura)
	Training: safety planning	
	How do you know when someone is practicing with high fidelity?	BESSD (DHS Benefits, Employment and Support Services) reorganized. The TANF (Temporary Assistance for Needy Families) Office told us they'd help us get trained for TANF and SNAP (Supplemental Nutrition Assistance Program), and we're waiting.
	What happens when they are/are not?	
Organizational Infrastructure	TRAINING NEEDS	
	What is your plan for sustainable financing?	TRANSITIONING PEOPLE TO OTHER VOUCHERS: We were able to use emergency housing vouchers and move people on, then help more people from our waiting list—11 people moved and now two more. (Taimane Passi) We get money through the Community-Based Development Division [of the City and County of Honolulu]. They told us we're going to continue to get Ohana Zone money to fund Kumuwai [in the new provision of funding in 2023]. [This project] is not on the list to be converted to City General Funds or City Affordable Housing.
	Context: access to food	The site is located in urban Honolulu, within walking distance from groceries, take out, and restaurants. Public transport is also available.



Context: mental/health care	<p>Clients who can be on SSI/SSDI are accessing that benefit. I do work with people to get SSDI, but the process is so tedious, and they go to appointments and the doctor doesn't approve them. . . . It's clear they have a disability, and the doctor doesn't approve that. Then, most qualify for SSI. There's only one medical office where people can go to and get medical services and approved for SSDI. There's only one agency with a certified doctor. (Taimane Passe)</p>
Context: transportation	<p>The site is located in urban Honolulu and accessible to public transportation. However, transportation to employment is a challenge at the site [and across Oahu].</p>
Context: education/jobs	<p>We make an internal referral to our American Jobs Center Hawaii (AJCH), which is 100% funded by the Department of Labor. It's the "brand" of one-stop center. Our co-located partners are: State Department of Labor Workforce Development Division, Department of Education, Community Schools for Adults, Department of Human Services, and Department of Vocational Rehabilitation. Seamless integration of services for job seekers. If someone wants to find employment, we refer them, but a lot of residents don't want or fit employment due to their age. But if someone wants to work, we refer them. Enrollment is low due to the pandemic—our partners are just coming back out, and there's a lot of vacancies. U.S. Census [data shows] 750,000 [people ages] 16+ who could work, and of that, 250,000 are not in the workforce. Why? One issue is childcare. (Lei Nakamura)</p>
Context: social/rec/community	<p>This group is a lot different, but it's because a lot of people came from being unsheltered. They have to get used to this being their home and gaining trust, because a lot of them are shocked that they're in permanent housing. A lot of them don't have goals—they've never had caseworkers who were going to be with them. We start with the basics—medical-related [tasks], signing up for benefits and resources, and reconnecting them with family members. It's a [fundamental change for people]. . . . They apply to Helping Hands and make a list of what they need for their unit. They say, "I don't need a bed, just a pillow." I say, "No, you need a bed, you need kitchen stuff. . . ." They're just used to being on the move, and they're not used to it. This is your home, and you want to be comfortable. ON PLACING FRIENDS TOGETHER: We've had friends apply and we thought that might be helpful, but people change their minds. We try to help others as much as we can. (Taimane Passi)</p>



	Sources for capital dev funding	See plan for sustainable financing.
	Sources for operational funding	Topics not addressed during interview.
	Sources for case management/support	Tamber Miller-Garcia is the new Program Director for Kumuwai. We have a bare-bones budget. We use General Funds to subsidize buying equipment. We ask only for the minimum for this program, but CCH needs to make more programs because we can't let kupuna die on the street. (Lei Nakamura)
	Design considerations	Topics not addressed during interview.
	ORGANIZATIONAL NEEDS	We have to get beyond our prejudice about what we think people need. We know there are so many unsheltered kupuna. Through outreach, it's our team who found them [many of our current residents]. Some had been unsheltered for 40 years . . . and when they're sheltered, it's a huge transition . . . more than a transition, it's a transformation for them . . . and our government funds are not built that way. We spend money to get people elected. (Lei Nakamura)
Leadership	How do you decide which projects to fund?	We need to have more subsidies in place for childcare so we can help people get back to work. In CCH, we have to fill 3,000 vacancies. Without that workforce, things don't happen, and people lose trust in government. We talked about providing incentives [for new employees], providing a subsidy so they can enter the workforce. If we really want to help, that's what we need do. (Lei Nakamura)
	Who is involved in designing/taking action on the strategic plan?	Topics not addressed during interview.
	How are private partners engaged?	
	What public/private partnerships exist or are planned?	
	What is the role of people with lived experience in strategic planning?	
	OTHER THOUGHTS	Self-determination needs to be taken into consideration. . . We've accepted that not everyone is appropriate to house. We still have some people who go back to where we found them on the streets to be around their friends who are homeless. Then they're gone the next day, back in the same environment. (Lei Nakamura)



<p>Evaluator Observations</p>	<p>Lei, Taimane, and Tamber are a united team that shares a deep commitment to the kupuna in their care. Lei is a highly organized leader who has high standards for upholding protocol to achieve high-quality services. She expresses her expertise with powerful confidence. This interviewer notes Taimane's professional development at Kumuwai over the last two years. This growth is now leading her to accept a new supervisor role at the Rent-to-Work program at WORKHawaii. Tamber, the new director, assumes the directorship with eagerness and keen smarts, as reflected through the interview.</p>
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## Hale Maluhia (Oahu) – 2021

PSH – Hale Maluhia	
Specifications	
Location	Makiki, Oahu
Project Name	Hale Maluhia
Description	Hale Maluhia or "house of peace" occupies a city-owned building in Makiki and provides 20 units of housing to families fleeing domestic violence with high security, on-site services and a small garden.
Interview Subject(s)	Nanci Kreidman, CEO Lise Vaughn-Sekona, Legal Director Lydia Pavon, Program Director
Managing Department	City and County of Honolulu (CCH)
Services Contractor	Domestic Violence Action Center (DVAC)
Property Manager	Housing Solutions, Inc.
Security	Topic not discussed in interview.
Total Spots	20
Population Served	Domestic violence survivors
Prior Placement	Domestic violence shelters or self-referral in court.
Eligibility Criteria	Self-identified
Implementation	
Contract Period	6.1.19-5.31.22
Builder	Topic not discussed in interview.
Time to Completion	Doors open April 2020.
Regulatory Challenges	Topic not discussed in interview.



PSH – Hale Maluhia	
DRIVER: Required Housing First Competencies/Skills/Training	<p>ENGAGEMENT: Engage with grace. "Face to face contact is important for community advocacy because you can feel and see the connection. I want you to see that I'm real and there's help there. The connection is palpable. Just holding their hands means a lot. Safe touching, like holding hands, is healthy energy. People long for healthy touching. It conveys, 'You are safe, you are cared for, you are loved.' It is essential to teach every mother to hug. Physical touch gives the sense of security. It is very powerful, beyond the spoken word. Soothing sounds like humming are calming and introducing a different form of communication." Lydia Pavon. SUBJECT EXPERTISE: Knowledge of the legal and court system, completion of the Temporary Restraining Order form, other remedies available. CRISIS INTERVENTION: crisis intervention, de-escalation. ASSESSMENT: good listener, compassionate, wise, grounded in experience, validating experience, empathy, non-judgmental, listening. "Be present, and they can feel you. You didn't come here to multi-task." - Lydia Pavon. SAFETY PLANNING: "If a victim is willing to leave, grab that opportunity. We place great emphasis on that first contract and conduct safety planning with every person from the start. Safety planning is a process that includes questions like: Do you have a safe place to stay? Do you have a support system? Are you working? Do you have immigration issues? Do you have children? Friends? Does anyone know your story? Have the police been to your house before? Court hearings increase the risk of violence." - Lydia Pavon. CULTURAL HUMILITY: Inclusive and respectful approach to clients' heritage, cultural values, beliefs, and practices. CASE MANAGEMENT: "I'm the hand you can hold while you go through the journey, and when your goals are met and you let go of my hand, then I can reach out to another. What is your goal? What is my part in helping you reach that goal?' How do we get there?" - Lydia Pavon</p>
DRIVER: Organizational Infrastructure - Key Data Elements, Feedback Loops, and Partnerships	Limit 30 cases/worker. Partners are needed at all access points where victims enter the system: health care, law enforcement, and child protective services
DRIVER: Leadership Approach	Servant leader model. "It's a sisterhood. We have reverence for the work we do. We rely on each other and respect each other's input, which promotes a collaborative atmosphere." - Lydia Pavon



PSH – Hale Maluhia	
Successes	Coercive Control legislation passed (2020) and criminalization (2021). DVAC is piloting a new program in which a Family Specialist provides direct case consultation to Child Protective Services (CPS) case workers. Funded by a grant from Office Against Violence on Women (OVAW). Legislative advocacy by several legislators and influencers including Representative Linda Ichiyama, Senator Rosalyn 'Roz' H. Baker, and Laura Theilen, who is currently Director of Parks and Recreation for CCH.
Challenges	"The domestic violence discourse has been left out of the conversation about homelessness in Hawaii until now. We are trying to raise community awareness about this more hidden problem. We talk to elected leaders - cabinet members, business leaders, foundations, attorneys, health care. DVAC is the only DV service agency not embedded in other service provision and is regarded as leader and expert in the discipline." - Nanci Kreidman. There's a lack of understanding for abuser accountability, as well as blaming the victims in the child welfare system. Too often courts side with perpetrators.
Lessons	"If we had more services, there would be more success stories." - Lydia Pavon
Scaling/Next Steps	"More people solving a problem will make a better solution." - Lydia Pavon. Proposing to join with first responders and establish consistent messaging. "Family violence is unacceptable." Proposing to work with police and redefine roles. What can be learned from Safe on the Scene pilot? There was a breakdown in communication. Leaders agreed to concept but operationalizing it on the frontline was a challenge. Personal bias about domestic violence victims needs to be addressed. The engagement approach needs to be reframed. Currently, limited training is offered to officers. "This is not a personal problem, it's a community problem." - Nanci Kreidman



PSH – Hale Maluhia	
Ongoing Operations	
Client Service Map	<p>1. REFERRAL: Referral can be done by community member, doctor, or self-referral at family court. When filing for a Temporary Restraining Order (TRO), DVAC workers are on site to ask, 'Are you filing against an intimate partner? Are you willing to be referred?' A second chance comes two weeks later at the Order to Show Cause, where victim appears at court. <b>90% accept services.</b></p> <p>2. TRANSPORTATION TO SHELTER IF NEEDED: One-way bus tickets and/or Uber fare is provided. If risk is high, then the Sheriff is called to accompany her/them.</p> <p>3. SERVICES: We match new clients with DVAC Advocates within 48 hours to conduct risk assessment and determine what client needs for stability. Goal is to be stable, empowered, and self-sufficient, including issues regarding child and family services, early education, legal services, food, employment, clothing, children, benefits.</p> <p>CASE MANAGEMENT: typically, 1+ year for clients - immigration takes longer - now we have in-house immigration lawyer and shelters. DVAC operates a 50-bed shelter. NOTE: With additional CARES Act funding increased capacity and women and children were placed in hotels \$175/night. DVAC Advocates represent a variety of cultures, and efforts are made to match culture of client.</p>
Expulsion Criteria	<p>Survivors and their families leave for better situations. No one has been 'exited' from Hale Maluhia, but the limit is five violations of House Rules. If there are challenges, the HSI property manager and DVAC program manager discuss them with resident with key questions like, 'How can we help you, so you don't do this anymore?' "Practically speaking, they are so grateful, we don't have a lot of people (disrupting)." - Lydia Pavon</p>
Limit on Tenancy	<p>There is no limit on how long a family can stay, but families do move on. "We had three new move-ins last year. People eventually grow out of small spaces, and the 'no visitor' policy." - Lydia Pavon</p>
Privacy Impact	<p>"Survivors require a higher degree of anonymity due to safety issues and associated trauma. Privacy is very, very important because victims start out blaming themselves and don't want people to know their stories. Private space is an incentive for engagement and case management services. The ideal is having housing with services on-site." - Nanci Kreidman</p>



PSH – Hale Maluhia	
Strategic Plan	<p>Scale and replicate: Waianae, one more in Honolulu, and Central Oahu are development priorities. I'm of two hearts - first, there's still so much that's troubled with the services, and we're reminded of that with our clients every day. Second, our allies remind us that so much has changed. This should work better - people should not have to suffer because of the failings of a community system designed to help them. The system is still failing many people in many ways, and we've also made a lot of progress, so both are true. Researcher from Brandeis about coercive control - a pattern of tactics used by abusers, isolation, intimidation, control over finances. When we put them together and label them, it's sufficient reason to have a protective order and an arrest to be made. Most states don't have this protective order statute (2020 and criminal statute 2021). Nanci was advocate along with women's legislative caucus, and HI women's coalition. These community-based organizations work to improve the condition of life - child care, paid family leave, reproductive freedom, domestic violence, economic equity, advocacy for information and education to legislatures for women. If we use that as a beacon for forward movement, we should experience satisfaction to mobilize and insist that things are done better and well. PUBLIC POLICY - SYSTEM REFORM: Part of DVAC vision—continue to work with allies and antagonists to hold the system accountable. RAISING COMMUNITY AWARENESS—and how these issues have their roots in trauma. We must keep pushing forward to enroll people, to maintain a focus on this. This needs to be a priority and investment needs to be sustained. All sectors—child welfare, HPD, health care—all play a role for the community to successfully reduce the incidents and contribute to healing. We're not close to prevention yet. SYSTEM NEEDS: Leadership, training, and accountability.</p>



PSH – Hale Maluhia	
Recommendations	<p>"The job is way bigger than we are at DVAC. Every sector has a role to play, and we need them to see domestic violence as a priority they can help address with us. These are not victims; these are island families who are being harmed. I've been working on DV for 40 years. The problem is so poorly understood, which is astonishing, but it's embedded in the patriarchy. As gracefully as we can, we are dismantling the patriarchy, so women and children have a chance. Part of our challenge is communication and alignment with police. The other part is our unending struggle for funding. My greatest frustration is the myth that domestic violence happens to 'certain families,' when it is a problem that doesn't discriminate. It's easy to say 'I don't know anyone who is impacted, so I don't want to get involved. You'd be surprised what you don't know about people you know. Women hide because there is nowhere to go. Safe families are the core of healthy communities. The intersection of a community's challenges happens in the home and intimate relationships. Those relationships are the root of (our collective progress) and reaching people in this context is also the hardest challenge." - Nanci Kreidman.</p> <p>1. The assessment for the primary aggressor needs to include coercive context. 2. Use a universal domestic violence screening tool at every entry point. "It's not that tools aren't available, it's that there's no buy-in." - Nanci Kreidman</p>



## Hale Maluhia (Oahu) – 2022

<b>PERSON</b>	<b>Nanci Kreidman, Executive Director; Lydia Pavon, Program Director, Hale Maluhia</b>	
<b>ORG/SITE</b>	Hale Maluhia	
<b>DATE</b>	9.1.21	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment	Detailed training plan submitted. We innately understand that training is imperative. We have 50 staff, and we invest in them. (Nanci Kreidman) Staff take a minimum of four trainings a year that are content-relevant skill building. Then, there are in-service trainings at staff meetings. We also have department meetings. . . . Executives share available training, and I'm also sent specialized training about domestic violence or hoarding. I don't have to ask permission unless there's a fee. (Lydia Pavon)
	Training: data access/entry	
	Training: documentation	
	Training: compassionate engagement	
	Training: prioritization	
	Training: safety planning	
	Training: knowledge of people/culture	All staff take DVAC's DV 101, a 4-day intensive about domestic violence, the system, and our programs. New staff meet our executive team and legal teams and learn how to interface with lawyers. Our Housing Manager discusses Housing First. Our multi-cultural staff are introduced, representing the LGBTQ+ population, Korean, COFA, and Filipino advocates. We know clients work best with people who look like them and talk their language and understand their community norms. On day 1, our human resources person introduces the DVAC mission, vision handbook, distributes the key fob, explains the organizational chart, and then introduces them to each person on staff. On day 1, we ask someone to share lunch with the new employee.
	Training: service planning	We use job shadowing to teach people about service planning. It takes some degree of competence and self-confidence [when you are working with someone] who is in danger and experiencing the physical trauma that someone is dealing with. We want people to be comfortable [leading casework], so we have people watch and observe while others are doing the work.



Training: knowledge of system	Attorneys know court but not domestic violence, so we have them do some specialized domestic violence training. We start by giving attorneys the simple or uncontested cases, or they might second chair a case and help a primary attorney. Then they are assigned their own case. Same is true for an advocate. They start by shadowing other programs. Then, a new worker is able to explain services to a client because they've seen it. For our Expo program, workers are trained to answer questions, conduct safety planning, and provide accompaniment. For our Help Line, it's the same thing. . . . you are assigned to shadow and listen in when the primary counselor is talking to a caller. Then, when you're ready, you take the calls, and someone is there shadowing to help you make sure you have all the right information and resources.
How do you know when someone is practicing with high fidelity?	Supervision: it's very close. The mentoring or correcting is immediate. . . . [As soon as] I hear or see [the situation], I can mentor and redirect them. I can step in and do the immediate work. [We have a caseload of] 20 adults and 35 children. [With two workers, that's a ratio of 1.5 to 18, they can't do it all. I can step in. On a daily basis, there is mentoring. (Lydia Pavon) COMMUNICATION FEEDBACK LOOPS: Each department meets, then there's in-service training, so workers understand specialized topics: impact on children, immigrant survivors, etc. Then, there's 1:1 supervision with random case reviews and coaching. Supervisors provide support to overcome challenges with clients that aren't necessarily part of the case review. That's a very extensive document. In 1:1 supervision, we ask: How are you? How are your clients? How's it going? How can I support you? What do you want to learn?
What happens when they are/are not?	
TRAINING NEEDS	We have a thoughtful approach to training and support. Not everyone can do this work, and you need to be well acquainted with the challenges and trauma because you deal with life and death—and we take that very seriously.



Organizational Infrastructure	What is your plan for sustainable financing?	[DVAC is part of a] community coalition to develop an approach to informing community allies, legislators, and executives about contractor needs. Contracts are stagnant while costs have gone up. That's one huge problem. We're scrambling trying to raise cash to cover the short fall, and the more time goes on, the bigger the gap is. We can't pay enough. We lose people to the Attorney General's office, DHS, and DOE because they earn more as counselors and attorneys in those agencies. We can't recruit and retain because we can't pay sufficiently to compete in the workforce. That's after realizing that not everyone can do this work, and the pool is already small. Then, our people say they can't live on the salary, and we understand. There needs to be advocacy on the administrator level to advocate for more money in their contracts.
	Context: access to food	Topics were not discussed specifically, but the facility is located where food, health care, transportation, and employment resources are accessible.
	Context: mental/health care	
	Context: transportation	
	Context: education/jobs	
	Context: social/rec/community	
	Sources for capital dev funding	This project, if funded by the City and County of Honolulu.
	Sources for operational funding	
	Sources for case management/support	We tried to get ahead of the curve with invoicing to CCH. We don't have a challenge with the invoicing process. We've figured out what they want.
	Design considerations	CONGREGATE SITES WORK BEST: Hale Maluhia is ideal—[it is] subsidized by CCH and provides services at the housing. This should be replicated. SERVICE GUIDELINES: We hold your hand and empower you to become independent because there are guidelines that you have to follow while you're here. After a while, you may not like that. Like, you can't bring partners to the property. Ultimately, they make their own decisions about moving on. There is not a timeline. Rent is 30% of income (of welfare, benefits, or any income they have). [They must] report a change in income. One client was receiving benefits and didn't tell us, and we found out. We ended up discussing it.
	ORGANIZATIONAL NEEDS	CCH needs to continue rental relief.



Leadership	How do you decide what projects to fund?	Our approach to ending domestic violence is unique and not duplicated by anyone else. We're going to build our housing. We bought a property we're going to occupy in October. Our new program is not being subsidized. We purchased additional office space to have a larger meeting area. NEW CHILD WELFARE FOCUSED PROGRAM: We are going to strengthen our advocacy work with child welfare. We got a new federal grant to have an attorney represent victims with child welfare involvement. This is our second program funded to provide services in the child welfare system. NEW NATIVE HAWAIIAN SERVICES: We also got a grant to sustain programming for Native Hawaiian survivors and immigrant survivors.
	Who is involved in designing/taking action on the strategic plan?	Topics were not addressed during interview.
	How are private partners engaged?	
	What public/private partnerships exist or are planned?	
	What is the role of people with lived experience in strategic planning?	
	OTHER THOUGHTS	I am very proud to be a part of DVAC. We are about quality. We are accountable. It's not just 8:00 a.m.–5:00 p.m. It takes a lot of heart muscle to do it. W3 are the chosen few. It is a training ground for people who want to grow. What we provide is beyond what people expect to get in training. (Lydia Pavon)
Evaluator Observations	Nanci Kreidman is a widely renowned expert on domestic violence services, and her expertise was vibrantly evident throughout the interview. She has a warm, accessible presence and abundant grace, even in discussing difficult issues. Her leadership during DVAC's growth reflects keen strategic planning and tremendous determination. Lydia Pavon's dedication and practice expertise shined through during the conversation. Her commitment and passion for serving those broken by domestic violence is deeply inspiring.	



## Kama'oku Kauhale (Oahu) – 2021

PSH – Kama'oku Kauhale	
Specifications	
Location	Honolulu, Oahu
Project Name	Kama'oku Kauhale
Description	Kama'oku is the first permanent tiny home community in Hawaii that reflects the cultural roots of Kauhale with shared resources and on-site services. 1.5 acres and has 36 units, 10 designated for veterans.
Lead Agency	Lieutenant Governor
Service Contractor	Ka po'e 'o Kaka'ako (KPOK) and Hui Aloha (HA)
Property Manager	KPOK
Landowner	State of Hawaii
Total Beds	37 units
Population Served	Currently homeless, sheltered and unsheltered in Honolulu
Prior Placements	KPOK
Eligibility Criteria	Unsheltered homeless people or those unstably housed with time-limited vouchers or shelters
CES Participation	Not dependent on HUD funding, so it is possible to "avoid the imposing common eligibility requirements that often become obstacles for people attempting to get housed". No requirements to be "chronically homeless," increase income, or be substance-free to qualify.
Rent Determination	Average rent is \$250/month
Length-of-Stay Limitation	Topic not discussed in interview.
Implementation	
Contract Period	Topics not discussed in interview.
Builder	
Time to Completion	
Regulatory Challenges	
Zoning	Industrial
Privacy Impact on Design	Topics not discussed in interview.
DRIVER: Required Housing First Competencies/Skills/Training	
DRIVER: Organizational Infrastructure - Key Data Elements, Feedback Loops, and Partnerships	



PSH – Kama’oku Kauhale	
DRIVER: Leadership Approach	"The solutions we propose are about more than getting people into shelter. We focus on building relationships that foster trust and hope and building capacity to solve problems together. As such, we envision a kauhale that is not just 'housing for the homeless' but also a community and a home offering security, belonging, and purpose.
Successes	Topic not discussed in interview.
Challenges	
Lessons	
Scaling/Next Steps	
Performance Management	
Ongoing Operations	
Client Service Map	Topic not discussed in interview.
Continued Eligibility Criteria	
Eviction Criteria	
Rental Subsidy	100% rental income.
Strategic Project Plan	Kama’oku Kauhale resident rental income will support 100% of the continued operating cost.
Recommendations	Kama’oku Kauhale offers a replicable model for developing housing that can immediately reduce homelessness, even without vouchers or other ongoing subsidies. Government support is required: Long-term leases of public land or land transfers to nonprofit developers; Infrastructure improvements; Support through 201H planning and permitting process; ensure regulatory compliance with housing with shared bath and kitchen facilities; allow a portion of property to be used as a temporary campsite, where future residents who are currently homeless can stay and assist with construction. Projects that directly and quickly reduce homelessness will require a more flexible planning and permitting path akin to the Governor's Emergency Proclamation on Homelessness, now expired.



Kama'oku Kauhale (Oahu) – 2022

<b>PERSON</b>	Gregory Williams, Kevin Cook, Macy Sevaaetasi, Michael Rath	
<b>ORG/SITE</b>	US Vets, Kama'oku	
<b>DATE</b>	9.23.22	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment	Training plan sent.
	Training: data access/entry	
	Training: documentation	
	Training: compassionate engagement	
	Training: knowledge of people/culture	
	Training: service planning	
	Training: knowledge of system	
	Training: prioritization	
	Training: safety planning	
	How do you know when someone is practicing with high fidelity?	
	What happens when they are/are not?	
	TRAINING NEEDS	
Organizational Infrastructure	What is your plan for sustainable financing?	[This is all new.] Our first resident came [to Kama Oku] in December 2021. It's only been 9 months that we've had residents. 32 of 36 units are filled, and we have had less than 5 people leave and come back in. The reasons for leaving have been varied. It's a permanent housing model with a lease, but if someone has a medical need, we let them out of the lease. Because we are not HUD-approved for vouchers, [we have greater flexibility]. We've had a couple people leave for VASH and Section 8 vouchers, and we released people from their leases. Though we're permanent housing, we're mindful of the people we're serving and what people are working through and where they need to go.



Context: access to food	One thing we learned early on—people need access to the food they want to eat. A commercial kitchen was added to this site at the request of US Vets. Then, we learned that residents don't want to buy meals from us, they want to do it themselves, but you can't let people have access to a commercial kitchen without special training and certification. We're working with HOMEAid [to build cooking facilities]. It would be neat if we had a "condo kitchen" where the residents could cook, because you can't have everyone inside the commercial kitchen. Based on our location, [access to food] is a limiting factor.
Context: mental/health care	We have great skills signing people up for health insurance and all kinds of benefits and have great support from our national organization to do so. This is what we do for our vets.
Context: transportation	INADEQUATE PUBLIC TRANSPORTATION: Bus routes aren't really great. Cloud Break [another public service program] is also a big advocate about [increasing bus service] in our area. The message we get back from the City and County of Honolulu is: we took it away during COVID, and we don't see the ridership. . . . It might be a loss, but for the good of the community, we need to invest in TheBus. They either walk to the closest bus stop, some own bikes, one has a moped, and a few have vehicles. But the most strenuous part is they have to walk to the bus stop during the hours when none are working in Barber's Point—from 9:00 a.m.–2:00 p.m., there are no buses. They have to walk a mile and a half to the nearest bus stop. Some residents have Handivan in place, and that's helpful. Case managers can help. Some rely on friends and family. CIS can transport people to grocery shopping and medical appointments.
Context: education/jobs	Most people are not working. Some do and have their own vehicle or have worked out the bus schedule. But a lot of people are not working. We have people on disability. Most come to us well established with benefits and case management. They have to be document-ready [with proof of residence], identification, and a social security card.



	Context: social/rec/community	We've had fits and starts for building a therapeutic community and we're restarting now. This community came from all over the place. . . . They are all individuals coming from different places with different ideas about how it should look. Our efforts have started and stopped—we, as the staff, are going to need to model participation for them. If we only have 2 people show up, so be it. . . . We're holding the meeting or having the game night. On the building community side, this is more of a transitional-type model. We hold town hall meetings monthly. The priorities for people living here are cleaning the campus in a way that everyone is involved in and understanding the system. If one is 100% invested and others are not, they get the sense of "Why should I?" and "No one else is respecting me." These guys have a lease. . . . This is different than a transitional shelter where we can ask people to leave.
	Sources for capital dev funding	Topics not addressed during interview.
	Sources for operational funding	
	Sources for case management/support	Residents genuinely care about each other and will refer a neighbor for support if they know there's a problem.
	Design considerations	We had a town hall meeting [last month], and we had 9–10 residents there. They were active and participated in the discussion, listening, and offering solutions. This is a platform for them to voice what they'd like to see. It gives us more insight about what we can be doing better. It also provides [the opportunity for] a group effort, not just residents or staff. We hear the challenges, so let's all think of the solution—not just "US Vets needs to fix things." As a resident, you can encourage your neighbors to attend and hear all the same info and get everyone onboard. If we can get everyone onboard, we can make improvements more quickly. (Macy Sevaaetasi)
Leadership	ORGANIZATIONAL NEEDS	Topics not addressed during interview.
	How do you decide which projects to fund?	
	Who is involved in designing/taking action on the strategic plan?	
	How are private partners engaged?	



	<p>What public/private partnerships exist or are planned?</p>	<p>We have to look long-term and know the subsidy is not always going to be there. It's not healthy to have to be reliant on the state and federal government for rent and maintenance. TO INCLUDE NEXT AT KAUAHALE: A jobs program, [a commercial kitchen that is fully functional], community garden, and community store. If a provider is allowed to develop those, the site can be more self-sufficient. Because we have community connections, Fraven Foundation and the [Harry and Jeanette] Weinberg Foundation, it makes development easier. We have a connected national organization that helps us, too. We have a grant writing team on the nation level. INNOVATIVE READINESS TRAINING: It takes a while to get on IRT's radar. . . . It takes a couple of years to get on their radar and then for them to engage. The Department of Defense, in general, doesn't move that fast, and they like big projects.</p>
	<p>What is the role of people with lived experience in strategic planning?</p>	<p>[See above on Context: social/rec/community]</p>
	<p>OTHER THOUGHTS</p>	<p>We have a lot of strengths. From December until now, the challenges have been relatively familiar, and we know how to address them. We're currently adapting to the evolution of things. As the community gets settled in, a lot of things will normalize, and we want to help facilitate that [process] faster as much as we can. (Mike Rath) PROVIDER FIT IS KEY: It is important when these [kauhale] are built to find the right providers to manage the programs. You need established providers with a strong foundation [in Hawaii] and resources and experience to be able to manage these new programs. PARTNERSHIPS MAKE STRONGER PROGRAMS: We intentionally seek out partnerships. We sub-contract on the Big Island through HOPE Services. Subcontracting to other organizations build networks. KAMA OKU AND US VETS: US Vets was a natural ask [to manage Kama Oku due to location and Darrell Vincent, our COO, who started Barbers Point and Waianae Civic Center. He is well known.]</p>
<p>Evaluator Observations</p>	<p>Greg, Kevin, May, and Mike are present with great alignment as a team. Their learning approach in developing Kama Oku's services, community building activities, and building site itself supports a low-pressure atmosphere for this program to flourish. All were candid and generous in their sharing about strengths and challenges of the program and site, the first permanent housing kauhale. Their continued dedication to community building among residents is exemplary. While it is essential for helping residents stabilize, community building is a complex and challenging aspect of practice. This team's keen insights are very helpful for informing future kauhale development.</p>	



## Housing Vouchers

### Unsheltered Vouchers – 2021

PSH – Unsheltered Vouchers	
Specifications	
Island	Oahu
Project Name	H3RC Housing First Increment IV
Description	12-month housing vouchers for one-bedroom apartment renewable for three years.
Interview Subject(s)	David Shaku, Program Director
Contractor	Hawaii Health and Harm Reduction Center (H3RC)
Total Beds	10
Population Served	Current H3RC clients, people who've encountered HPD, people with chronic substance abuse challenges, people with disabilities, and transgender people.
Prior Placements	Unsheltered. Chronic homelessness and/or have a significant disability
Eligibility Criteria	Chronically homeless.
CES Participation	Recruited from By Name List
Rent Determination	
Length-of-Stay Limitation	There is no limit on length of stay. Case management is not required for tenants.
Implementation	
Time to Completion	May 2020 received contract - #1 placement on June 30; #2 and #3 July 13, 14; #4 Aug. 14; #5 Sept. 8; MASSIVE PAUSE; #6 March 24, 2021; #7 and 8 March 29; #9 March 29; #10 April 21; and #11 May 21
Regulatory Challenges	"The bulk of the population we work with are active substance users, but when people exit treatment, there is no subsidized halfway house. Typical addict relapses 12 times, if that happens to a person in a housing crisis, then that person not only relapses, but they also lose their housing. This continuum needs medical detox." - David Shaku
Landholder	City- and state-owned properties.



PSH – Unsheltered Vouchers	
Zoning	N/A
Privacy Impact on Design	Privacy is a new experience for chronically homeless people. Typical people think about this, but chronically homeless people are not necessarily focused on this. It may not be the primary concern of people on the street. In some ways, coming to a restricted environment is a disincentive: the privacy was a barrier, they lost community to gain privacy, which wasn't something they wanted in the first place. Community is one of the barriers to people maintaining housing. Placing cohorts in kauhale would be a great idea. If we can house people and keep their friends around them, it would be beautiful.
DRIVER: Required Housing First Competencies/Skills/ Training	SYSTEM KNOWLEDGE: Understanding continuum of care, history of CES/HMIS, HUD, HMIS, document preparation. HARM REDUCTION APPROACH - harm reduction as public health and therapeutic aspects. Harm Reduction Therapy Center Jeanie Little and Pat Demming 'abstinence on a continuum.' DOCUMENTATION, WORKER SAFETY, ENGAGEMENT - home visits, Crisis Prevention Institute (CPI), understanding behavior change and related intervention.
DRIVER: Organizational Infrastructure - Key Data Elements, Feedback Loops, and Partnerships	Services provided to clients, housing placement, document readiness, exits. Landlord Engagement program is key. They work with Dept of Land Management to overcome barriers. Property Managers and landlords.
DRIVER: Leadership Approach	Collaborative - supervision is helping workers solve problems and stay balanced in their case management work and not overextend themselves.
Successes	Being able to find an alternative solution for someone with a sex offense was cool. 98% of clients had not received case management support prior to our Housing First program - to provide wraparound services and see them thrive is great. Many struggled; however, working with marginalized and vulnerable people has been very rewarding.
Challenges	"More education is needed for property managers so they understand how HF programs can also meet their needs. GCH has tried to do that, and there are challenges to property owners understanding why this should matter to 'me'. Housing First doesn't work without housing. Property managers and landlords need to see that they are part of the solution." - David Shaku
Lessons	"Make sure that you have startup funding. The Ohana Zones contract doesn't factor in startup costs or pay for case management before someone is housed." - David Shaku
Scaling/Next Steps	"Something like '1811 East Lake' in Seattle, Washington would be great. This community addressed the 75 highest Emergency Room users and gave them a safe space to stay. In addition, conflict management and a



<b>PSH – Unsheltered Vouchers</b>	
	detox clinic are embedded in housing program. Access to [drug and alcohol] detox is critical because most people's charges are alcohol related." - David Shaku
<b>Ongoing Operations</b>	
Client Service Map	1. Internal By Name List at H3RC 2. Explore housing resources in H3RC committee - 2 workshops/month - check HMIS 3. Intake and homeless verification. 4. Reach out to Landlord Engagement 5. Unit is found, and sometimes place people in hotels for high risk COVID people until it is ready. 6. Landlord, case manager and client meet to see the unit. 7. Person moves in. 8. H3RC provides move-in kits. 9. Case management is provided by request. Case managers offer support with applications for Section 8, SNAP, GA, SSI, and other benefits in addition to individualized support.
Continued Eligibility Criteria	Recertify with landlord according to each property standards including an annual recertification of need for affordable housing.
Eviction Criteria	There are property-specific rules, and the case manager or property manager reviews the rules with the tenant. Case manager is available 24/7 for property managers. If there are tenant-related concerns, they reach out to the case manager. The service provider will not evict a tenant because they are not engaging in case management services.
Strategic Plan	"H3RC has proven we can house people, now we want to prove they can be sustained and be accepted into more permanent housing." - David Shaku
Recommendations	Tracking the dates of tenant recertifications prevents housing crises.



## Unsheltered Vouchers – 2022

<b>PERSON</b>	David Shaku, Director	
<b>ORG/SITE</b>	Hawaii Health and Harm Reduction (H3RC)	
<b>DATE</b>	9.2.22	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment	Training plan submitted.
	Training: data access/entry	
	Training: documentation	
	Training: compassionate engagement	
	Training: knowledge of people/culture	[We learn in the] Crisis Prevention Institute (CPI) [a de-escalation training] that behavior influences behavior. If everyone is scared, then it's going to be freaking ---. [Using a trauma-informed version of engagement training for our workers], we break down trauma and how it impacts your brain—here's how to recognize a flashback and how to manage the situation.
	Training: service planning	Topics were not addressed during interview.
	Training: knowledge of system	
	Training: prioritization	
	Training: safety planning	We [are continually working to ensure everyone is trained] in the Crisis Prevention Institute (CPI). The City and County of Honolulu (CCH) doesn't reimburse us for this, but we mandate the training anyway. It's critical to have a safety plan. [H3RC] is thinking about changing its model to PDMP because [of the work we do with adults]. CPI isn't realistic. PDMP is created for real situations. CPI is intended for addressing situation with children, not adults . . . some of whom have specialized training (military) and have previously experienced a psychotic break. A lot of our clients have been in prison and other very difficult situations. If I surveyed my staff now, I bet they'd admit to feeling intimidated.
	How do you know when someone is practicing with high fidelity?	Having one person be the knowledge pin for safety causes a bottle neck. Everyone needs to be trained to stay safe.



	How do you know when someone is practicing with high fidelity? What happens when they are/are not?	It is our policy that H3RC supervisors provide monthly supervision. I favor bi-monthly. It's supervision because it's documented and structured. Are there any chief concerns? Are they struggling with anything personal? What are successes? What are they doing well? What self-care [are they practicing]? We identify things to follow up on. It's part of our CARF accreditation. This is when we're talking about a training. Was it effective? Or debrief after a crisis.
	TRAINING NEEDS	[We are] working on updating onboarding and Housing First training plans. It would be great if there was an introductory training for anyone who's running the Housing First program. Here's the contracts, this is what it means, etc.
Organizational Infrastructure	What is your plan for sustainable financing?	CCH ACCOUNTING BARRIER: CCH requires a specific payment process for damages and there's also a complicated refund process. It's been a learning curve dealing with landlords and tenancy issues. PROPERTY MANAGEMENT AND CONTRACT TRAINING: It would have been good to know the [CCH] accounting processes in advance. Now we have to back track. It's not cued into how landlords do business. Is there a better way to make reimbursement and civilian sector businesses? Now we pay for damages separately and then ask for a security deposit. For many landlords, that's another hurdle, and a lot don't want to do it. Those are tiny things that we don't anticipate [that create big barriers to housing stock]. The average person isn't keeping separate accounts and dealing with these bigger systems. It would be helpful to offer training to landlords, so they know what the program requirements are. [Right now, they don't understand that] it's not that we're litigious, we are bound by state regulations. Larger landlords are okay, but mom-and-pops don't get it. I've noticed a lot of turnover with landlords for CCH. Chinatown Gateway Plaza has changed landlord companies 2–3 times. FAIR HOUSING: We had to have Bureau of Land Management intervene to accept people with criminal records, and two times landlords didn't want to do that. It shouldn't take a government act for landlords to act on expectations that were laid out. That was a three-month delay for placing clients and three months we're not getting paid to do any work. We have had to subsidize that, too, which makes it an added headache. We didn't understand that that's what we were taking on. For an ADAD (Alcohol and Drug Abuse Division) contract, we have a briefing and



		<p>we go through the contract and give the chance to answer questions. . . . It's not just here's the contract, now do all these things. We needed to better understand what disability benefits can be applied to. Current rent is \$20 a month.</p>
	Context: access to food	<p>Best practice Housing First is a congregate, not scattered, site. With a congregate program, you have a clinician who is there onsite and who can concentrate on developing the community. A scattered site is so inefficient—they have to go all over the place to see people who already have case managers. Queens Care Coalition does 90 intense case managements. There is an intersection between LEAD and Housing First workers, where the case manager is for LEAD services, not to collect rent, but since they're there, they collect rent. As long as someone is around, you can be part of LEAD.</p>
	Context: mental/health care	
	Context: transportation	
	Context: education/jobs	
	Context: social/rec/community	
	Sources for capital dev funding	Topics were not addressed during interview.



	Sources for operational funding	We pay landlords directly. The client is paranoid—it doesn't work. We don't have tenants pay landlords directly. Where's the boundary between LEAD worker and HF role landlord collectors? Best practice is two workers going to each home visit.
	Sources for case management/support	People can't afford the level of care they need. Health insurance often requires sobriety to be treated for mental health issues. It would be good to identify frequent fliers for alcohol use disorders and give them all vouchers and put a clinic downstairs with an art therapy room and shelter [like 1811 East Lake in Seattle, Washington].
	Design considerations	Topics were not addressed during interview.
	ORGANIZATIONAL NEEDS	
Leadership	How do you decide which projects to fund?	H3RC is focused on developing behavioral health programs: pre-treatment and treatment for opioid medication assisted treatment, intensive outpatient, and group and individual therapy for those that need that support. Overall, we're developing all harm reduction programming, including training on Narcan.
	Who is involved in designing/taking action on the strategic plan?	We're in the middle of strategic planning . . . working on figuring out what to develop. [Our catchment areas are] District 6: Hau'ula and District 2: Pi'ikoi to Salt Lake. It's a huge area. Chinatown is part of it, and we're already there. Everybody is involved in strategic planning. We've got a local agency that is working with us. They've done focus groups with clients, staff, board, and executives. Our executive leadership is managing the process. We're going on what we do well.
	How are private partners engaged?	[Services and housing for vulnerable people] don't happen because of NIMBY. We tried to open a facility for people leaving Halava, and the community shut it down. They frame it by saying that CCH didn't reach out to the community and didn't follow the rules. CCH and H3RC did community meetings and the community blasted us. The contract never went through. A few loud voices get the news involved, and they're not checking their facts and started a Twitter fire that got the project out of Hau'ula.
	What public/private partnerships exist or are planned?	
	What is the role of people with lived experience in strategic planning?	



	OTHER THOUGHTS	I've been researching harm reduction in relation to Housing First (HF). It's difficult to do a congregate setting in Hawaii for Housing First [because of available housing stock]. HF is not abstinence-based, and I don't know that everyone follows that practice. Wraparound services are supposed to be provided, but it's a struggle to be able to do that [because there's so much time spent traveling to see everyone] and [uncertainty as to whether] all agencies do it the same.
<b>Evaluator Observation</b>	David Shaku shared a wealth of expertise and integrity during the interview, providing valuable insights about workforce safety training, service design, and strategic planning. He is a delightful conversationalist and makes complexities faced by H3RC easily understandable. His description of services and interventions provided by H3RC reflects a core dedication to specialized service harm reduction for the most vulnerable adults on Oahu.	
<b>Reference</b>	<a href="https://health.hawaii.gov/substance-abuse/files/2022/08/ADAD-State-Plan-System-of-Care-Implications-Volume_FULL-DRAFT-FOR-COMMENT-ONLY_NOT-FINAL.pdf">https://health.hawaii.gov/substance-abuse/files/2022/08/ADAD-State-Plan-System-of-Care-Implications-Volume_FULL-DRAFT-FOR-COMMENT-ONLY_NOT-FINAL.pdf</a>	



<b>PERSON</b>	<b>Jennifer Tehotu, Program Director</b>	
<b>ORG/SITE</b>	Hawaii Health and Harm Reduction: Housing First (HF) vouchers	
<b>DATE</b>	9.19.22	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment	A new worker will shadow [an experienced worker conducting the] SPDAT for a few days, and we ask them questions and they repeat answers back to us. They are observing the interaction piece—[engagement with clients and] getting to know them. Then, we try them conducting it, and I observe and intervene, if need be. We contract out with other providers to provide substance abuse, mental health, crisis intervention, motivational interviewing, [and other topics].
	Training: compassionate engagement	
	Training: knowledge of people/culture	
	Training: data access/entry	CES' (Partners in Care) team puts on a training. Now, they send videos and have links. I run reports to see where we're at, to see what data we're missing, and help staff complete the data entry. When Google Sheets for CES started, we had to have another training—that was every Friday. Training is not offered all the time.
	Training: documentation	[All workers are trained on our] Electronic Medical Record system in our internal H3RC database. All this training is part of the onboarding. In HMIS, we do an "enrollment" and a "current living situation."
	Training: service planning	We go hand-in-hand through the [case management] process with a client: filling out paperwork, calling landlords, and getting them housed.
	Training: knowledge of system	We have an onboarding process [that covers this]. [We also provide] fair housing training. We take it as it goes—we can't change it. If there are any new changes to the system or new implementations, we let the staff know.
	Training: prioritization	Topics were not addressed during interview.
	Training: safety planning	CPI, but it's non-restraint holds and the training.
	How do you know when someone is practicing with high fidelity?	I know they're ready because I shadow the new worker and say, "Let's see how you would do it." If I find that there's something incorrect, we're able to change it right away.



	What happens when they are/are not?	[Across providers], Kalihi Palama, US Vets, and our Housing First (HF) programs run differently. We're [all] using the term HF but not using the HF model: taking them as they are, getting them into housing, and wrapping services around them. I've seen some programs that call [what they do] HF, but yet there are so many barriers . . . like, a drug test—why? That's not HF. We do question it: you can't call that HF. I've brought my concerns up at case conferencing. They do a lot of referrals, and we do attend the meetings. We have discussion, but it's bigger. I talk to Scott Morishige about it, I don't know where it goes after that. [At CES case conferences], we work it out client by client. I bring it up to Scott because he's in a position to do something [about it].
	TRAINING NEEDS	Compassionate people are there to make a difference. There are some whose hearts aren't quite there. [It is very difficult work because you are dealing with] substance abuse and mental health issues, understanding their challenges, and meeting them where they're at and seeing what they're open to. A lot of times, we have [clients with] both substance abuse and mental illness, and it's tough if we're putting people in the field who don't have any knowledge to understand what a client who is schizophrenic or bipolar is going through.
Organizational Infrastructure	What is your plan for sustainable financing?	For some, the base rent is \$1,000. The Stabilization Center [a temporary housing facility], which is not permanent housing, is \$1,470 with all utilities. The FMR [Fair Market Rent] is \$1,550 for a 1-bedroom. [Inventory is extremely limited.] We have regular contact with Natasha at City and County of Honolulu (CCH).
	Context: access to food	Expand Legal Aid to help more people get SOAR applications submitted. [This is] more challenging after COVID—there are limited resources and there's more violence out there. People are on the edge.
	Context: mental/health care	
	Context: transportation	[Vouchers are used across sites based on unit availability in City-owned buildings. Transportation access varies.]
	Context: education/jobs	INCOME REQUIRED FOR PARTICIPANTS: The key to our success? Giving them that extra push but also allowing them to go at their own pace. So, success story: folks in our program, no income but in a unit where you need to pay electric. How do we do that? Landlord isn't including the electric. We were paying it [when I became the director]. I said "no." We're limited for the options that we have [and funding available], so others weren't getting any benefits. If you want to remain, you need to get income. Not even two weeks later, clients went back and got a DHS Circle appointment and applied for General Assistance.



	Context: social/rec/community	Social and recreational opportunities vary.
	Sources for capital dev funding	Topics were not addressed during interview.
	Sources for operational funding	Using the vouchers we have, we have to use City- and State-owned properties. The population we're dealing with who have extensive criminal histories don't meet the Hawaiian Properties or Locations criteria—if you have a felony, you're ineligible. A lot of our folks are not able to be housed. So, our hands are tied. We're trying to work through those kinks. DEDICATED BUILDINGS FOR HOUSING FIRST PROGRAMS: Instead of vouchers, it should be City-owned properties and us providing housing in those projects—the State and City need to increase their housing inventory, even Section 8. A lot of landlords won't rent to them or take a voucher.
	Sources for case management/support	We get people ready and help move them on to more permanent housing. We had two exits to Section 8 vouchers and one more in process.
	Design considerations	Topics were not addressed during interview.
	ORGANIZATIONAL NEEDS	The positive is that we put up the entire rent to the property rent, and then the clients pay our agency their 30%; caseload is a 10:1 ratio—and I would get an additional 10 vouchers. We have the most challenges. Another [of our tenants], one was a couple, they got married, and he's living in the same unit. They had no income, just Food Stamps. We're restructuring [our program]. Either you are working on increasing income, or we have to relocate you, but if you're able to work and be responsible for an electric bill, then there are more housing options. One resident started working at a pizza place and is now being responsible. Another applied for benefits.
Leadership	How do you decide which projects to fund?	Topics were not addressed during interview.
	Who is involved in designing/taking action on the strategic plan?	



	How are private partners engaged?	HELP HONOLULU: Bring back HELP Honolulu [a coordinated, interdisciplinary outreach initiative]. That would be the start to engage with other providers again. That helped open up a lot of the communication. HPO was putting out the report that day and coordinating room in the shelters that day. We had detox, we had substance abuse treatment beds. Action with Aloha was doing assessments and getting people to outpatient treatment. The VA participated. We need to bring back HELP, and old HPD contacts are now at HONU. Funding for the HPD officers was once a month. INTERVENTION PLANNING: HELP was organized by calls that HPD would get, and we would factor in those places.
	What public/private partnerships exist or are planned?	In certain areas, we have HPD escort—Kalihi area, gambling house, and public housing homelessness. Non-homeless people are very confrontational. The other one was a client who was verbally abusive and previously came in with a pocketknife.
	What is the role of people with lived experience in strategic planning?	Topics were not addressed during interview.
	OTHER THOUGHTS	Overall, homelessness is getting worse. Shelters are at capacity and inventory has gone down. Folks have school-aged kids attending school in Honolulu [and need to stay in town].
Evaluator Observations	Jennifer is a widely respected expert in the provision of homeless services and program design in Hawaii, and it is easy to see why. She has expertise in practice across many settings and organizations and is also a systems thinker with great strategic planning competency. Jennifer's gracious and approachable presence make her a joy to talk with. She demonstrates confidence and skill, is a collaborative problem solver, and her passion for serving Hawaii's most vulnerable is palpable.	



## Youth Vouchers – 2021

PSH – Youth Vouchers	
Specifications	
Location	Scattered sites in Honolulu, Oahu
Project Name	Housing First Vouchers
Description	12-month housing vouchers for one-bedroom apartment renewable for three years.
Interview Subject(s)	Alika Campbell, Program Director
Managing Department	City and County of Honolulu (CCH)
Contractor	Hale Kipa
Total Beds	10
Population Served	18–24-year-olds
Prior Placements	Homeless or at imminent risk of homelessness
Eligibility Criteria	50% of referrals require chronic homeless status VI-SPDAT and 50% are unrestricted.
CES Participation	Previous CCH administration didn't require CES Participation. Starting November 2020 new administration referred to contract stipulation, requiring prioritizing people with high VISPDAT scores reflected in CES. There was a shared decision by CCH and Hale Kipa to allow for target population to be 50% with high acuity and 50% non-stipulated referrals.
Rent Determination	HUD Rental calculation form - 30% of qualified income and then the voucher covers the rest up to the home rate. Lowest rent is \$850/month.
Length-of-Stay Limitation	12 months but renewable for a second 12 months - Proposal was rent subsidy would step down and their participation would scale up and we'd exit people that way... reality is that people will be there longer.
Implementation	
Time to Completion	Hiring delays and leasing took time. Program started November 2020.
Regulatory Challenges	Rental expense, limited to city and state buildings is limiting, limits personal choice



PSH – Youth Vouchers	
Landholder	People placed at city- and state-owned properties
Privacy Impact on Design	Privacy can also mean isolation. "Social development is best done in community with other people... in dorms, in a house with friends. We can't be surprised that they're bringing their friends over." Alika Campbell
DRIVER: Required Housing First Competencies/Skills/ Training	PROMOTING HOUSING-FOCUSED CULTURE - Patience, buy in to the Housing First model with a dose of reality. We look at: are you housed? Still housed? Not capturing sustainability, and not sure how to do that. CASE MANAGEMENT - individualized service planning, rapport building, understand the unique and distinct needs of young people. DATA ENTRY.
DRIVER: Organizational Infrastructure - Key Data Elements, Feedback Loops, and Partnerships	"I don't know if Oahu is implementing Housing First in a uniform way. For youth, the ongoing wraparound services is the missing piece. Not a strong enough infrastructure to individualize services to meet people's needs -- youth, veterans, mothers, and children. All these needs are different." - Alika Campbell
DRIVER: Leadership Approach	Caldwell DCS Administrator provided flexibility; new DCS Administrator has a new approach. The contract stipulates participants have a high VI-SPDAT acuity. The shared agreement that 50% of the intakes are unrestricted and 50% are high acuity VI SPDAT.
Successes	16 people housed and not on the street. 1 participant exited to Section 8 housing. "It's stability and consistency, but are we teaching her to settle and not dream bigger? Who's there to do ongoing case management? Nobody. Who's there to foster visions of better? Nobody. Of course, you can achieve, but without the external support and encouragement, are you going to? Maybe we have trapped them in this level of indefinite 'good enough'." - Alika Campbell
Challenges	"All participants are leaseholders, none of them will be able to pay rent on their own." - AC VI-SPDAT is not a helpful tool for young people.
Lessons	"Housing First is a solution, not <i>the</i> solution. It's not the magic bullet that works for everyone. In an ideal world there would be a continuum of services and we'd be plugging you in to the right options to fit your needs [rather than trying to fit people into the programs we have available]. Developmentally, young people need more time." - Alika Campbell



PSH – Youth Vouchers	
Scaling/Next Steps	"[We get] trapped in grant cycle to grant cycle survival... it would be nice to have the big visions, but really, how do we keep the doors open? The youth provider landscape has shifted dramatically, we were the only ones 10 years ago. Today we don't want to compete or duplicate services, but when others shift their mission, how can you ensure all the bases are covered?" - Alika Campbell
Ongoing Operations	
Client Service Map	1. CES referral, we make efforts to find the person. If we can't find a person, we move on. 2. Meet with young person and explain program and rules. 3. If interested, plan to get a lease. Get an ID if needed. Assess rental capacity and location preferences. 4. Place young person. 5. Offer two case work contacts/month.
Continued Eligibility Criteria	Landlord establishes criteria. Must understand from DCS what is needed to extend vouchers, if anything, and how to address. We have someone who just got a Section 8 voucher; what does that mean for the current lease?
Eviction Criteria	Violating landlord rules or breaking the lease. Hale Kipa doesn't set any additional criteria.
Privacy Impact	"On one hand it's nice, on the other hand it's counter to typical adolescent development. A social network is important [for youth] and this model doesn't accommodate that need. Typical 18- to 24-year-olds aren't living by themselves in their own apartment, a bit off track developmentally. They get lonely and they don't have the social support and network." - Alika Campbell
Rental Subsidy	
Strategic Project Plan	Hale Kipa has a long-standing history of serving vulnerable young people in Hawaii, and Alika expresses a desire to continue this legacy. Youth Committee PIC developed a strength-based assessment tool that has potential for greater use to determine a young person's needs.
Recommendations	"The youth I worry most about are the non-system involved youth. If you never had access to any social system support, you have the least access to resources. There are also kids who sign themselves out of care and get out. It takes them 2-3 years to realize that they need help. They are not going to take help from the child welfare system that did them wrong. Housing oriented Job Corps is a better model. It would be developmentally appropriate, safe, stable, while allowing people to gain job and life skills in a collective environment." - Alika Campbell. The Transitional Living Program (TLP) struggles because participants don't get to pick their roommate.



## Youth Vouchers – 2022

<b>PERSON</b>	<b>Alika Campbell, Program Director</b>	
<b>DATE</b>	10.7.22	
<b>ORG/SITE</b>	Hale Kipa Housing First Vouchers	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment	Phase 1 is orientation, where you get ADP registered, your email is assigned, etc. It's all business office stuff for a half-day. Then, [the new employee is] released to the site, and each program has a Phase 2: Orientation depending on the program. There's a HR (Humane Resources) phase, too. PROGRAM SPECIFIC TRAINING: Training is based on a worker's previous experience. There's a sense of "do we need to write this down because we might continue [and we might not]."
	Training: data access/entry	
	Training: documentation	
	Training: compassionate engagement	
	Training: service planning	
	Training: knowledge of system	
	Training: prioritization	
	Training: safety planning	
	Training: knowledge of people/culture	[For Hale Kipa overall], there's a push for a clinical services team and an assessment center where there will be clinically oriented people who can do mental health assessments and private practice . . . and be a resource for the community, too. Not sure about the [specifics on the] development of this center, but we have an interim clinical person now and are recruiting for a director.
	How do you know when someone is practicing with high fidelity?	It shows up in their notes and their conversations with the supervisor. I don't have a lot of opportunity to shadow the worker providing services, but I interact on a limited basis with some of the clients, too. Hearing from them, the caseworker, and the notes . . . [I look for alignment], and I learn from supervision and the notes.
	What happens when they are/are not?	That becomes a process. Initially, it's a supervisor-supervisee conversation. If that doesn't resolve it, maybe it escalates and folds in the program director. If it continues, HR may get involved to spell out expectations and guidelines with a structured checklist. If things aren't corrected, it can end in termination.



	TRAINING NEEDS	<p>HALE KIPA UNIVERSITY: The idea of Hale Kipa University is getting resurrected under a different initiative. . . . There's a training library now, and we have in-house people to do trauma-informed [care training] and safety care training—similar training as CPI (Crisis Prevention Institute), what we used to use. Laura is going to be leading the training library. SUPERVISION EXPECTATIONS: Hale Kipa is going to be implementing new supervision expectations and forms. It's like a goal-oriented plan for a worker's development within the structure of the program. That will be the basis for raises in the future—it will be performance-based not length of tenure. That system isn't spelled out yet—if it's going to work, then you have to have a system in place so it's measurable. I wonder if we're going to spend a lot of time on something that may not be necessary. You should reward people for doing well and also for longevity. And, if the agency has kept me on and not helped me improve . . . whose fault is that?</p>
Organizational Infrastructure	What is your plan for sustainable financing?	<p>The HF vouchers are a big question mark at this point, and we've heard nothing about renewing or continuing. We have six months left and we don't quite know if we should plan to continue or end. So, it's been tough. The original direction was yearlong leases, and we can't really do that now. We reach out to City and County of Honolulu, and we don't hear anything. UNREALISTIC EXPECTATIONS FOR YOUNG PEOPLE: None [of the participants] have been able to step up and take over the lease on their own. Realistically, there's not anyone we know who could step up in six months, but we have some landlords who have agreed to six-month leases, so they won't be evicted. We managed to transition folks onto other vouchers, like Emergency Housing Vouchers and Section 8, so that's more stable because those vouchers last longer, but they're still not making enough money to sustain themselves. TYPICAL SERVICE CONTRACT EXPECTATION: Less wasn't enough before and now you're asking for more.</p>
	Context: access to food	Maunakea Marketplace in Chinatown [a common placement site] has access to a range of take-out and grocery options. Otherwise, access varies.
	Context: mental/health care	The plan is to develop an assessment center that will provide internal training and 1:1 clinical services. Otherwise, access varies.
	Context: transportation	Chinatown is a central hub for the bus. Biki Station 107 on S Pauahi and Nu'uuanu. Otherwise, access varies.



	Context: education/jobs	We've transitioned people to other vouchers that require case management, so we provide it even though they're not part of this program. We're case managing people we're not getting paid for anymore—all in a program that's not really meeting the goal of having them step up and assume responsibility for the rent.
	Context: social/rec/community	Personally, I don't think it's developmentally appropriate for young people to live on their own.
	Sources for capital dev funding	Topics not addressed during interview.
	Sources for operational funding	LITTLE DAMAGE TO UNITS: We haven't had people trash the units. . . . We haven't had that . . . knock on wood. . . . We've had some minor damage. We had one participant who bailed on a unit in Chinatown, and I understand that. She didn't feel safe. She abandoned the unit but gave notice . . . and the landlord mandated that we clean the unit. DEEPER SUBSIDY REQUIRED FOR YOUTH STABILITY: I have mixed feelings about whether this should be renewed. We've provided good service but not achieved that larger goal, but I don't think that larger goal [independence] is realistic. If folks are making \$14/hour, they still can't afford the rent.
	Sources for case management/support	Topics not addressed during interview.
	Design considerations	SAFETY CONCERNS: One of our tenants had lots of stories about creepy people, drug dealers, and stuff like that. She was living at Maunakea Marketplace, right in Chinatown, and she smoked. . . . You had to go outside [to smoke], and she was outside at all hours, and she didn't feel safe.
	ORGANIZATIONAL NEEDS	There's a political environment as well for Hale Kipa to participate and provide [Housing First voucher] services. So, it's good if we get renewed, but in the big picture, I don't know if it's [independence] feasible.
Leadership	How do you decide which projects to fund?	NEW HALE KIPA CEO: Kipa is going through a restructuring with the hire of a new CEO, Venus Kau'iokawekiu Rosete-Medeiros. VOUCHERS FOR YOUTH: We've thrown a lot of vouchers at people without really assessing whether they are capable of managing that formal housing. For youth, readiness is a factor, especially because many of them are developmentally delayed. Expecting them to function as typical 22-year-olds, who still struggle, isn't realistic.
	Who is involved in designing/taking action on the strategic plan?	THOUGHTS ON BENEFITS FOR YOUNG PEOPLE: There's a continuum from those who need SSDI to those who can be independent, and we have a lot in the middle of the curve who need a safe place and need a place to grow up. [We] don't just plunk someone into a place by themselves. . . . [We support them and maintain the relationship].



	How are private partners engaged?	<p>PLACEMENT IN CITY-OWNED BUILDINGS ONLY: Accessing units at city-owned buildings can be a challenge because most buildings are in town and some people don't want to be in town. So, we started working with someone who didn't want an in-town option, and we kept working with her to apply for Section 8. . . . We provide services but do not get compensated. LANDLORDS: Location is more challenging than availability. We've had a good experience getting people [places in] Maunakea Marketplace. They took a bunch of our people and another building on Piikoi [did too]—it's nearly affordable. The units are \$900–\$1,400 for a studio. . . . At one point, we had about half of the vouchers at Maunakea Marketplace. . . . That was helpful. [But] they are in Chinatown, and that comes with challenges [regarding personal safety, exposure to drug sales, and crime].</p>
	What public/private partnerships exist or are planned?	Topics not addressed during interview.
	What is the role of people with lived experience in strategic planning?	<p>ON LABELS FOR PEOPLE WITH LIVED EXPERIENCE: I'm hesitant to get people labeled as disabled and pursue SSDI. Sometimes young people need a place to stabilize rather than to default to SSDI. Most of them really don't need that.</p>
	OTHER THOUGHTS	<p>OFFICE OF HOMELESSNESS AND HOUSING SOLUTIONS: What happens at the governor's OHHS will have a big impact. There's a lot of experience and knowledge in that team [that will disappear] if they all get swept away.</p> <p>THOUGHTS ON AFFORDABLE HOUSING DEVELOPMENT: I live in a scarcity mindset because it seems there's never enough, after 25+ years at the youth shelter. Some of these schemes seem very expensive.</p> <p>LOW INCOME HOUSING NEEDED: There's nowhere you can live if you're making minimum wage, as many of our folks are.</p> <p>INFORMAL GROUP PLACEMENT: We may have created a bunch of couch surfing by using these vouchers.</p>
Evaluator Observations	<p>Alika has been a leader on the frontline of homelessness intervention for Hawaii's youth for more than 25 years, and his expertise was evident during the interview. His calm demeanor helps him communicate distinct opinions clearly, and his perspective on the pilot voucher program is noteworthy. Across the evaluation period, Alika has not endorsed the Housing First voucher program for young people.</p>	



## Outreach

### LEAD (Kauai) – 2021

Services – LEAD Kauai	
Specifications	
Island	Kauai
Project Name	LEAD
Interview	Kimberly Cummings, Kauai Director Sharon Graham, Program Director, WIN
Contractor	Women In Need (WIN)
Lead Agency	DHS, Department of Health (DOH), Alcohol and Drug Abuse Division
Total Spots	6
Population Served	Unsheltered people with high incidence of misdemeanors and non-violent survival crimes, including illegal camping, petty theft, and urinating in public.
Prior Placement	No requirement.
Eligibility Criteria	Multiple misdemeanors and/or non-violent survival crimes and approval by Kauai Police Department. (i.e., illegal camping, stealing)
CES	CES is not used for recruiting LEAD clients, and HMIS is not used to enter client data. Client data is entered in ADAD system, WITS the database for providers of DOH behavioral health services. OVERALL: "CES is supposed to make it easier with VI-SPDAT, but clients understand how to work the system to get the acuity score that gets them the services they need. In previous years, CES had a case convener who could see and manage the By Name list, which was helpful." - Sharon Graham
Implementation	
Contract Period	2.21.19-2.11.20
Time to Completion	Kauai LEAD was operational from June 2019 until the start of 2020.
Regulatory Challenges	It was not clear who defined selection criteria (i.e., type of crimes) for LEAD clients. KPD was willing to participate in LEAD, but the project was not a KPD-led initiative.



Services – LEAD Kauai	
DRIVER: Housing First Competencies/Skills/Training	<p>ENGAGEMENT: empathy, soft heart, and thick skin; put yourself in their shoes; cultural humility, compassion, and integrity.</p> <p>MAINTAINING BOUNDARIES. KNOWLEDGE OF THE SYSTEM AND ITS NAVIGATION. CASE MANAGEMENT: resourceful, able to use knowledge to develop individualized assessment and service provision.</p>
DRIVER: Organizational Infrastructure - Key Data/Feedback Loops/Partnerships	<p>RESOURCE CARD is helpful because it reflects what's available on Kauai. Relationship between County Housing Office and CoC has been strained by communication challenges, leadership changes, and an evolving clarity about roles and responsibilities. CES is functioning with Collaborative Applicant as convener. Agreed-to plan to transition CES case coordination to County Housing office has not yet occurred.</p>
DRIVER: Leadership Approach	<p>KAUAI COUNTY: Before Mayor Kawakami, the County Housing Office focused on developing housing without a great focus on the needs of homeless people. There was vision but it was disconnected from the resources required to make it happen on the ground. Now addressing homelessness is a greater priority in the Kawakami administration, since 2018. Current Housing Administrator is invested in solutions to houseless crisis and there is a reorganization of this office in process. Mayor Kawakami has made solving homelessness a priority and has expedited implementation through his personal involvement and coordinating efforts across county offices.</p>
Successes	<p>OVERALL: "It's important for services to go to where people are living." - County organized consolidated outreach efforts and brought services to encampments.</p>
Challenges	<p>During LEAD project planning, it was hard for prosecution to name the charges to be considered as entry criteria. Practices from other islands were shared, but the Kauai LEAD team was not receptive because they didn't fit within the local context, with no one available to facilitate or provide guidance. "On Oahu, people are in the streets. Kauai is rural and people are hidden, not on the sidewalks. We go up back roads, on the sand, up in the hills to find them. There are more frequent charges and different charges than urinating in public, more stealing for food." - Sharon Graham. Kauai's outreach is individualized. JOINT OUTREACH: WIN tried to go out with KPD, and it didn't work. "No one would talk to us." - Sharon Graham. COMMUNICATION: "There is often breakdown in communications. Funding is limited, so people do everything in their power to keep funding." - Kimberly Cummings. STRATEGIC PLAN: This administration recognizes an opportunity for local leadership in solving homelessness. Ohana Zones funding was the catalyst for the first Kauai County Strategic Plan to end homelessness (2021).</p>



<b>Services – LEAD Kauai</b>	
Lessons	TEAMWORK: "We don't have to get it right the first time; we can learn along the way." - Kimberly Cummings
Scaling/Next Steps	Kauai LEAD is no longer operational. NOTE: Potential to convene stakeholder team and discuss lessons, future programming concepts, and next steps.
<b>Ongoing Operations</b>	
Client Service Map	1. Stakeholders selected a regular day in court where people with designated LEAD charges would appear, and LEAD outreach worker would be present. For those not in court, outreach was conducted in encampments. In addition, if Kauai Police Department (KPD) encounters a houseless person, they call WIN. 2. WIN case worker meets the client (previously done with KPD officer) and explains LEAD, explaining that the incentive for participation is forgiveness of outstanding charges. 3. Assessment is conducted. 4. Case management is provided until goals are achieved, including housing.
Expulsion Criteria	Lack of participation.
Strategic Project Plan	Program discontinued.



## LEAD (Hawaii Island) – 2021

Services – LEAD Hawaii Island	
Specifications	
Island	Hawaii Island
Project Name	LEAD
Interview	Dr. Hannah Preston-Pita
Contractor	Big Island Substance Abuse Council
Lead Agency	DHS, Department of Health (DOH), Alcohol and Drug Abuse Division (ADAD)
Total Spots	Benchmark was not set. About 5 at any time.
Population Served	Unsheltered people, multiple petty misdemeanors
Prior Placement	Unsheltered
Eligibility Criteria	Unsheltered people, multiple petty misdemeanors
Implementation	
Contract Period	2.12.19-2.11.20 with an option to extend the contract.
Time to Completion	LEAD was operational from November 2019 to March 2020 and then stopped because of COVID. Funds were redirected to meet immediate shelter needs for unhoused people.
Regulatory Challenges	HPD and BISAC did not share the same priority for program location.
DRIVER: Housing First Competencies/Skills/ Training	ENGAGEMENT: Having 'talk story.' ASSESSMENT: Identify needs and connect them to resources. CASE MANAGEMENT. DATA ENTRY: WITS system. DOCUMENTATION. CRISIS MANAGEMENT. Proactive safety planning.
DRIVER: Organizational Infrastructure - Key Data/Feedback Loops/Partnerships	It was easy for BISAC to coordinate with Prosecuting Attorney and Hawaii Police Department (HPD) leadership. The struggle was getting police officers on board who perceived that LEAD would be more work instead of helpful. BISAC offered to take responsibility for case management paperwork and referrals. BISAC developed our own training and conducted five training sessions on topics including case management and motivational interviewing. DOH provided CEU credits. " [We wanted to] help them understand what kind of work we're doing." - Dr. Hannah Preston-Pita



<b>Services – LEAD Hawaii Island</b>	
DRIVER: Leadership Approach	COLLABORATIVE: We engaged HPD to join with us and be part of the planning. "Because BISAC wasn't familiar with LEAD, we had to step out and be the leaders. This was a project brought to the county externally rather than having an On-Island [champion]." - Dr. Hannah Preston-Pita. Stakeholders had distinct program priorities that were not always aligned.
Successes	Hawaii Health and Harm Reduction Center (H3RC) on Oahu, the pioneers of LEAD services in Hawaii, provided ongoing implementation support and "did everything they could. They gave us foundation: training PowerPoints for the program, referral cards, policies and procedures, monthly LEAD hui meetings across islands." - Dr. Hanna Preston-Pita
Challenges	BISAC was an existing provider with Adult Drug and Alcohol Division (ADAD), who reached out to BISAC to do the project. "Okay, we'll do it for you." - Dr. Hannah Preston-Pita. There was no on-island champion, a short contract without implementation budget, and limited LEAD programmatic expertise in the local context.
Lessons	People were eager to support the new partnership without a shared understanding of the roles and responsibilities, goal of services, and program design. "It became harder. HPD wanted us to accompany them at 3 am, and some providers did. But then we had to say, 'Wait, we have to do our day jobs.'" - Dr. Hanna Preston-Pita. Scheduling was a challenge between BISAC and HPD. Services evolved to what worked for all stakeholders. HPD would call the BISAC LEAD, and if they had any LEAD appropriate referrals, then the BISAC worker would accompany HPD to meet the person. Then the Chief wanted the program on Alii Drive, and businesses wanted it on the west side. Deciding on catchment area and scheduling will be important next time. "We would be better to start in Hilo where we have more resources and from there, go to other pockets of the island." - Dr. Hannah Preston-Pita.
Scaling/Next Steps	We want to do more with HPD. New Prosecuting Attorney's office wants to do a new program that sounds like LEAD, a blended drug court and probation. The focus is not housing, but many people served are unsheltered.
<b>Ongoing Operations</b>	
Client Service Map	1. BISAC and HPD would check in with them during monthly interdisciplinary meetings. They would have weekly check-ins, and if they had a LEAD case, HPD and BISAC would meet the participant together. 2. BISAC worker conducts screening and completes intake form. 3. Case management takes place. No court appearances. Prosecuting Attorney's office provided client status report at court.



<b>Services – LEAD Hawaii Island</b>	
Expulsion Criteria	Lack of client participation or disengagement from treatment plan.
Privacy Impact on Practice	Ohana Zones LEAD funds were redirected to provide people with hotel rooms to address immediate need for private shelter for vulnerable people.
Strategic Project Plan	LEAD is not a priority, but it is a good program.
Recommendations	BISAC priority addressing surge in substance use and mental health referrals due to COVID. "At the core of homelessness, we share the same people who have substance abuse and mental health needs. Our priority is getting people into service, and we only have so many beds. We have waitlists." - Dr. Hannah Preston-Pita. Hawaii County needs more bed space to address people who have these needs.



**LEAD (Maui) – 2021**

<b>Services – LEAD Maui</b>	
<b>Specifications</b>	
Location	Wailuku, Maui
Project Name	LEAD
Interview	Dorene Toutant, Director Lori Naluai, LEAD Case Manager, Mental Health Kokua (MHK) Jan Pontanilla, Maui Police department (MPD)
Contractor	Mental Health Kokua (MHK)
Lead Agency	Department of Health (DOH) Alcohol and Drug Abuse Division (ADAD)
Total Spots	14-20/month
Population Served	People leaving Maui Community Correctional Center (MCCC) in Wailuku and referrals from Public Defenders and Prosecutors. The goal is reducing felonies. "Once they hear LEAD, they defer to Lori instead of incarceration." - Dorene Toutant
Prior Placement	MCCC, MHK shelters, Aloha House and Ka Hale A Ke Ola (KHAKO)
Eligibility Criteria	People 18+ with multiple non-violent crimes, including trespassing and burglary. An appropriate referral is someone who understands rules and curfew at emergency shelters. "Select the people who have the highest number of calls to MPD for non-felony offenses. We picked the top 10. Some people had hundreds of calls." - Jan Pontanilla
CES	CES is not used for recruiting LEAD clients, and HMIS is not used to enter client data. Client data is entered in ADAD system, WITS the database for providers of DOH behavioral health services.
<b>Implementation</b>	
Contract Period	2.12.19-2.11.20
Time to Completion	LEAD started when MPD approached Lori Naluai at MHK in 2019 and proposed an outreach pilot. With Ohana Zones funding, LEAD began in May 2019. "Every bed was full in a month." - Lori Naluai. Ohana Zones funding provided beds at Mental Health Kokua shelter, with 4 additional beds provided by Ka Hale A Ke Ola (KHAKO) shelter dedicated to LEAD clients. When Ohana Zones funding stopped, LEAD was migrated to the ADAD portfolio. ADAD funding stopped at the end of 2020. Today Mental Health Kokua is self-funding 5 available beds and outreach services.



Services – LEAD Maui	
Regulatory Challenges	"LEAD was in high demand and it was working." - Lori Naluai. Mental Health Kokua staff did not know why LEAD funding stopped. LEAD funding changed after the COVID 19 pandemic.
DRIVER: Housing First Competencies/Skills/ Training	COMPETENCIES: TEAMWORK, COMPASSION, SYSTEM KNOWLEDGE, ENGAGEMENT: empathy, listening rather than directing conversation, flexibility, availability, integrity, trust, advocacy. Crisis Intervention Team (CIT) is a 40-hour training offered by MPD twice a year to provide courts, officers, workers, and the public training in crisis intervention.
DRIVER: Organizational Infrastructure- Key Data/Feedback Loops/Partnerships	CHAMPION IS NOT PROGRAM MANAGER: MPD was the champion for implementing Maui LEAD but were not interested in managing the LEAD contract. The team started coordinated outreach. MPD Officers Jan Pontanilla and Joy Medeiros were key LEAD champions and highly invested in program and client success. They train MPD officers and invited Lori to provide LEAD training to build partnership and coordinate the intervention. "I have never seen PD care about people this way. They know each person's name. They come and check to make sure they're okay." - Lori Naluai. INTERDISCIPLINARY PARTNERSHIP: At first, street-dependent people asked, "Lori, what are you doing with the cops?" - Lori Naluai. "The Maui collaboration is awesome. POLICE PROVIDE AN ATMOSPHERE OF SECURITY: Some people have weapons and don't like intervention, but police provide a sense of safety [for LEAD workers]. FOCUS ON THE MOST VULNERABLE: "We want the ones with the most challenging problems, and for the betterment of this person, we'll get it done." - Jan Pontanilla.
DRIVER: Leadership Approach	VALUE-DRIVEN LEADERSHIP: Previous Chief Tivoli Faaumu advocated for proactive [work] in the community through the Critical Outreach and Response through Education (CORE) initiative to address four issues: mental health, substance abuse, homelessness, and active shooters. Joy Mederis presented LEAD idea to the Chief. It fit within CORE and would relieve MPD from so many repeat calls. "The lack of stable shelter was a barrier to service. Can LEAD add on shelter beds? Let's try it." - Jan Pontanilla.
Successes	SHELTER IS KEY COMPONENT OF LEAD SUCCESS: Shelter beds made the difference for LEAD. This component gave LEAD case manager more opportunities to work with clients and court. When MPD and LEAD were connected, it worked. We had momentum as a team." - Lori Naluai. Mental Health Kokua currently has five (5) LEAD participants. HKAKO had additional funding for 4 beds and MHK 3 beds.
Challenges	"It's a lot of work for one person [because LEAD serves] people with high needs. When the shelter beds were unfunded, LEAD momentum slowed, but never stopped." - Dorene Toutant. In 2020, in Maui County, there were 7,931 incidents and 2,871 arrests involving homeless people, according to police data (Maui News 7.8.21). The need for LEAD is great. MHK SELF FUNDING DURING INTERIM: The contracting agency is working



Services – LEAD Maui	
	creatively to self-fund dedicated bed space to continue LEAD programming.
Lessons	<p>ADJUSTING THE APPROACH TO ENGAGE UNSHELTERED PEOPLE: "We joined the department to help the community. We can't pick and choose who we help." - Jan Pontanilla. During outreach, MPD noticed most people on the street suffered from mental health and substance abuse issues. "We wanted to break that recidivism... it's somebody's life, we're trying to help them out." - Jan Pontanilla. We couldn't move people along during COVID. Instead, MPD started weekly trash pickup at encampments. This appeased the community and helped us build rapport with unsheltered people. As soon as they say 'yes,' we contact the shelter with them and transport them to the shelter and stay with them for the appointment. Some were successful and stayed; some were out again in a week. Because we had the rapport, we could stay with them [over time]." - Jan Pontanilla. LEAD IS NOT A HOUSING PROGRAM: LEAD is not a housing program, but the beds are an important and helpful component that allow the LEAD case manager and MPD 24/7 access to clients at the shelter. The relationship with MPD and MH Kokua is key.</p>
Scaling/Next Steps	<p>LEAD: Maui's Chief Judge trained in Crisis Intervention Team (CIT) and believes in supporting people with mental illness. Stakeholders are considering leveraging these relationships to present in courts to educate judges about the efficacy of LEAD to prevent homelessness upon discharge from MCCC. Prosecutors and public defenders are asking for LEAD.</p>
Ongoing Operations	



<b>Services – LEAD Maui</b>	
Client Service Map	1. Potential clients are referred from MCCC, court, MPD, MH Kokua, Aloha House and Ka Hale A Ke Ola (HKAKO). 2. Discuss new client fitness for LEAD with referral source. 3. Conduct client interview: where they are now and where are they going? 4. Explain LEAD to client. 5. Client signs paperwork to confirm participation. 6. Appear in court with client where judge court-orders IOP, therapist, etc. 7. LEAD case management starts. 8. Monthly client check-in with the judge. 9. Clients graduate from LEAD beds to MH Kokua homes, where they stay about two years and are then referred to federally subsidized housing.
Expulsion Criteria	If a person doesn't want to participate with LEAD, then they are discharged. Once in shelter, a person can be asked to leave if the person engages in destructive behavior like starting a fire, breaking things, or threatening people's safety.
Privacy Impact on Practice	LEAD beds are in shared accommodation. Sometimes mediation is required, but no one has rejected service due to a lack of privacy.
Strategic Project Plan	MHK is exploring opportunities to reinstate full funding for LEAD. MPD SUPPORTS LEAD: Maui's LEAD program fits withing MPD's CORE initiative, a wide variety of community programming. "All these interventions work together; CIT [training] helps officers speak to people with mental health and substance abuse issues." - Jan Pontanilla. "With the CORE program, we're trying to stop that cycle of arrest and rearrest by providing them services instead," - MPD Merry Greer Prince (Maui News 7.8.21). Coordinated outreach with MHK and MPD continues. MPD also has a new program with a mobile medical education unit, which is a bus retrofitted with street medicine equipment and WIFI.
Recommendations	"You build extra compassion for the challenges people face. Many who are suffering from these illnesses don't intentionally mean to commit crimes. they are acting out because of what they're going through. For example, someone with substance abuse, without that drug, they wouldn't be stealing. LEAD comes in perfectly: instead of probation, LEAD helps people figure out their problems and address them with support." - Jan Pontanilla



## Emergency Shelters

### HONU (Oahu) – 2021

Services – HONU	
Specifications	
Location	Rotating across Oahu
Project Name	Homeless Outreach and Navigation for Unsheltered Persons (HONU)
Description	Mobile low barrier shelter facility that is accessible 24/7 with on-site security and housing navigation.
Contractor	Hawaii Police Department (HPD) and Institute for Human Services (HIS)
Lead Agency	City and County of Honolulu Office of Housing and Homelessness (CCHHH)
Total Spots	40-80
Population Served	Unsheltered people with independence for Activities of Daily Living (ADLs)
Prior Placement	Unsheltered people
Eligibility Criteria	Referrals are screened over the phone. Can this person bathe and walk? They need to do ADLs. They can't be too far in mental health crisis mode.
Implementation	
Contract dates	5.22.19-5.21.21
Time to Completion	
Time to Completion	The HONU officially launched on Friday, December 13, 2019, at the Waipahu Cultural Garden Park. The HONU transitioned to Old Stadium Park on March 2, 2020. As of 4/15/20, the service model includes a 14-day isolation period for homeless individuals. DLNR provided a 120-day allowance for usage of Keehi Lagoon Beach Park. Currently, HONU is located at two locations – Keehi Lagoon Beach Park (urban Honolulu) and Oneula Beach Park (Ewa Beach).



Services – HONU	
Regulatory Challenges	<p>WILLINGNESS TO CHANGE ALONG THE WAY: Shared leadership among new partners DCS and HPD for a new program was challenging. Stakeholders across roles relay that the program vision was not shared among DCS and HPD leaders from the start. From there, roles, responsibilities, communication styles, and decision-making processes became more difficult. Even though team members report communication was very challenging at times, because of the shared value to serve the community best, leaders adjusted administrative infrastructure. HPD took full management for HONU. A subcontract for housing-oriented case work was awarded to IHS. Stakeholders report this reorganization works better because the vision aligns with leadership and roles and responsibilities are clearer.</p>
DRIVER: Housing First Competencies/Skills/ Training	<p>SYMPATHY/COMPASSION. "[You] must have the heart for it. That's the most fundamental thing. Sometimes officers are cold because they've had their own trauma. It's easier to train new officers; older officers who've been through so much are more difficult to change [after all] they've seen." - Mike Lambert. We started as an unpaid partner; our outreach would bring people there. Then we got a contract with HPD, and then CCH.</p>
DRIVER: Organizational Infrastructure - Key Data/Feedback Loops/Partnerships	<p>HPD AS SERVICE PROVIDERS: "The Governor's Coordinator on Homelessness took a big chance on HPD and gave [us] a chance." CHAMPIONING AN IDEA: (1) HPD widely shared the vision of HONU through established communication channels for providers. (2) DCS WORK Hawaii's social service operations experience informed critical aspects of program design, policies, and procedures with a new service population. "[HONU] had never been done before, so we could make our own guidelines and procedures. [We wanted to] focus on the program's goal: getting someone off the street. [It's] truly supportive of no wrong door." - Mike Lambert. COMMUNICATION WITH LOCAL COMMUNITIES: An interdisciplinary leadership team including DCS, HPD, IHS, CCH, and GCH provided information and answered questions at community meetings in advance of local HONU installation and reported results afterward.</p>



Services – HONU	
DRIVER: Leadership Approach	<p>VALUE-DRIVEN LEADERSHIP: "Keep the values in mind, decriminalization. There are law followers and law breakers. Within the law breakers, the spectrum is vast. We need to separate the people who are impacting the community versus people impacting themselves. What is a nuisance complaint versus a criminal complaint? In a crisis, we need to slow it down and understand the condition this person is in and use a trauma-informed approach. [We] try to use diversion first." - Mike Lambert. SYSTEM CHANGE IS CHANGING PERSPECTIVE: HPD has 2,000 new officers who are trained with this approach. "In 2018, there were 20-30 guys buying in. The increased need for HONU to provide isolation and quarantine during the pandemic helped change this perspective among officers who worked there. [HONU helped] HPD to see people in crisis in a different light. They would see people that they knew, and that changes their thinking. Now 75% are won over." - Mike Lambert. BAYSIAN LEADERSHIP: "You have to be a little fluid." - Mike Lambert. Flexibility is important. A leader must be able to evolve by integrating new information into the decision-making process over time. Listen to people, both peers and clients, and adapt. LEAD BY EXAMPLE: Demonstrate a willingness to do what it takes (service) and educate yourself on something new (ongoing improvement).</p>
Successes	Borne from a recognized gap in service for the most vulnerable people on Oahu, HONU is the only police-run outreach program of its kind in the nation.
Challenges	"There are some people for whom jail provides the timeout they need." - Mike Lambert. How can we optimize this timeout?
Lessons	<p>INTERDISCIPLINARY TEAMWORK: (1) Don't make decisions out of emotions. Strategic decisions are thought through: Is this fair, is this reasonable to ask? [All leaders] need to be willing to recognize that your style has caused problems and [show] willingness to change to be a respected mentor." - Lei Nakamura. (2) Coordinated outreach for HELP program works when people and organizations see other ways of engagement. HPD is an unbiased partner without contract requirements within a particular district.</p>



<b>Services – HONU</b>	
Scaling/Next Steps	HONU sites will continue to rotate through multiple locations on Oahu for up to 90 days at a time. Locations being considered for potential HONU sites are Waimanalo, Ewa, urban Honolulu, and Leeward Oahu as determined by the City & County of Honolulu Office of Housing and Homelessness. "HELP was the original cooperative outreach: shelters were full, so now what? That's not fair, these people were ready to go before this big enforcement. 'Sit and Lie' was ineffective. It must be fair, when a person wants help and the government can't provide that, they should get a reprieve from enforcement. We asked providers for 24/7 referrals with the fundamental belief: we are there to help people." - Mike Lambert
<b>Ongoing Operations</b>	
Client Service Map	1. Person is referred. Screening is done by phone or by self-referral. 2. Intake is completed. 3. Clients are given time to "decompress" - up to five days to determine if they want services and identify their emergency shelter preference."
Expulsion Criteria	Every effort is made not to expel clients. This evaluator observed HPD officers conduct ongoing problem-solving with multiple clients to maintain HONU placement. For those in need of emergency medical care, the ambulance is called. Due to COVID isolation and quarantine, clients stayed much longer than five days and were grouped in cohorts.
Privacy Impact on Practice	"Privacy is important because everybody in here is going through something." – Nalani, HONU resident
Strategic Project Plan	HPD is experiencing leadership transition. While HONU has achieved hard-won success and notoriety beyond the Islands, the strategic plan for this project is unclear.
Recommendations	Scale HONU across Oahu with multiple sites. Invite neighbor island police departments to tour HONU and consider scaling to other Counties. Provide learning opportunities for police departments on the mainland to adapt and implement HONU.



<b>Evaluator</b>	<b>Heather Henderson</b>
Site	HONU, Keehi Lagoon
Date	June 2021
Summary	Evaluator stayed at HONU in a private tent for three nights.
<b>Observations</b>	
Competencies	<p>INTAKE - Officer Gaspar demonstrates superior skills. She conducts interview in segments ensuring client understanding. She uses a calm, clear tone and asks if the client understands each question in a non-judgmental way. When the client is confused, question is delivered with alternate language in real time. She encourages the client to prioritize and does not impose priorities. CRISIS INTERVENTION - Superior skills demonstrated by HPD officers across shifts who carry out a consistent protocol and successful de-escalate interpersonal conflicts. Officers work in pairs. They act at the first sign of escalating behavior and go to the source of the conflict without hesitation. They work in unison to de-escalate behavior, and this can mean separating people who are fighting. The consistent emphasis is on problem-solving with the goal of both clients remaining at HONU. Typical resolutions are reorganizing tentmates.</p> <p>RECOGNIZING CRIMINAL BEHAVIOR - HPD demonstrates highly effective approach to addressing petty crimes through inquiry. This evaluator observed that when HONU residents appear to be in possession of stolen property, like a Cannondale Quick 2, HPD would question to ensure proper possession, "Where'd you get that?... Did you get it registered?" Registration of possessions is checked and removed from the resident's possession and returned to the rightful owner, when necessary. COMPASSION - This evaluator observes that several officers across shifts tell both heartwarming and heartbreaking stories of unsheltered people they know on the beat. Officers know people by name and share stories of giving food, clothing, and even Christmas gifts to people in need. ADDRESSING RESIDENT NEEDS - HPD demonstrates superior capacity to address residents' primary needs in a developmentally appropriate way. Many HONU residents have undiagnosed developmental, emotional, and mental health needs that impact their ability to conduct skills of daily living consistently, and this may not be apparent at intake. HPD relays individualized and creative approaches to support clients. For example, a young woman with severe developmental delays and in need of bathing was offered an extra cherry Coke if she took a shower and put on clean clothes. After showering, the resident then allowed a female HPD officer to brush her hair and carefully cut out her infested dreadlocks.</p>



<b>Evaluator</b>	<b>Heather Henderson</b>
Organization/Administration	<p><b>MANAGING HEAT AT SITE</b> - This evaluator observes that extended periods in the heat of the park setting can be challenging. While water is available, additional ways to keep cool are important. This evaluator observed HONU residents lying on the cement floor of the pavilion to stay cool. This evaluator experienced headaches and nausea during midday heat. <b>FOOD</b> - There is food available; however, to restock provisions or get certain items, residents must ask HPD. Officers always say yes, and relay they manage provisions in this way to prevent stealing, which occurred when large amounts of groceries and food were left unattended at the pavilion. <b>MEALS</b> - Bento-style dinner is provided every day by a local church. Meals vary. They may contain fresh vegetables, and a small homemade dessert. <b>COFFEE</b> - There is a coffee station set up near the HPD tent. Residents and HPD make pots of coffee. HPD makes a pot in the morning, and one HPD officer brings residents special coffees and hands them out to the first people he sees with encouraging, 'Seize the day!' This evaluator observes that residents continued to share appreciation for HPD making coffee and sharing coffee. It's unexpected.</p>
Leadership	<p>HPD officers across shifts demonstrate a clear understanding of management hierarchy and decision-making processes. Site leaders and officers share appreciation for the leadership of Captain Mike Lambert, who envisioned HONU.</p>
Participants	<p><b>INCLUSIVE</b> - Many neighboring participants are open and willing to engage and regularly share their thoughts, stories, resources, and food with this evaluator. <b>COLLECTIVE SUPPORT</b> - Many HONU residents exhibit behavioral health challenges, mostly talking to themselves, and other residents provide support by calling out the behavior and redirecting, "James, you're talking to yourself again... keep it down." - Nalani, HONU resident. <b>ROLES WITHIN THE COMMUNITY</b> - Residents assume roles within this temporary community. There is a self-identified crew who sweeps and hoses down the pavilion every morning. Other residents move out of the way, as they clean without joining. Residents organically assume responsibility for pushing a resident in a wheelchair when he needs to move across the site. <b>GENEROSITY</b> - This evaluator observed several occasions when residents share their food, resources, clothing, and cigarettes with other residents who have less. <b>MULTIPLE CASEWORKERS</b> - Residents relay that they have more than one caseworker. "I got one from [AGENCY A] and one from [AGENCY B] ... whoever helps me first... there you go." - Donna, HONU resident. When this evaluator asks residents if all the caseworkers know them by the same name, several respond that they do not know.</p>



## RYSE Emergency Shelter (Oahu) – 2021

Services – RYSE Emergency Shelter	
Specifications	
Location	Kailua, Oahu
Project Name	Increasing emergency shelter capacity and support services.
Description	Expand capacity by 10 shelter beds and expand outreach and on-site medical services.
Interview	Carla Houser, Executive Director Lee Miyashiro, Outreach Director
Contractor	Residential Youth Services and Empowerment (RYSE) increased capacity for shelter (RYSE) and clinical support.
Lead Agency	Office of Youth Services (OYS)
Total Spots	30
Population Served	Young people ages 18-24 years old.
Prior Placement	Most clients are previously unsheltered.
Eligibility Criteria	"You must be alive." - Lee Miyashiro. RYSE is flexible to accommodate individual developmental, behavioral, and physical needs with the intention to serve young people in all circumstances. However, the shelter facility is not ADA-compliant, which presents limits in a small number of cases.
Implementation	
Contract Period	1.1.19-12.31.21
Time to Completion	RYSE was established in 2017 and received Ohana Zones (OZ) funding in January 2018. OZ contract provided 90 days to implementation.
Regulatory Challenges	UNSTABLE TENANCY: RYSE occupies several buildings on land operated by Hawaii Youth Correction Facility (HYCF), which has alternate plans for the facility as part of the Kawaiiloa Wellness Center. OHANA ZONE FUNDING: Previous OYS leadership was invested in maintaining the increase in shelter capacity provided with OZ funding, but OYS leadership changed, and the messaging changed. Funding was recognized as pilot and an extension was provided with federal funding to September 2021.



<b>Services – RYSE Emergency Shelter</b>	
DRIVER: Housing First Competencies/Skills/ Training	<p>CODE OF ETHICS: Understanding of a professional role. SELF-CARE: New workers tend to want to "give everything" to their work and can get burned out quickly. We advocate professional boundaries, self-care. ENGAGEMENT: "You have to give them a safe place to land." - Carla Houser. KNOWLEDGE OF STREET CULTURE: Street Culture 2.0 by J.T. Best provides a foundational reference for the agency's approach to services. Aspects of street culture include economy, maintaining safety, communicating respect.</p> <p>COLLABORATIVE CASE MANAGEMENT: collaboration with other agencies and maintaining boundaries are key for workers. Integrity and follow-through. "We show up." - Carla Houser. COMPASSION: "We carry snacks and water, and we give to everyone. Why not? They're hungry; they are also the people who keep us safe. The key is being real." - Lee Miyashiro</p>
DRIVER: Organizational Infrastructure - Key Data/Feedback Loops/Partnerships	<p>RYSE grew from original budget of \$500,000 with a staff of two (2017) to \$4.2 million with a staff of 30 (2021). Staffing went from 2 people to 30 people who implement and operate a range of services from diversion to coordinated outreach with other providers to a range of supported housing options at physical sites and voucher programs. Services are expanded to address those under 18 years of age through a new program called Canoe House. INTERDISCIPLINARY PARTNERSHIPS: "People come into their lives and leave. How do we create their lifers?" - Lee Miyashiro. POINT-IN-TIME COUNT: "In the Point in Time count, we don't see youth because they are hiding. They aren't pushing shopping carts; they're trying to blend in. If a young person was sleeping on a couch [they don't count as homeless]. The criteria are very rigid, and we don't have a lot of time. This is a downfall. Volunteers are afraid of young people and don't want to approach." - Lee Miyashiro</p>
DRIVER: Leadership Approach	"We want to stop paying other people's rent and move into capital projects." - Carla Houser
Successes	<p>PREVENTING FUTURE HOMELESSNESS: "Hear that crying? That's the success. That baby wasn't born at Sewers. There's hope, that baby is off the street." - Carla Houser. POLICY DEVELOPMENTS: (1) HUD's Rapid Rehousing (RRH) program now allows a youth to go back to Transitional Housing if needed. (2) Right to Shelter was passed. ON-SITE LICENSED CLINICIAN: Mental health support is provided on site by an on-site therapist who can complete a 1157 assessment, if needed. This is the first step in applying for Community Care Services (CCS) and PSH.</p>



<b>Services – RYSE Emergency Shelter</b>	
Challenges	"We heard that if we were successful, OYS said it would get rolled into the state budget." - Carla Houser. DEFINITION OF YOUTH TO BE EXTENDED TO 24 YEARS OLD: (1) When sexual exploration occurs under the age of 18, a child is a victim of commercial sexual exploitation, and services are provided. After 18 years old, a child is treated like a prostitute. (2) CAMHD services should be extended to 24 years old. This could expedite referrals to drug treatment and other critical services. Greater coordination is required among all systems that serve youth. Mental health trauma during pandemic: we haven't seen the worst of it yet. This was hardest on young people, who have no way to process trauma. We will have continued fallout as more and more parents drop off kids.
Lessons	OYS took a chance because they had never served 18- to 24-year-olds. State government agencies did not know where RYSE fit. The federal definition of youth is up to 24 years of age, so oversight by OYS was selected. Greater infrastructure is needed to develop homeless services for the distinct needs of youth. "We don't fit the adult model. We almost feel like we failed, to not have state support for emergency housing and street outreach [for youth]. It feels like it's all for naught." - Carla Houser. GENDER BALANCE IN SERVICE: Increased capacity was planned for ten women and 20 men, but that's not the case. Most of the time of the time, the women's side is full." - Carla Houser. Staff observe that girls have an easier time asking for help. LGBTQ status is not required for disclosure; the goal is to provide a safe, inclusive, and nurturing environment for all youth.
Scaling/Next Steps	Increased shelter capacity will be maintained through September 2021, and the plan for continuation after that date is unclear.
<b>Ongoing Operations</b>	
Client Service Map	1. Receive a referral from agency or HPD. 2. Meet youth at the location where they were last seen. 3. Conduct an initial assessment including: name and identifying information, VI-SPDAT, information about drug use, physical and mental health issues. 4. Youth stays the night and meets with the case manager on day two or three if more time is needed. 5. Case management begins with gathering documentation: birth certificate, Social Security, identification, school information. 6. Reconnect youth to family. 7. Continue



<b>Services – RYSE Emergency Shelter</b>	
	to provide support to help youth obtain secure and stable permanent housing.
Expulsion Criteria	"We don't expel, we take a break. No one has been permanently banned. We've had people trash the place and we still stay connected." - Carla Houser. If a resident makes RYSE unsafe, that's the point at which to take a break. For fighting or drugs, residents are asked to leave for three days. In all incidences, youth are placed at another shelter.
Privacy Impact on Practice	"It's important because everyone wants to feel safe. Many of these kids have never had their own private space. That's one of our biggest selling points. You can keep your private space as long as you're working to ending your homelessness." - Carla Houser
Strategic Project Plan	The Oahu Youth Action Board made Coordinated Community Plan that prioritizes the development of affordable developmentally appropriate housing and vouchers for youth. With five months left in the existing contract, "we're going to redirect funds to housing navigation.... We want a longer-term lease. We need a roof repair and electrical upgrades, but who's going to invest when we don't have a long-term contract or lease. RYSE occupies several buildings on land operated by Hawaii Youth Correction Facility (HYCF), which has alternate plans for the facility as part of the Kawaihoa Wellness Center.
Recommendations	Develop more permanent housing specifically to support young people 18-24 years old.



Keolahou (Hawaii Island) – 2022

<b>PERSON</b>	<b>Denise Oguma, Director of Operations</b>	
<b>ORG/SITE</b>	HOPE Services Hawaii	
<b>DATE</b>	8.4.22	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment, intake	Topics addressed: BHA/MIRP/Intake doc, DENS-ASI, CAGE-AID, VI-SPDAT. New employees shadow an experienced worker where cross training for conducting intakes takes place through observation.
	Training: data access/entry	Topics addressed: HMIS training, agency documentation, VI-SPDAT. Support of new employees takes place through ongoing coaching and supervision.
	Training: documentation	Topics addressed: HMIS training, agency documentation, VI-SPDAT, and DAP note training. Support of new employees takes place through ongoing coaching and supervision.
	Training: compassionate engagement	Topic addressed: trauma-informed approach.
	Training: knowledge of people/culture	Topics addressed: Assertive engagement, cultural competency, mental illness, psychopathology, Housing First, and trauma-informed care.
	Training: knowledge of system	Workers attend community partner in-services and HPO monthly contract meetings.
	Training: prioritization	Topics addressed: Coordinated Entry System, VI-SPDAT, BHA/MIRP/Intake doc, DENS-ASI, CAGE-AID.
	Training: service planning	Topic not addressed during interview.
	Training: safety planning	Safety drills and health and safety planning are conducted monthly. Crisis Prevention Institute (CPI) training is offered for de-escalation. Other topics addressed: safety, driving ethics, safety manuals, and natural disasters.
	How do you know when someone is practicing with high fidelity?	Documentation and ongoing coaching/supervision demonstrate that direct service staff are: assisting with warm handoffs, conducting one-on-one case management, providing/securing transportation to and from appointments, providing care in fidelity with policies and procedures and any/all applicable contractual obligations.
	What happens when they are/are not?	HOPE's orientation lasts up to six months. If [an employee] just doesn't fit [a particular job], they may leave, or we may look to reassign that person to better meet [their] strengths. We try to accommodate strengths and train, train, train. Individual supervisions and a more individualized training plan are also developed. [The employee is] placed on a performance improvement plan, weekly coaching, and supervision, and linked to the



		director of clinical operations for further training. We give them all the tools to be successful, but if we're working harder than they are, then it's not going to work.
	What is your plan for sustainable financing?	For nonprofits, sustainability includes a commitment to securing and stewarding funding on an ongoing basis. Because our programs are offered at no cost to program participants, we have been exceptionally successful in blending and braiding funding (federal, state, and county), and recently became credentialed with the State of Hawaii Med Quest Division as a Medicaid provider for tenancy supports.
	Addressing context: access to food	Our shelter provides pantry items and access to a kitchen, where participants prepare their own meals. Emergency Food and Shelter Program (EFSP) purchases for both prepared and pantry foods. In addition, local food pantries and church groups provide meals.
Organizational Infrastructure	Addressing context: health care	HOPE provides links to local clinics, refers participants to primary care providers, and provides basic first aid assistance with an RN on staff.
	Addressing context: transportation	Assist with bus/taxi coupons, linked with Hawaii County Economic Opportunity Council (HCEOC), and medical transportation is provided by insurance carriers.
	Addressing context: education/jobs	Referrals to job training programs such as Alu Like, Goodwill, Arc of Hilo/Kona, HCC, adult education classes, and no-credit classes through Hawaii County Community College.
	Addressing context: privacy	Participants have individual locker space for valuables. [In a congregate setting], de-escalation is key. For COVID, we had to separate people with no one on the top bunk. This is HOPE's first experience with congregate shelter space. The women's shelter is [divided into] units, with two [women] to a room. Clients have a choice, if the congregate setting doesn't fit, then we have a shelter in West Hawaii that has more privacy. We haven't had major fights. We have a lot of outside space, and people can take a walk. We have also repurposed an office to provide private space when someone is having substance-induced psychosis. We are taking a look at putting up barriers again. We have inreach and also outreach. If someone doesn't like the congregate shelter, we still work with them through outreach and our drop-in center at 34 Rainbow Drive.
	Sources for capital dev funding	CDBG, philanthropy



	Sources for operational funding	State, Federal, County, philanthropy, private donations, volunteer groups, and program fees.
	Sources for case management/support	CIS, AMHD, LMI, housing stability, RRH, PSH case management services, community support case managers through MHK, Hope Inc., Care Hawaii, CMO
Leadership	How do you decide which projects to fund?	Funding considerations [are developed] in response to Request for Proposals (RFPs), a process that begins with developing a prospective budget to understand the projected expenditure and revenue of a particular funding opportunity. New projects are determined by available funding and through understanding our client/staff needs.
	Who is involved in designing/taking action on the strategic plan?	CEO, COO, executive leaders, team leads, frontline workers, satisfaction surveys received.
	How are private partners engaged?	Private partner cultivation is supported through our donor management system and through ongoing communications with existing partners. Hawaii Island AIDS Foundation, Bay Clinic, Hawaii Economic Opportunity Council, public health nursing, Legal Aid onsite. We are working on getting the food pantry back on board. [This organization] helps us with enrollment for Medicaid and Medicare. Food donations come in sporadically. HI United Way provides funding to provide catered meals. Churches provide food, Livingstone, Starbucks pastry. Outreach campus: Friendly Place Campus in West Hawaii.
	What public/private partnerships exist or are planned?	Faith-based organizations, Big Island Substance Abuse Council (BISAC), Care Hawaii, Neighborhood Place of Puna (NPP), County of Hawaii Office of Housing, DOE homeless liaison, Hawaii Care Choices, HMC, KCC, DOH Adult Mental Health Division, Rotary Club, and Lion's Club.
	What is the role of people with lived experience in strategic planning?	HOPE is building its capacity in seeking voices of those we serve. Beginning in 2018, we committed to learning better ways to steward feedback loops with end-users. Today, we partner with people with lived experience in the delivery of advocacy training. In the near future, we hope to develop a lived experience council to retain the expertise of people with lived experience in homelessness in our board governance and improve access to peer-support certification for program participants. Historically through today, HOPE employs people with lived experience at all levels of our work, from direct service to leadership.



	OTHER THOUGHTS	<p>We do a SWOT analysis to inform strategic planning. Our executive team discusses: What is our plan? How are we going to map it? What is the goal for year 1? 2? 3? Then, we work with team leads. When we have a plan, then we bring it back to the team for feedback, they then add [their thoughts], and we include their ideas into the plan. We ask for feedback from employees and clients based on their surveys. We just started our strategic planning in July to prepare for our fiscal year starting September 1. Now, we are using our 2022–25 plan that looks at operations, financial stewardship, our focus on philanthropy and accessing donors, additional flexible funding streams that can complement government contracts, expense reductions, how we can cut costs, quality outcomes and delivery of service, efficacy of service, refining our triage algorithms, expanding to behavioral health and medical services, expanding children's programs, turning our kitchens into commercial kitchens to provide job opportunities, training for hospitality industry, and providing meals in house. Improving housing options: [HOPE is dedicated to] finding ways to incentivize landlords to take housing vouchers and expedite placement into permanent housing. We use data to improve our practices. [For example], based on our staff saying that we need more training, we introduced video training, individual and group training, and are getting training from outside resources. We are looking at ways to improve staff recruitment. We've always struggled with being competitive to get our positions filled. We've tried a lot of stuff, and it seems we're not getting staff. Job fairs, increased pay, [the creation of] island-wide positions . . . none of it has worked. We're competing with social service that takes a lot compared to \$20/hour at Target or \$18/hour to hand out towels at a resort. But it is an island-wide [problem]. . . . Everywhere . . . providers and businesses, you see it "help wanted." We are working with the university to tap into students who are interested in social services. Developing housing: We are buying property, like we're doing at Sacred Hearts, our permanent housing development. We're continuing to look for ways to create more rentals. We're raising awareness through communications and advocacy, [including with the] National Association of Realtors and Property managers. We need facilities for office space.</p>
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Evaluator Observations	Denise Oguma is on the move in her multifaceted executive role at HOPE Services. She presents as a capable and caring leader with a strong grasp of the organization's strengths, needs, and development strategy. She shared generously, candidly, and honestly throughout the interview and relays great investment in her work and the mission of the organization. Denise is engaging, articulate, and curious. She is a delightful and insightful conversationalist.
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<b>PERSON</b>	<b>Trystan Lyman, Program Coordinator/Housing Navigator</b>	
<b>DATE</b>	8.4.22	
<b>ORG/SITE</b>	Keolahou Men's Shelter, HOPE Services Hawaii, Hilo HI	
<b>NOTE</b>	Gray response boxes reflect topics that were not discussed during the interview.	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment	Behavioral Health Assessment and other skills-based trainings are provided by Kalani Spain, Clinical Director. Onboarding is 10 days. You have 27 hours of Relias training the first month of hire and monthly trainings after that.
	Training: data access/entry	Topic not discussed in interview.
	Training: documentation	DAP format: You can see the collaboration in Caseworthy because you see work done by other agencies. It takes a village to [do the work]. Collaboration is key.
	Training: compassionate engagement	[It's essential to bring] yourself to a relatable level. They [residents] perceive people of authority in a negative sense: they are up there looking down. I speak from my own personal history. There's a blueprint there [for changing your life for the better], but it's not anything I force on anyone. It's important to listen. Not everyone will give people the time to explain. Trauma-informed care and motivational interviewing are two key trainings required.
	Training: knowledge of people/culture	Topic not discussed in interview.
	Training: service planning	Mastered Individualized Recovery Plans (Kalani Spain)
	Training: knowledge of system	Topic not discussed in interview.
	Training: prioritization	
	Training: safety planning	
	How do you know when someone is practicing with high fidelity?	Through monthly group supervision and 1-1 supervision. If that doesn't provide them with the capacity to provide the best care they can, we can explore other options. We have a big company. If shelter doesn't work, we have outreach, we have ERAP, a housing team, etc. This is where the passion comes into play. If I [the employee] have a passion, [there is a role to play in] the goal to end homelessness and provide the best wraparound support.
	What happens when they are/are not?	We dialogue about: What's your 'why'? Why are you here? What's going on? Are you struggling? Are you not understanding a certain aspect or what we're doing? We give them a reminder about why they came here.



	TRAINING NEEDS	Monthly training is a constant refresher. Management: HPM had a management program where you interviewed for it and prepared and trained to [enter a] management position. Trystan relayed this type of training would be a great addition to HOPE workforce development offerings. Important tasks to learn about administration: timecards, supervision, and scheduling.
Organizational Infrastructure	What is your plan for sustainable financing?	Topics not discussed in interview.
	Context: access to food	
	Context: mental/health care	
	Context: transportation	
	Context: education/jobs	
	Context: social/rec/community	
	Sources for capital dev funding	
	Sources for operational funding	
	Sources for case management/support	
	Design considerations.	
	ORGANIZATIONAL NEEDS	Bridging law enforcement and homeless services.
Leadership	How do you decide which projects to fund?	Topics not discussed in interview.
	Who is involved in designing/taking action on the strategic plan?	
	How are private partners engaged?	
	What public/private partnerships exist or are planned?	
	What is the role of people with lived experience in strategic planning?	
	OTHER THOUGHTS	We can provide training. We're looking for people who are passionate about the job. If you're able help . . . why not?
Evaluator Observations	Trystan Lyman demonstrates positivity and charisma. He is articulate, hardworking, and on-the-go. Trystan relays that he is "hungry" for learning and prioritizes his continued intellectual and emotional growth. His abundant passion for ending homelessness radiates throughout all responses, and he demonstrates a natural capacity for leadership.	







<b>PERSON</b>	Jason	
<b>DATE</b>	8.4.22	
<b>SITE/OR G</b>	Keolahou Men's Shelter, HOPE Services Hawaii	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competen cies	What skills do workers need to help people get and keep appropriate housing?	Training is going out and sitting with people and learning about people they are working with. Walk through for a week, and make sure the new person knows everyone. This place is a group—we're a part of something. I think the program is working.
	What makes an outstanding worker?	That they care. Being attentive—they know your story. All the staff should know the story. They should know when you came, how you came. It's important that they know when you're getting upset. It's the caring about the people . . . not just the cleaning. You can't have people up on a pedestal . . . you're equal with people. No one is better than someone else. Everyone is on the same level. You tend to talk to those people more, and that's good for the long haul. If you're trying to get the people help, then that's what helps. Yesterday, a girl [HOPE worker] went through a form and completed the form with me. She didn't have to, but she did, and she cared. We already had people who don't care. That's why we're here. We need people who care.
	Other thoughts?	[Generally], it's not a quick process, but it's thorough. That's how it happens in Hawaii. . . . It gets done.
Organizati onal Drivers	How do you access food?	I had food stamps, but then I got cut off because of the 6-month check-in. Now, I buy my own food. I take the ride and use the cash I make to buy food. There should be a better way to run the kitchen and provide meals here. The VA sends meals for 5 guys, and they eat in front of everyone.
	How do you access health care?	I have HMSA and insurance has been really good. I want to get a new plan, but I don't understand all that. I need Ohana Care to see a certain doctor—I've waited for 8 months to change the insurance. I still don't have the medication I need.
	How do you access transportation?	There's a bus that comes right down the street. HMSA insurance provides transportation to the methadone clinic.



	What employment/education support do you need?	I'd love to get back in the kitchen. I'd like to take my Social Security and work. Having a sign at Safeway is not what I want to do, but it's what I have to do to put food on the table. I'm a part of them, and they're a part of me. I talk with people and joke around. You can see the ones that need to smile.
	Privacy	There's not enough privacy. Other shelters have their own rooms. There are a lot of drug addicts. Too many mental problems—there are people here who have mental problems . . . and who are unsanitary. People should have to wash their sheets once a week. I'm not trying to step down, I'm here to step up.
	Safety	There are a few people who have mental problems, and they need to have better psychiatric care for these people [and] not put them here with us. That would clear up a lot of stuff. One guy just went down the street and broke into [a home]. They arrested him, and he's out already because there's no room in the jail. The police picked him up. He's not back here. He's downtown. I'm afraid of sleeping on the street. People get stabbed. One guy who got stabbed is here. [With] no security, people steal stuff. Thieves are always going to be around.
	How do you build community here?	Community happens when you're with people and you're spending time with people, sitting and talking with them. You don't have that opportunity when you're on the street. It's tougher to generate [relationships] and do things that would benefit [yourself]. You're out on the street, and it puts you in a whole different category. I don't like not knowing where I'm going to put my head. I'm glad this place is available, people who want to be homeless don't do any work. On the street, you've always got the defense mechanism up. I was living on Laukapu Street, and someone got stabbed. Here, I feel a part of a team. I see my friends. I look for my friends and hang out with my friends. . . . that's part of me making a life for myself.
Leadership	What role should people with lived experience play in designing housing and services?	They should come up with the programs [services].
	What role should people with lived experience play in leadership?	I can stay off dope when I'm here . . . but not on the street. It's hard to stay sober on the street. It's hard to get away from it. When you have somewhere to go that you don't have to do it, that makes a difference.



	What makes an outstanding leader?	It's the caring part. Someone who has an idea about what we're going through. We could solve the problems if people who [can] could do a little more.
	Other thoughts?	[There's] nothing for anyone to do here. It would be nice for people to be together a couple hours in the evening to watch the news.
Resident Story	When Jason was 18, he came to Hawaii from California and got a job selling timeshares. He returned to California four years ago to spend time with his mother, who was terminally ill. For much of his adult life, Jason struggled with heroin addiction, but during this time, his mom encouraged him to quit, and he did. When she died, he returned to the Big Island and slept outside the methadone clinic. "I didn't want to be away from the clinic, I knew I needed that." The clinic is by Safeway, and this became Jason's "area." When Jason fell and broke his hip, he was treated Ka'u Hospital. After two weeks of rehabilitation, he was discharged to Keolahou Men's Shelter, where he's been for a month. "I'm interested in housing, and I have the money, but there are no spots. . . . I can't benefit from the money in the bank if there's nowhere to go."	
Evaluator Observations	Upon entering the interview room, Jason immediately approached the interviewer and asked, "Can I give you a hug?" Jason presents as a kind, spirited, and positive person, who sat forward in his chair throughout the interview eager to share his thoughts and experiences without reservation. He demonstrates great capacity for generating insight and meaning from his lived experience and has an easy way of sharing complex ideas with accessible language. Jason is a powerful communicator.	



## Family Assessment Centers

### Uluwini (Hawaii Island) – 2021

Services - Uluwini	
Specifications	
Island	Kailua-Kona, Hawaii Island
Project Name	West Hawaii Assessment Centers (WHAC) Nahua Hale O Uluwini
Interview	Toni Symons, Executive Director, Uluwini
Service Contractor	Hawaii Affordable Properties
Property Manager	Hawaii Affordable Properties
Lead Agency	Hawaii County
Landowner	Topic not discussed in interview.
Total Spots	23 units
Population Served	This is a mixed-use facility: 23 WHAC units; 71 project-based Section 8 vouchers (30% of tenant's income and difference paid for by Hawaii County). Hawaii Rise Foundation, the non-profit division of HAP, funds five transitional housing units for families escaping domestic violence. Referrals through CES and WHAC. The majority of residents are COFA migrants.
Prior Placement	Children and Family Services (CFS) domestic violence shelter and self-referrals from WHAC.
Eligibility Criteria	Domestic violence assessment using HUD guidelines.
CES	WHAC is part of HMIS, and Child and Family Services (CFS) shelter that refers many clients is not part of HMIS. CFS refers clients to WHAC, where they volunteer their information. HMIS is compliant with Violence Against Women Act (VAWA).
Implementation	
Contract Period	6.25.19-6.14.22
Time to Completion	Uluwini started in 2015. Then Ohana Zones proposal written, and contract agreed to in Jan. 2020. Opened May 2020.
Regulatory Challenges	"The regulatory challenges are hard for us...If we don't get the county contract [to operate the WHAC], then we have to give back the HUD grant." - Tony Symons



Services - Uluwini	
DRIVER: Housing First Competencies/Skills/Training	DATA COLLECTION: HMIS training, VI-SPDAT, SOAR - social security applications. ENGAGEMENT: implicit bias/communication, motivational interviewing. CRISIS INTERVENTION: mental health first aid. SUBJECT KNOWLEDGE: Domestic violence training and Housing First.
DRIVER: Organizational Infrastructure - Key Data/Feedback Loops/Partnerships	There is no training budget, which limits professional development. "We are not HUD-funded but participate in the local CoC, Community Alliance Partners (CAP). We don't need to reinvent the wheel; there are so many best practices across the island." - Toni Symons
DRIVER: Leadership Approach	Across Hawaii Island and neighbor islands there is a team-oriented approach with CAP and Bridging the Gap (BTG), the CoC for the balance of state. The director is a respected mentor with an open-door policy. "I want them to own it and partner in strategizing, collaborating, empowering, supporting. This helps build trust." - Toni Symons. Authenticity is key to leadership. "Scott Morishige knows how to put people together and articulate the vision." - Toni Symons
Successes	We started as housing and there are so many layers now: after-school programming, youth work, tutoring, domestic violence services, emergency food pantry, transportation, diaper bank, Boys and Girls Club referrals.
Challenges	HUD contract: "It's only \$143,000 and required a lot of policies and infrastructure. It is too many hoops to jump through." - Toni Symons
Lessons	"On-site management is key... we have no security service. Previously, management was based in Hilo." - Toni Symons
Scaling/Next Steps	Seeking support for McKinney Vento provisions, so children can attend their home school and get mileage for commuting. HAP will apply for the county contract that includes case management and property management for Uluwini. The projected budget is less than current operating costs. "We will have to cut positions. [We had] two property managers, now there will be one. Why are we changing that?" - Toni Symons



Ongoing Operations	
Client Service Map	1. Person calls for a self-referral or is referred by CFS shelter. 2. Telephone pre-screening: certify homelessness, case type, income. 3. Person is referred to appropriate services. 4. If appropriate for WHAC, move-in is planned. 5. Director matches caseworker with client family "to walk you through the housing system and stick with you until you get connected." - Tony Symons. 6. Case worker meets with family and determines requirements for stabilization: financial, housing, employment, etc. 7. If homeless, VI-SPDAT is completed and entered into HMIS. 8. Case management continues until goals are met.
Ohana Nui: Housing	Topic not discussed in interview.
Ohana Nui: Economic Support and Education	EMPLOYMENT: Habitat for Humanity Restore is co-located on a neighboring property and Uluwini residents are regularly employed there.
Ohana Nui: Health and Wellness	DOMESTIC VIOLENCE SERVICES: Hawaii County Grant in Aid of \$30,000 of unrestricted funds provides essential support including tuition, rental deposits, and airfare.
Ohana Nui: Food and Nutrition	FOOD: (1) Hawaii Island Food Basket, an emergency food bank, is co-located on a neighboring property. Two Uluwini residents are employed there. (2) Hawaii County Grant in Aid provides weekend and after-school food.
Ohana Nui: Social Capital (Youth, Adults, Families and Communities)	EARLY CHILDHOOD: Diaper bank. YOUTH: After school programming, tutoring; Boys and Girls Club is co-located on a bordering property. COMMUNITY: Transportation for residents is supported through Uber coupons and mileage provided to WHAC staff.
Expulsion Criteria	Threatening management, selling drugs, or physical harm to another. "We run a second chance program. We work hard to give people a chance. For support services, we try to reach them three times and then discharge, but then they can open up their case again and come back." - Toni Symons
Privacy Impact on Practice	"It's a positive."
Strategic Project Plan	"We have trouble sustaining our good ideas. [We] want to add employment case managers to help people keep their jobs." - Toni Symons



Recommendations	<p>HUD GRANTS: HUD grants have no rule book but lots of rules, and therefore people don't apply. ROLE OF PROPERTY MANAGER: "HAP sees the value as a property manager. If you support people, they're going to pay their rent. They see the value of social services to stabilize people." - Toni Symons. TRANSITIONAL SHELTER TIMELINE: "The two-year model for transitional shelter works. It gives tenants time to learn important tenancy skills." - Toni Symons</p>
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Uluwini (Hawaii Island) – 2022

<b>PERSON</b>	Toni Symons, Director	
<b>ORG/SITE</b>	Uluwini, Hawaii Affordable Housing, Inc.	
<b>DATE</b>	9.27.22	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment	Training plan submitted.
	Training: data access/entry	
	Training: knowledge of people/culture	
	Training: prioritization	
	Training: safety planning	
	Training: documentation	I do all data entry in HMIS. Workers record client notes on paper. Then, all notes get entered into the system. They take HMIS training from Ka Mana O Na Helu (KMNH). I train them in how to write DAP (Data, Assessment, Plan) notes.
	Training: compassionate engagement	Staff also go through NAEH (National Alliance to End Homelessness) training: case management, dual diagnosis, etc. These are online, and you go at your own pace. Paul [Normann at Neighborhood Place of Puna] recently organized case management and Housing First training with OrgCode.
	Training: service planning	My staff is trained in SOAR (SSI/SSDI Outreach, Access, and Recovery) training so they can help people access SSA/SSI/SSDI. Also, the benefits worker from our health center comes onsite.
	Training: knowledge of system	Our senior worker, Josephine, trains our new workers in benefit applications: DHS SNAP, WIC, and all other DHS benefits. Josephine knows all the workers [and that is very helpful]. Josephine has worked with the homeless community well over 20 years.
	How do you know when someone is practicing with high fidelity?	We have a small staff, and we meet regularly to discuss cases. My door is always "open," and staff feel comfortable coming to me with any questions. I check systems and documents on a regular basis, and if I have any concerns, we discuss it. I look at these situations as opportunities to train them or to brainstorm other ways for the team to learn. We have not received any complaints thus far, and our team is very ethical and motivated.



	What happens when they are/are not?	If they are not [practicing with high fidelity], then I use it as an opportunity for training. I also take the time to listen to explanations, and, if it seems like an opportunity to adjust process, then I am always open to discussion. When we have had situations of concern, I often check in with myself as well. Have I taught them? Am I a good leader? Where do I hold myself accountable?
	TRAINING NEEDS	I am looking for opportunities to work with more property managers, so [that they can better] understand our work and the support we can offer.
Organizational Infrastructure	What is your plan for sustainable financing?	County of Hawaii Office of Housing and Community Development manages continued operational funding.
	Context: access to food	Hawaii Island Food Basket is on contiguous property. We also get donations from churches and other community partners.
	Context: mental/health care	We have a serious lack of mental health providers in our community. Staff tries hard to get people connected, but there seems to always be challenges at the Community Health level. [It's the same situation] for accessing health care and dental care for children. It would be much more helpful if we could offer it onsite for our tenants. We have a relationship with a retired family therapist (CFS) who has been willing, throughout the years, to come here and do therapy—mainly seeing couples—for our clients. It has been very helpful having this option. We also have a grief therapist who works with those fleeing domestic violence. We have had to really create our own supportive team for our clients.
	Context: transportation	People need help getting to medical appointments. We have a woman who has a brain injury, but she can't organize herself to do the paperwork for housing and medical and SSDI—she's bottoming out, but I don't know what else to do. COORDINATED ENTRY SYSTEM: I joined CES because I wanted to be fair and be part of the system. We didn't have to, [but] we saw so many people fleeing DV cases, so I got the HUD DV grant. Then, we got the FAC money. We built a multi-service program so people didn't have to go to so many places. It would be helpful if we had access to a van or something to give our participants more support, but our employer has not wanted to take on the liability.



Context: education/jobs	We have been working with someone who has been able to assist participants with resume building and skills assessment. That has been helpful, but it is not a funded position, so we can only use this resource when she has time. We have held job fairs and have worked with the Food Basket and Habitat for Humanity Restore to place participants in jobs with [these organizations]. Some placements have been highly successful, some have had challenges, but we continue to connect our participants to them when needed. We have a few participants who would like to get their GED, and with funding, we are hoping to host [GED] classes at Ulu Wini in the future. Those who live here seem unwilling to build capacity because the rent goes up if they make more money! This really needs to change if they want to see families move forward, in my opinion.
Context: social/rec/community	Topics not discussed in interview.
Sources for capital dev funding	
Sources for operational funding	County of Hawaii Office of Housing and Community Development (OHCD) manages continued operational funding.
Sources for case management/support	We're in good communication with our community partners at HOPE Services, County of Hawaii, and Hawaii Police Department (HPD), which helps us stay connected with the families [in our care, wherever they may appear].
Design considerations	Topic not discussed in interview.



Leadership	ORGANIZATIONAL NEEDS	<p>FAMILY ASSESSMENT CENTER MODEL: It's critical to have programs like Ulu Wini because it's so confusing when you're homeless to figure out what to do next, especially when you don't speak English. RECRUITMENT CHALLENGES: It's been very difficult to find staff. I have one case manager, and we're just one team working together. I started in 2020 with a full staff. Then, people went elsewhere or went back to school. We hired people driving from Hilo in the second year. It's hard to drive from Hilo, and it didn't work out. We're trying to recruit from the Marshallese and Chuukese communities. After negative media coverage about the homeless and [homeless] programs, it's been so hard. No one wants to work in homeless services. We're not competitive with pay or benefits. CHALLENGES WITH FISCAL CONDUIT: Hawaii Affordable Properties Inc. (HAPI) didn't have a non-profit arm, and Hawaii Rise Foundation stepped in as the fiscal conduit because non-profit status was required for the contract. This is all very complicated. Hawaii Rise didn't know any of [the reporting requirements]. Then, the HAPI property manager resigned, so it's been hard for the County to manage. CHALLENGES WITH REIMBURSEMENT: As the program was growing, I thought the FAC model was a good idea, and, after Ohana Zones funds were expiring, we proposed to put FAC services into the property management contract. HAPI received the Ulu Wini contract with property management and services, but the County's billing process is complicated, and no one at the County knew what to do, and it took forever to pay us. At one point, they owed us \$100,000. HAPI continued to pay the staff, and it became problematic. It took time to be reimbursed for Ohana Zones. We just got a 1-year extension to July 2023. The RFP for property management and RFP for services will both be issued in January of 2023.</p>
	How do you decide which projects to fund?	<p>VALUE OF TRANSITIONAL SHELTER: Transitional shelter families have priority to move in on project-based vouchers, and we've been successful in moving people. We were informed that the County will be closing the Transitional Housing program next year, which will cause a big gap in homeless services. We are hopeful that more housing options will become available with new funding.</p>



<p>Who is involved in designing/taking action on the strategic plan?</p>	<p>STRATEGIC ROADMAP PASSED SEPTEMBER 2022: We just went through this strategic planning process with OrgCode, which was very comprehensive, and the County Council was not happy with the plan. Their critique was that it was not inclusive and did not include other providers. It was very messy, and the Council blasted the OHCD. The Council didn't like the priorities [for the strategic roadmap], but meanwhile, the first two priorities were addressing the chronic [issues] and the services they need. COUNCIL MEMBER: Rebecca Villegas, Council Member for District 7, has caused [challenges]. She is not supportive of HOPE Services and tried to take their lease away. ULU WINI DEVELOPMENT AND MAINTENANCE: OHCD has reorganized, and there's a new asset manager. I've had to restart programs because of push from the asset manager, but I don't have a youth coordinator or case management staff. The County is now painting and restoring the facility, but it won't be finished until November—in November, they will start on the kitchen and the laundry.</p>
<p>How are private partners engaged?</p>	<p>Topic not discussed in interview.</p>
<p>What public/private partnerships exist or are planned?</p>	<p>Last year, I wrote all those proposals for flexible funding through Grant in Aids for the FAC and used Hawaii Rise Foundation as the conduit. We could support our families when they needed goods and food [with these extra funds]. This year, I didn't apply, so we could get a real picture of the costs of this program. There's too much miscommunication between HAPI and Hawaii Rise, and it's just another thing for me to manage, and it's very difficult. HAWAII POLICE DEPARTMENT: We are working in partnership with HPD, and together, we were responsive to community concerns and responsible for housing the 13 people on the path [near Ulu Wini].</p>
<p>What is the role of people with lived experience in strategic planning?</p>	<p>Topic not discussed in interview.</p>



	OTHER THOUGHTS	SAFE PARKING: We had a family of 13 staying on our walking path with a baby and one child with special needs. The community was outraged. The Mayor and Sharon were getting inundated with calls. We were working with them and housed them. We thought about safe parking for them, which was more stable. We really felt we had to move forward with this idea because we know there are more families sleeping in their cars, and we need to make it safe for them. When Maui passed their ordinance, [it gave the idea momentum here]. We have been wanting to have safe parking at the County office parking lot. One Corporation Council said "no," but now we're on track again. It's not rocket science. We already have churches that want to do meals, and people who want to provide homework help. It's a way to keep families safe because it's only for families. If the County can't get houses built and our shelters are full, it's needed.
Evaluator Observations	Toni Symons continues a long legacy of service to the Big island of Hawaii as the director of Ulu Wini FAC. She has an extensive network of community partnerships, which she has leveraged to develop programming. Toni's engaging presence and kindness have been consistently evident throughout interviews (2019–22). In spite of extraordinary circumstances in her personal life, Toni has continued to lead this program forward through challenging administrative, political, and staffing situations. Her dedication and strength of character are noteworthy.	



## Villages of Ma'ili (Oahu) – 2019

Evaluator	Heather Henderson
Site	Villages of Ma'ili (VOM)
Date	May 2019
Summary	Evaluator stayed on VOM premises in a top floor two-bedroom unit for four weeks.
<b>Observations</b>	
Competencies	<p><b>DAILY CASEWORK CONTACTS</b> - Staff teams of two travel unit-by-unit for daily individualized case work contacts with all clients to expedite completing tasks to become 'document ready'. <b>24/7 STAFF AVAILABILITY</b> – A staff person is always available at the Central Office. <b>CRISIS MANAGEMENT</b> - Crises are addressed consistently with positive outcomes. Staff are consistently successful in de-escalating residents' explosive emotions when necessary. VOM staff work to contain crises within a person's unit and separate individuals who are fighting. Across several episodes, staff demonstrate high levels of patience and active listening to residents, allowing them the time to regulate. Staff can be seen walking with residents in crisis to help them process volatile emotions. When HPD is on campus, HPD and VOM workers demonstrate consistent protocol across episodes, staff, and officers. VOM worker leads typical safety intervention by talking to client from outside the unit with the door open and HPD officer in sight. HPD is observer and does not engage unless the situation escalates. When HPD engages with residents it is typically alongside VOM staff. <b>MANAGING CHALLENGING BEHAVIORS</b> - Staff demonstrate consistent positive regard and kindness to residents regardless of problems that arise. Residents are not ignored if they present challenging or unusual behaviors or are known substance users. Challenges are normalized through supportive engagement to help residents manage and self-regulate. For example, a resident who talks to herself loudly, which is potentially disrupting to others, may be told, "It's okay, just use a quiet voice because we can hear you."</p> <p><b>MANAGING CAMPUS:</b> On two evening occasions, loud music led to the start of a party atmosphere, and staff demonstrate superior intervention skills to de-escalate the situation by reminding residents of house rules, asking residents to quiet the music, disperse crowding while upholding a positive attitude. This evaluator observed how quickly the environment can escalate into unmanageability due to an inability to hear and communicate over loud music, which can also mask undesired activities.</p>



**Organization/administration:** SECURITY - (1) Security officers monitor the campus by checking in at digital location markers throughout the property 24/7. (2) Security officers provide consistent check in for all cars at welcome gate. FACILITY CLEANLINESS - The VOM campus is kept free from debris and rubbish. Common areas are neat, well-lit, and clean. Trash is collected regularly. SAFETY – This evaluator feels safe inside the unit and moving the campus at all hours of the day and night. Much of the time the campus is relatively quiet and calm without disagreements among participants.

**Leadership:** Staff roles and responsibilities are clear. Team members demonstrate a clear understanding of established decision-making process regarding client issues. There is a great deal of collaboration and cooperation among staff to address and manage individual client needs. If someone is in crisis, it appears that all staff are aware and engage consistently to provide support to the resident across all shifts.

**Participants:** RESIDENT STEPS IN TO SOLVE A PROBLEM - The first day of the stay, this evaluator locked keys inside a rental car and a resident solved the crisis by breaking into the car with a fishing pole and mallet. INCLUSIVE - A number of residents are open to this evaluator and regularly share their thoughts, stories, resources, and food with this evaluator. Some residents are curious about the report to DHS and want to contribute their expertise. This evaluator appreciates the candid vulnerability of residents of Building D who share their experience of living in the system. For example, one person with a 28-year criminal record explains he is a VOM expert because he has cycled through VOM several times because it is very difficult to find housing for people who have committed violent crimes "There's no box for me." - Frankie, resident.

POSITIVE REGARD FOR VOM STAFF: Residents consistently relay positive comments about staff of VOM who they believe 'really care'. BEHAVIORAL HEALTH CHALLENGES: Several residents encountered by this evaluator present with symptoms of behavioral health challenges like talking to themselves, auditory hallucinations, visual hallucinations, paranoia, depression, and substance overuse.

COOPERATION – This evaluator observes single mother participants cooperating to share childcare responsibilities, as a strategy to maintain full time employment.

ARTISTIC TALENT – This evaluator observes that some participants engage in creative pursuits like jewelry making and painting to make money.



<b>Evaluator</b>	<b>Heather Henderson</b>
Site	Villages of Ma'ili (VOM)
Date	November 2019
Summary	Evaluator stayed on VOM premises in a bottom floor two-bedroom unit for 10 days.
<b>Observations</b>	
Competencies	<p>WEEKLY CASEWORK CONTACTS - Staff teams of two travel unit-by-unit for daily individualized case work contacts with all clients to expedite completing tasks to become 'document ready.'</p> <p>24/7 STAFF AVAILABILITY – A staff person is always available at the Central Office. RESIDENT CRISIS MANAGEMENT - Crises are addressed consistently. VOM staff work to contain crises within a person's unit. When HPD is involved, typically worker is talking to client with the door open and HPD officer in sight, but not in the conversation, unless it is escalating to physical violence.</p>
Organization/ Administration	<p>SECURITY - (1) Security officers monitor the campus by checking in at digital location markers throughout the property 24/7. (2) Security officers provide consistent check-ins for all cars at welcome gate. FACILITY CLEANLINESS - The VOM campus is kept free from debris and rubbish. Common areas are neat, well-lit, and clean. Trash is collected regularly.</p>
Leadership	Neighborhood complaints about garbage and loitering are increasing. In response, CCH leaders are going door to door engaging neighbors in dialog to resolve these issues.
Participation	<p>LIMITED CONTACT - This evaluator had almost no interaction with resident neighbors, who appear to be focused on their own priorities and not interested in engaging. Next door neighbor keeps a shopping cart of garbage outside her door and may feed feral animals with her leftovers. A pile of bones from her meal collects daily on the pavement between our units. When this evaluator removes it, another pile of bones returns the next day. The gravel between units is stained with blood and scraps of fur, which exude a rancid smell.</p> <p>ATMOSPHERE - The campus is very quiet, and several units are unoccupied due to concerns with tenancy at the current site and repairs.</p> <p>SAFETY – This evaluator feels safe inside the unit and moving around the campus at all hours of the day and night. Much of the time the campus is relatively quiet and calm without disagreements among participants.</p>



## Villages of Ma'ili (Oahu) – 2021

Services – Villages of Ma'ili FAC	
Specifications	
Location	Ma'ili, Oahu
Project Name	Villages of Ma'ili (VOM) Family Assessment Center (FAC)
Interview	Kanoe Kanahele, Day Manager VOM Michele Seeya, Night Manager VOM
Service Contractor	Catholic Charities of Hawaii (CCH)
Resident Manager	Catholic Charities of Hawaii (CCH)
Lead Agency	Department of Human Services (DHS) Homeless Programs Office (HPO)
Landowner	Department of Hawaiian Home Lands (DHHL)
Total Spots	78 units: 39 2-bed, 39 studio (max 430 people)
Population Served	Emergency Shelter: Homeless singles and families; Bridge Housing: CES highest chronicity w/ PSH voucher.
Prior Placement	Homeless with no verification letter required.
Eligibility Criteria	Emergency Shelter: Homeless. No verification letter required, and self-referrals are accepted. No sex offenders. No waitlist, first come first serve. Bridge Housing: CES highest chronicity w/ PSH voucher waiting to be placed in PSH.
Implementation	
Contract Period	11.1.18 to 6.30.21; Extended to 12.31.21
Time to Completion	Talks between HPO and CCH began in 2018 and the contract was signed in early 2019. Villages of Ma'ili (VOM) opened March 2019.
Regulatory Challenges	JURISDICTION: DHHL has threatened the eviction of CCH at VOM, since the start. There were disagreements about the terms of the three-year lease agreement, which was verbal and not written. The agreement was challenged by DHHL constituents and VOM neighbors. DHHL is planning to use this land for affordable housing for Native Hawaiians from the DHHL eligibility list. This site will provide transitional housing with goal of homeownership. A contractor has been selected, but the start date for DHHL renovations is unclear. CCH will incrementally place VOM residents into permanent housing or alternate shelter by the end of 2021. CCH will maintain an office on the VOM property, where they will operate a Rapid Rehousing Program, provide financial counseling to new VOM residents, and support VOM graduates maintain housing.



Services – Villages of Ma’ili FAC	
DRIVER: Housing First Competencies/Skills/Training	<p>COMPASSIONATE ENGAGEMENT: Promote unconditional positive regard. "We get curious about barriers rather than blaming a client for not getting something done. [We're] trying to understand the client holistically, listening instead of hearing for what you need. [We] meet the client where they are. If a client is fighting, the conversation doesn't start with everything going wrong. It starts with 'what's going on?', giving the client an opportunity to share frustrations, context, or circumstances. Take time to understand the whole situation." - Kanoë Kanahele. MAINTAINING BOUNDARIES: "It is important to hold clients accountable. It's a balance of compassion and accountability, knowing your own boundaries and traumas and life experience to reduce personal bias." - Kanoë Kanahele. PROFICIENT WRITTEN COMMUNICATION: "Written communication is important for all aspects of case management. This includes case record documentation and understanding, following, and applying policies and procedures. We support [timely written communication] by establishing Thursday as an office day." - Michele Seeya. PRIORITIZATION: Thinking about time management and prioritizing tasks from a client's case plan. CRISIS INTERVENTION: Relias provides helpful training on de-escalation, natural disaster management. Institute for the Greater Good provides training for crisis intervention, suicide prevention, and wellness. KNOWLEDGE OF COMMUNITY RESOURCES: Banking, transportation, after-school program registration, childcare, medical navigation, and contributing to a community environment.</p>
DRIVER: Organizational Infrastructure - Key Data/Feedback Loops/Partnerships	<p>PERFORMANCE MANAGEMENT DATA: "We follow the lead of our contractors when it comes to using performance management data." - Jillian Okamoto. VOM FEEDBACK LOOPS: It was helpful to conduct successive rounds of tool development among management and VOM caseworkers. It is also helpful to dedicate Thursday as an office day and have management set limits with case managers taking laptops home to manage overworking after hours. CCH resources are a great support. PARTNERSHIP: (!) Waianae Coalition Team sponsored by Hawaii Community Foundation (HCF) is an impactful consortium of homeless service providers that work together to support clients on the West Side: Alternative Structures International (ASI), CCH, and U.S. VETS. Through regular communication, they assist clients to get documents, provide first month's rent and security deposits through SHEG and HPP programs, and furniture for new tenants. (2) HCF's Housing ASAP initiative pays for two full-time and one part-time legal services specialists.</p>



Services – Villages of Ma’ili FAC	
DRIVER: Leadership Approach	<p>VALUE-DRIVEN: "Staff have commitment to core values of Catholic Charities: dignity, compassion, commitment to excellence, and social justice. This is what our staff live and breathe. Catholic Charities takes pride in our core values. The values are embedded in communications. It's the magic dust that makes Catholic Charities work. You can have a nice facility, but if you don't have the values flowing through it, you won't see success." - Michele Seeya. ONGOING FEEDBACK LOOPS: flat organizational structure and feedback is shared openly. There are clear roles and people work together as the 'gears' that turn the process. "We see each other as a village that works together, and if there is someone we want to acknowledge for a job well done, we do it. We see the value of everyone on the team." - Kanoe Kanahele. COLLABORATION: VOM Management team embraces a collaborative approach to develop the capacity of the team and accomplish client and program goals. "We hold an event or start a service, then process how things are going and tweak along the way with teamwork. When they had feedback [on the service plan], we listen because we're not the ones using the tools every day. Staff feel validated when you include them. "We are an environment that builds people and grows people - both staff and clients. I take pride in that because I've experienced that." - Jillian Okamoto. LEARNING ORGANIZATION: CCH is appreciative of students and promotes a learning environment where people blossom in their careers.</p>
Successes	<p>HIGH RATE OF HOUSING PLACEMENT: Consistently high housing placement rates. Highest number of people housed within Ohana Zones programs. OUTSTANDING TEAM: "I've worked in social services, but I've never seen people so dedicated to their clients. This isn't just a job; they understand they're holding people's lives; they are responsible for serving people. "Check your heart on that - that's what we ask when clients get tough." - Kanoe Kanahele. "We put limits on work hours when staff were getting burnt out. They were entering notes at nine and ten at night." - Michele Seeya. Management requested that case workers leave laptops and work phones at this office at the end of the day for a while to reestablish the [work/life] boundary. "We let our staff know that we care about them." - Michele Seeya. "We don't have a heavy anxiety environment." - Kanoe Kanahele</p>



Services – Villages of Ma’ili FAC	
Challenges	<p>DOCUMENT PREPARATION: All the paperwork required is a major influence in client stays longer than 90 days: mental health diagnosis verification, income verification, work clearance, birth certificate, and marriage certificate. "[With} HUD requirements, it's the 'Not Enough Syndrome'. People are sick, but not sick enough. With COVID, all government offices shut down and it was difficult to get any required paperwork." - Kanoe Kanahele. BIAS AGAINST VOUCHERS: Finding affordable rental housing is a challenge. "There is a bias against vouchers or move-in from VOM. Oahu Housing Now is helping and those referrals come through CES. VOM Housing Specialist has built network of landlords who will take our people." - Jillian Okamoto. Permanent Supportive Housing (PSH) vouchers are available, but people value their property more than free rent. A damage and repair fund is needed." - Jillian Okamoto. CASELOAD SIZE: Housing First caseloads 10-15, actuality is 20+. PHYSICAL SITE LIMITATIONS: (1) The sewer does not have the capacity to serve the number of people on the property. (2) Program is limited to paper-based recordkeeping because internet provider is inconsistent.</p>
Lessons	<p>PARTNERSHIP WITH HPD DISTRICT: "HPD is a key partner, and it's helpful to have them here. It makes a difference when you have HPD there, especially when you have a client who is irate or volatile. [HPD] isn't in the room when we're talking with client, but we have the door open. This brings a sense of confidence and ease to the team especially for the VOM staff who's discharging the client. hat right there is the partnership; they bring the physical restraint that we cannot bring. It's a sense of safety for the staff. When they come, it's a different environment for the next 24-48 hours." - Michele Seeya. VOM leadership would like HPD to be an even greater presence on campus. We want to promote community policing, and the officers competed in the games, like Chubby Bunny. have never witnessed HPD overreact or use force; they have shown incredible restraint - VULNERABLE TENANCY: "We could be successful in any environment. Why invest so much in something that we knew was temporary?" - Kanoe Kanahele.</p>



<b>Services – Villages of Ma’ili FAC</b>	
Scaling/Next Steps	CONSIDERING PROPERTY MANAGEMENT: CCH does not possess the licensure to manage properties. However, new CEO and circumstances at VOM have reinvigorated the plan to bridge the CCH Development Corporation (CCHDC) and CCH social services division to provide CCH integrated housing and support. "How can we sustain such a helpful program to the community? What more can I do? What more can we do as a program? This program is gold in this community. Last month alone we housed 16 families in permanent housing; our average is eight families a month. We haven't reached the peak of our capacity. This program cannot close. There is so much more growth happening. How can we keep our amazing staff here when we can't promise their job tomorrow?" - Kanoe Kanahele.
Performance Management	CASE REVIEW: Client files are peer reviewed quarterly and by managers bi-weekly. Previously there were many little mistakes in client files. Through the review process, staff sharpened their documentation skills. CONSISTENT SUPERVISION: Every supervisor asks workers to 'Explain it to me: what's working, what's not working, how can we get it to work?' "We rely on contracting authority and the performance outcomes required [to guide CCH]. Then CCH has a Quality Assurance director that coordinates quarterly peer review of cases. If there are two consecutive underperforming quarters, a program is asked for a corrective action plan, which supervisor and staff complete together and submit to administration. This approach typically resolves the issue through strengthening program drivers or disciplinary action of staff.
<b>Ongoing Operations</b>	
Client Service Map	<ol style="list-style-type: none"> <li>1. Person calls: (1) if no availability, record name in the unit inquiry log. (2) If unit is available, Administrative Assistant conducts phone assessment, including verification of homelessness, Social Security number, and sex offender status. If cleared, check HMIS to verify person is not in another shelter and agree to intake date and time.</li> <li>2. Assign case manager to conduct intake and initial assessment on move-in day, including VI-SPAT.</li> <li>3. Start case management to prepare client documents and address outstanding legal issues, e.g., Fines for offenses committed related to homelessness that prevent people from getting their driver's license. Arrange for community service to address outstanding sentences, and for clients to complete their community service requirements at VOM.</li> <li>4. Safety Planning: Staff walk with clients during crisis to help calm them. Staff mediates when couple comes back together. "How are we going to handle this [in the future]?" - Kanoe Kanahele.</li> </ol>



<b>Services – Villages of Ma’ili FAC</b>	
Ohana Nui: Housing	While casework contacts are reported to be weekly, this evaluator observed VOM case workers make individualized daily contact with residents to discuss their service plan goals (2019, 2020). Paradise Chapel Assembly of God and local churches from Makaha to Moanalua provide Move Out Kits: laundry baskets filled with household items.
Ohana Nui: Economic Support and Education	EMPLOYMENT PROGRAM: VOM's employment program is designed as an intentional workspace that has computers, WIFI access and air conditioning. It is a bright and inviting space with room for six workstations. The employment specialist helps clients with their "careers, not just jobs." Case managers refer clients to the employment program via email. Employment specialist follows up intensively, and most people respond to set up an employment assessment. If there is no response, an appointment time is assigned. "It doesn't end because you didn't respond. If we hit a wall, then we retract the referral and then reassess a client's needs with the question, 'how can you increase your income to sustain yourself?'" - Kanoë Kanahele. The employment specialist helps people overcome client employment barriers by helping them make choices that result in positive work experiences. They also help clients think through job transitions, identify job skills, build a written resume, participate in mock interviews, and provide interview attire, as needed. "[With] employment, people find dignity, especially for people who have not had verifiable income after working under the table for many years." - Michele Seeya. Employment specialist develops a network of employers. The employment specialist manages all tasks in clients' career and work domain that typically fall to the case worker. The partnership makes it possible for case workers to have daily contact with everyone on their caseloads. Literacy and financial literacy classes are also offered in this space. HAWAII LITERACY: Hawai'i Literacy's Bookmobile comes to site weekly to provide educational support through reading to the children on-site. Hawai'i Literacy also offered individual weekly tutoring sessions to an adult client on-site.
Ohana Nui: Health and Wellness	MEDICAL SERVICES: (1) H.O.M.E. Project of UH Manoa Medical School provides first aid and preventive medical care for residents on site through weekly health screening. (2) Project Vision provides COVID testing and vaccinations, TB testing weekly. (3) Kokua Pet Service provides pet vaccinations for free during regular site visits to VOM. LICENSED THERAPIST: VOM's on-site mental health counselor is a licensed clinical therapist who expedites the 1157 process, a mental health qualification required for PSH. Typically, it takes three months for a referral and three months of visits to complete the process.



Services – Villages of Ma’ili FAC	
Ohana Nui: Food and Nutrition	FOOD ACCESS: Aloha Harvest provides food distribution to all residents weekly. Two meals provided daily on site. Lanakila's kitchen staff also provided clients a learning opportunity to develop kitchen skills that could be used to gain employment in restaurants.
Ohana Nui: Social Capital (Youth, Adults, Families and Communities)	<p>EARLY CHILDHOOD: VOM was site for Honolulu Community Action program Head Start, a foundational service for families, but this program ended due to Head Start budget cuts. Before COVID, Partners In Development's Ka Pa'alana Traveling Preschool, visited site twice a week to provide onsite parent/child interactive learning. Children grew physically, socially, emotionally, and academically. Parents developed stronger parenting skills. YOUTH: After School Allstarts program operates Monday-Friday from 3 pm to 5:30 pm with six to eight children attending. "They show up on Saturdays even when he isn't here." - Michele Seeya. This program is a place where "children can come and feel their feelings" through activities and group talk sessions. This group of young people established and maintain a garden on the VOM campus. "They all partnered together in ownership of the garden." - Kanoe Kanahele. They are also part of CCH's agency-wide Kupuna to Kamalii initiative. This evaluator observed a spirited group of nine children 7-12 years old keenly interested sharing their knowledge and pride in this experience. Youth counselor provides referral for new after-school program after clients leave, thus promoting continued family-school bonding. HOLIDAY CELEBRATIONS: VOM staff go out of their way to make holidays special for residents to create happy memories and rid parent of shame that they can't provide for lavish celebrations. At Halloween, VOM staff and their families line the entire VOM parking lot for a supersized Trunk-or-Treat. At Thanksgiving, staff prepare a huge feast, and share a leftover cooking lesson for residents the day after. During COVID this celebration was modified, with meals provided for each household. At Christmas, presents are given to everyone and there are special walk-through experiences, crafts, and games for parents and children. "Everyone deserves kindness." - Kanoe Kanahele. COMMUNITY: (1) Many families of VOM staff volunteer their time and talents to benefit residents to make holidays special. (2) There is a growing network of community partnerships contributing to the success of residents. (3) Paradise Chapel provides children's activities, an annual carnival, and gifts. (4) HPD provides Keiki IDs and participates in Back-to-School activities. (5) Paradise Chapel Assembly of God and local churches from Makaha to Moanalua residents with moveout kits. PET SERVICES: K9 Kokua came to site once to provide emotional support/service animals with their shots and microchipped. They also offered clients opportunity to have their animals spayed/neutered.</p>



<b>Services – Villages of Ma’ili FAC</b>	
Expulsion Criteria	<p>Bridge Housing: Flexible end date. Emergency Shelter: Intended to be 90 days, but regularly goes longer. We discharge a person if there is witnessed illegal activity or violence. If there is a threat of safety to self and/or others, staff work to mediate and de-escalate. A person may be asked to leave the property for 24 hours and able to return. Private security is there to observe and report, not intervene. If a person returns to VOM after being discharged from the program unsuccessfully, HPD is called to issue a violation for trespassing, and the person cannot come back on property for a year. "With violence, we call HPD, and they come... for the most part they are helpful. You see them off duty and they ask how clients are." - Kanoë Kanahele. Residents may also be expelled for abandoning their unit for seven days. VOM makes every effort to locate the resident and communicate and accommodate an individual's circumstances. "We tag the door on the inside; not everyone needs to know. We work hard to accommodate individual circumstances. If [this setting] isn't working, we even try remote counseling or other options for support. We believe that just because they weren't successful here doesn't mean someone won't be successful." - Michele Seeya.</p>
Privacy Impact on Practice	<p>SAFETY DURING CRISIS: Individual housing units helps staff isolate and de-escalate crises because people can go into their units. "We can separate them- super important." SAFETY DURING COVID: Individual housing units made it easier to support residents to isolate.</p>
Strategic Project Plan	<p>DHHL is the landholder, and after the emergency shelter contract is complete, the plan is to renovate this property to become permanent affordable housing for people on the DHHL waiting list for Hawaiian Home Lands.</p>
Recommendations	<p>STAFFING: (1) It is helpful to have many people on the case work team with distinct roles: employment specialist, housing specialist, on-site counseling, case manager, youth counselor, maintenance manager, admin temps. (2) Many VOM staff are from the local community and highly invested in serving their neighbors. HOUSING SPECIALIST: This person drops off applications and uses personal touch and follow-up, working 1-1 with landlords like: Kapolei Apartments, Hale Muena in Kapolei, Hale Makana O Maili.</p>



**Villages of Ma'ili (Oahu) – 2022**

<b>PERSO N</b>	Jillian Okamoto, Division Administrator, Housing Assistance and Referral Programs	
<b>ORG</b>	Catholic Charities of Hawaii	
<b>DATE</b>	9.23.22	
<b>DRIVE R</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment	Training Plan shared.
	Training: data access/entry	
	Training: documentation	
	Training: compassionate engagement	
	Training: knowledge of people/culture	
	Training: service planning	
	Training: knowledge of system	
	Training: prioritization	
	Training: safety planning	
	How do you know when someone is practicing with high fidelity?	
	What happens when they are/are not?	
	TRAINING NEEDS	
Organizational Infrastructure	What is your plan for sustainable financing?	Topics were not addressed during interview.
	Context: access to food	
	Context: mental/health care	
	Context: transportation	
	Context: education/jobs	
	Context: social/rec/community	
	Sources for capital dev funding	Robert VanTassell was hired to create more opportunities for capital development for supportive housing and providing services at the same site. CCH currently operates four such housing projects.
	Sources for operational funding	CCH is managing contracts for: HPO, Veterans Association, HUD, Aloha United Way ALICE, and the City and County of Honolulu.



	Sources for case management/support	I'm not sure how to understand what is HPO-funded, DOH-funded (Department of Health), Community Integration Services-funded, and Veterans Association-funded. . . . I have to take it slow. A clear division [of roles] and scope of work would be very helpful. We're getting away from the generalist position [at CCH]. We're separating case manager, intake specialist, and housing navigator, and the CIS worker could be the benefits coordinator.
	Design considerations	Performance Measure Outcomes are blanket, the same for each county. Should that be?
	ORGANIZATIONAL NEEDS	I always want to know how we can improve. . . . We're in it for the same goal, and I don't want to be a barrier. . . . People need support to do their jobs if you want to expect performance.
Leadership	How do you decide which projects to fund?	FAC are so successful because we bring in resources that are close, right in their community, and we hit them all at once while they're at the shelter. You can't do that when people are individually housed.
	Who is involved in designing/taking action on the strategic plan?	Catholic Charities Housing Development Corporation (CCHDC): I'm not in touch with them regularly. I will arrange to provide services when they ask. They own four affordable housing buildings, and we have case management at CCHDC. We have a strategic plan, but strategic planning for programs is "after care." I'm a big supporter of after care for people who are housed. Everyone needs help at different points. I'd like to see a public [voluntary] case management service that provides practical help . . . support from someone who's going to put you on your path. That's kind of like our HELP line, we're not widely known. My neighbor probably doesn't know.
	How are private partners engaged?	Our Family Assessment Center in Kakaako was evicted. [What if you owned a site?] That's what we do with Maililand, and we operate it that way. PHYSICAL SITE NOT APPROPRIATE: What they've provided or what's available is not the best for families with minors.
	What public/private partnerships exist or are planned?	Hawaii Public Housing Authority (HPHA) manages Section 8 vouchers. Sometimes we're waiting for Section 8 to do their inspection, so people can move in. This is a bottle neck. I have sent 5–6 emails about it. Rent-to-Work is another voucher program contracted by the City and County of Honolulu. [How do you figure out who does what?] Everybody should know what available resources there are. They may not need to do it, but you need to know where to refer.
	What is the role of people with lived experience in start planning?	Topics were not addressed during interview.



	OTHER THOUGHTS	At Villages of Ma'ili, the Family Assessment (FAC) model allowed us to step out of the multiple contractors at one site approach because we had [our] staff help with all aspects of wraparound services. UNRESTRICTED FUNDS: We need unrestricted funds for apartment application and other related fees to expedite the application process. CO-LOCATION OF SERVICES: What would be ideal is a shelter with RRH services co-located, and voucher providers at the shelter. SHALLOW RENTAL SUBSIDIES: Get rid of State Housing Emergency Grant (SHEG) and Rapid Rehousing (RRH) and do another rental subsidy program. We helped Hawaii Public Housing Authority (HPHA) with special rental subsidies, which provided rental subsidies for a year, and it was successful.
Evaluate or Observations	Jillian is consistently positive and calm in the face of the enormous responsibilities she holds at CCH, a display of great leadership capacity. She is articulate, curious, and relays deep dedication to the work, which makes her a delightful conversationalist. She shared keen insights about the programs she oversees and the system as a whole with generous transparency, which fueled the learning in our conversation.	



## Perspectives from Leaders

### Harold Brackeen III, Homeless Programs Office – 2021

Interview Subject	Harold Brackeen III
Lead Agency	Department of Human Services, Homeless Programs Office (HPO)
Role	Administrator
Housing First Competencies	<p>KNOWLEDGE OF HOMELESS CULTURE: Knowledge of mental illness and substances, socioeconomic impacts. UNDERSTANDING PERSONAL BIAS. ENGAGEMENT: Not condescending. PROFESSIONALISM: Detach personally. I will work with you if it takes to get permanent housing. CASE MANAGEMENT: Strengths-based approach. Unconditional positive regard and wrap-around services and building on strengths of people we are serving and strengths of the system. COLLECTIVE APPROACH: How can we as a system help this individual?</p>
Leadership Competencies	<p>VISION: We all need to agree on one mission, one vision. And we're all clear, so we can help each other move forward HICH: HPO, PIC, GCH, CCH, philanthropy, faith based, BTG. We're more presenting information and lacking group-oriented leadership. It's information sharing, where there's leadership and delegation, so we all feel like we must do it all ourselves. We're not standing together. Some pillars are higher than others and there's a lot of teeter-tottering. We need to level out and do it all. It goes back to HICH and GCH. Given the current structure, GCH is leading the charge. Move away from information and toward action. How do we take action? NETWORKING. COMMUNICATION. INNOVATION. COLLABORATING ON SHARING RESOURCES.</p>
Top Priorities	<p>How can we build and expand and not complete? I'm always reminded that political types only have so much time to make their mark and leave a legacy. This year could be a pivotal one where we could see new proposals that could gain traction over the years to come. I'm part of discussion about new things being planned. (1) Stabilize the funding that's coming to HPO. To get it all in the base, so we can have conversations about what's next versus spending nearly all my energy and resources just to continue the services we have. Once we put that to bed, then we can talk about what's next. Until then, I can't talk about what's next because what we have is not secure and stable. And if we do new things, then the request will be, what will you give up. It's the baseline of what we need as our homeless service system.</p>



<b>Interview Subject</b>	<b>Harold Brackeen III</b>
Contracting Approach	I prefer to use a "competitive purchase" template, meaning it went through an RFP. Multiple bids and scored and awarded. Multiple years so you can have stability. 4-6 years on an RFP. There are always new best practices to consider. Sometimes it's the creativity of the funder that needs to be considered as best practice. The best practice to make the service. We're not afraid to try things as well. Don't be afraid if it's not perfect because you can follow up with supplemental to make changes. Don't be afraid to re-procure for the benefit of the community. Contracting is like a living, breathing document. Don't think of it as being set in stone; you can make changes. Being afraid to make changes doesn't help make improvements. I'm not afraid to make changes to what we put out there. I have the supporting staff to get it done. We can terminate a contract if we need to.
Data Collection Priorities	STATEWIDE DATABASE IN CASEWORTHY: Aligned with HUD data standards. Two CoCs assure that data collection is aligned with HUD standards. We are in the process of building out our system, so the CSV files from both systems into our statewide database for all HPO service contracts. DAILY SHELTER VACANCY REPORTS: Give outreach providers real information about vacancies. It used to be based on phone calls in the moment. HELP PROVIDERS IMPROVE SERVICES: Enhance the work people are doing. Easy access performance measures.
CES Participation	Yes.
Decision-Making Process	I'm open. I have ideas, but I don't finalize any decisions unless I talk to people involved. If I'm going to make decisions that affect the whole state, I talk to providers on every island. I have good relationships with EDs who tell me the truth when they don't like ideas. Inclusive and coordinated with GCH. I appreciate what people tell me.
Coordination with State Government and Agencies	Supervision isn't always top down. You must be willing to be open to learning from people who work for you. I like to think of being supervised by line workers and legislators.
Performance Management Approach	Individualized approach. Not regular frequency. We do our best to be open, inclusive, and fair. I'm not assuming that I've looked at five files and that defines the program. Simple approach. I don't want it to be finger pointing 'gotcha.' I want to be more in the spirit of improvement. Every day is better. Not expecting everything to be great tomorrow. Strengthening the system and getting everyone in the same library.
Strategic Plan	It's fluid. It's always evolving. We can always improve. I run ideas by BESSD Administrator.



<b>Interview Subject</b>	<b>Harold Brackeen III</b>
<b>Strengths</b>	1. Various programs and services are available to the community. 2. No one disagrees that homelessness is not a priority. 3. People/groups want to help and are willing to create partnerships (Faith-based community, philanthropic community, government, etc.) 4. Funders are supportive, and all agree to work with their local CoC. 5. Work in progress but the service providers and community are embracing Housing First as an approach to servicing our homeless population.
<b>Needs</b>	1. Secured, stable funding for state homeless programs. 2. Increase incentives to landlords to lease/rent to homeless households 3. Increase affordable housing by having (either % or flat number) affordable housing attached to any/all new housing developments. 4. Increase public-private partnerships to increase affordable housing development. 5. For everyone to work with each other in a unified approach: the HICH with action. Each entity needs resources to address the needs of homeless people and participate in CES: judiciary, public safety, HPHA, behavioral health, MedQuest, hospitals, business community, faith-based community, etc. Usually, these entities send their households to the homeless service system for services, but they help to take care of their own, work in partnership with the homeless service system. Data would be collected among all groups in one unified system used to automate the CES while continuing to focus on the most vulnerable collectively. 6. We need a state policy that homes are sold to be lived in, not for investments. For example, the federal Supreme Court ruling on lease hold vs fee simple, where they ruled that states can make such determinations. Housing for primary residence policy would allow more local people to purchase homes. This will drive the cost of homes down (due to fewer investors) and increase inventory for our local people. This policy shall also determine a period of years for the homeowner to occupy the home before selling/re-selling, for an amount that not to exceed market value, further maintaining affordability. 6. "Crux of it all: there still seems to be housing readiness with housing first top. Unless we get to that foundation, we're not going to get there. We must get rid of this attitude about 'they're not motivated.' That's why we should be approaching them! They are challenged with MH and self-prescribing with all kinds of drugs."



**Mark Chandler, US Department of Housing and Urban Development – 2022**

<b>PERSON</b>	Mark Chandler	
<b>DATE</b>	10.7.22	
<b>ORG/SITE</b>	US Department of Housing and Urban Development	
	<b>TOPIC</b>	<b>RESPONSE</b>
	How are we doing today?	<p>We meaning HUD? [At the federal level, Secretary] Fudge is setting her priorities—it's taken a little while to get that in place. Homeless programs are one of her priorities —now, it's about implementing what the administration wants. A lot of what they're doing is demonstration level, and we're just implementing what we're told to do. The Youth Demonstration program is what we're focused on. The State will go through a transition because it's election time. Green has a priority for [addressing the] homelessness issue more than this Governor, and I think we'll see some changes that he wants. Iona hasn't expressed very much, but during his time as LG, Lingel was active in the homeless arena as well, so he may follow suit. But Green would be more active. Scott Morishige will be leaving December 5, and that will change things. HPO—we won't see impact there, the only thing Harold is asking us is if Counties can take over management of ESG. This happened in the '90s, so there's precedent.</p>



Program  
administration

Streamlining federal processes? I find that the CCH is bogged down in their problems—a grantee can be harder than us but never softer than us. Every government could probably streamline things, but as it applies to HUD's homeless programs, Washington makes certain policies and decisions based on USHICH, and I think the national decisions have steered the programs away from local leaders having authority. But states have their own problems as well. Cuomo's intention with CoC was intended to give local control to the providers, not the government. But government finds ways to control the CoC. For example, HF. For our grantees, it was HF or else. Was that the most appropriate intervention? We all want to end homelessness—the question is, can it be done? We want contractors to manage resources as spent in accordance with the regulations. I don't make State and County [decisions]. State has this procurement process that slows down a lot of things. We got Harold under the CARES money. Master grantee expedited the process. State rules mandate that you have to administrate each ESG contract. Other federal agencies, GAO and congressional, watch the list for funding expenditures, which leads to extensive monitoring pieces. The problem I see is that HHS, DOI, and Treasury funds are much more at risk of waste and abuse, but Congress put the oversight on us. HHS has the same rules, but HUD spends a lot of money and time on technical assistance—monitoring includes TA to help grantees improve their systems. For the federal government, I don't necessarily think it is archaic, but I do believe the monitoring is meant to prevent fraud, waste, and abuse. Monitoring we can do TA, auditing it's just reports. The time put into monitoring is worthwhile. What's the theory risk analysis? HUD scores on audit findings, dollars, and how complicated the program is, and they are rated on risk. Many of those scores are automated: Did they submit the performance report on time? Whether they are drawing down on a quarterly basis—they are not compliant if they are not drawing down—75% of risk analysis is automated. It compares all grantees nationwide and lets us know who is at risk for waste, fraud, or abuse. HMIS? I do not know. This data is crunched on computer analysis to see if a grantee is at risk. For the last 2.5 years, there are two CoCs because there is the CCH and the rest of the state. It's up to the CoC. I agree that CoCs have their own choice. There could be a HMIS national system, but national leaders advocated against it.



	How will increased 2023 HUD budget money be distributed?	Multifamily 221D3: We already have a process competitively laid out. For Hawaii, they have to compete with a good application. Allocate so much to a region and you have to compete among the region. It used to be State—a lot have retired, but there's still a few companies who do it. They knew how to write an application, but they have retired. We need new blood that's focused on non-profit affordable housing. EAH: They're mainly out of California but have a branch in Hawaii. Now you have to bring in multiple funding sources—now you need 4–5 funding sources to build a building. I wish we would just split up the money and give it to local government—make a CoC money formula, that would be great. Someone approached Congress, and they were not interested, yet pro rata—and then high-need states could apply for money not used. Honolulu prorates \$5 million, but we regularly get \$11 million. But now, with the renewal in the application process, Hawaii has lost money against stronger states like California.
	Why two CoCs?	Use per capita homeless for pro rata. California falls close to that.
	Approach of HUD TA	Topics not addressed during interview.
	Function of regional office	



**Maude Cumming, Family Life Center – 2021**

<b>Interview Subject</b>	<b>Maude Cumming, Family Life Center, CEO; Bridging the Gap, Chair; Maui Homeless Alliance, Vice Chair</b>
Leadership Competencies	FLEXIBILITY: "Bend where you have to and get your victories where you can." SYSTEM KNOWLEDGE: You need to be well informed [about] the system and how to manage it. INTEGRITY: you need to stand FOR something. I don't know how to play the political game. COLLABORATION: You need to focus on the bigger picture and not only on your area. If you're not thinking that way, I question why you're there.
Top Priorities	End homelessness.
Data Collection Priorities	Topic not discussed in interview.
CES Participation	What bothers me about CES is that our automated system functions well if you do what's needed from the ground level. Leadership doesn't support implementation enough. You've got to understand your role. 'You do not exist by yourself but as a part in the whole process.' If KHKO understood CES, they would cooperate, because we would get their people housed. If you want to get people out of your shelter, learn the system.
Administration Infrastructure	Key element of performance management is establishing written policies and procedures.
Decision-Making Process	Decisions about FLC's strategic direction center on this question: Does it end homelessness? "This means not accepting funding for projects that fall outside of our mission. I think it was a mistake to accept money for COVID relief. It's distracting staff and I must pull them back to our priority. We were serving a target group that is not our priority. In retrospect, I shouldn't have taken that money."
Coordination with Maui Government and Agencies	"County generally is great to work with Dept of Housing and Human Concern (DHHC). County Council and Mayor's Office have a different role. If they work through the structure that's there, and refer concerns to DHHC, then it works well. If they go outside and try to solve things on their own, it gets messed up." ADDRESSING COMMUNITY COMPLAINTS: Complaint calls are best addressed when referred to FLC or MPD for appropriate emergency services.
Coordination with State Government and Agencies	HOUSING ASAP SUCCESS: Hawaii Community Foundation's Housing ASAP - three-year stretch and we got a chance to work with agencies we don't normally - This was a good thing. We built a network and share materials and strategies. Sometimes we meet for trainings, but with Housing ASAP we spent the whole day with people. [It was a] huge time commitment, but worth it. ALIGNING PRIORITIES: "We had huge disagreements and discussions." At Bridging the Gap, it can be challenging to align priorities. Case in point was the new EHVs. "Struggle is that others with less experience want changes. there is a process for everything. It goes through CES - that's what HUD requires."



<b>Interview Subject</b>	<b>Maude Cumming, Family Life Center, CEO; Bridging the Gap, Chair; Maui Homeless Alliance, Vice Chair</b>
Performance Management Approach	"[We're] rethinking this whole thing. We are discussing it right now and trying to figure it out. The vision for FLC performance management includes written policies, intentional conversations, and implementation coaching. Relief from HPO performance measures is helpful.
Strategic Plan	"Just now revisiting our strategic plan... we're doing it in small bites. We've got a new leadership specialist, and we're starting to do some training to get back on track after COVID. Maybe sex trafficking... that's huge, not sure... but we see the issues with single females in outreach."
Strengths	"HPO grasps where we need to head and has structured things that way - performance measures and contracts are points of discussion. The legislature doesn't always understand- we're not going to solve something in a year- Can't do PSH for a year! It's a long-term program... Sometimes there's a lot of money thrown at something for one year and they wonder why the problem is not solved... Homelessness is not a 'now' problem, it's a long-term solution... HMIS system is working, and we have data to track and use it to inform decisions, not just look back and say - what happened? One of my goals is to use data to inform future decisions." – Maude Cumming
Lessons	(1) Not everyone who is houseless wants to participate in the traditional housing system. (2) People with lived experience such as long-term drug abuse and mental illness struggle to take the responsibilities of tenancy. "Not everyone can handle a one-bedroom apartment." (3) "There needs to be some in-between permanent housing, where it's not a shelter, but independent units with some services. Residents only with gated entrance that is managed by security." (4) Performance and the fair market rate (FMR) for units informs the Annual Renewal Demand (ARD) from HUD.
Needs	"For every service provider to understand how they fit into the system, and if they don't have a better idea, to go with the system in place... Research informs your decisions. Our goal is to end homelessness, and we have the resources to take them from wherever they are. We don't want to take over, we just want to get people housed. Work with us. The goal is not running a shelter, it's ending homelessness. It's the state's role to facilitate the intersection between KHKO shelter and FLC housing resources.
Technical Assistance Available	HUD TA is available, but we usually teach them. Sometimes HUD offers TA on upcoming initiatives. I don't find them that helpful and they don't always deliver a consistent message. Our greatest consultant is Ian DeJong, OrgCode, for Housing First training.



<b>Interview Subject</b>	<b>Maude Cumming, Family Life Center, CEO; Bridging the Gap, Chair; Maui Homeless Alliance, Vice Chair</b>
Other Expertise	"I hope we don't get tasked with unnecessary HUD race, equity, and inclusion issues... we don't need this... we don't need to make new systems to address an issue that we don't have. VI-SPDAT was not based in an equity-model, and we will need a new triage tool."



**Sharon Hirota, Hawaii County – 2021**

<b>Interview Subject</b>	<b>Sharon Hirota, Director of Community Engagement (OCE)</b>
<b>Lead Agency</b>	Office of Mayor Mitch Roth
<b>Role</b>	Collaborative role brings people together to coordinate response and funding. "How do we creatively maximize the money and help as many households as possible?" This approach encompasses a range of infrastructure, including housing, access to WIFI and computers, health care, rental assistance, community services, electric relief, childcare, food distribution, and transportation for the elderly.
<b>Contracting Approach</b>	The county uses a standard contract approved by the County Attorney (inspired by DHS Homeless Programs Office contract). Counties share scopes of work for services however, contracts across the state may differ. Deliverables can be negotiated after procurement.
<b>Coordination with Other On-Island Government Agencies</b>	APPROACH TO COMMUNITY ENGAGEMENT: (1) "Can I come? Can I listen?" Listening to the struggles and barriers and figuring out approach. (2) There is a vibrant Hawaii non-profit network providing housing, education, system coordination, and crisis response. "The county develops agency partners in local communities because they are the existing community access points instead of the government coming in and handing out stuff." Example: children residing in public housing needed Wi-Fi to attend on-line school during the pandemic. The county purchased mobile Wi-Fi and installed it in a van in the public housing development. ACTIVE FAITH-BASED COMMUNITY: The Interfaith Council in Action on the East Side, and the West Side Interfaith Hui on the West Side are important partners in the provision of emergency service.
<b>Coordination with Other State Government Agencies</b>	It would help state officials to reach out to the local experts and providers. "Don't assume things on Oahu can be easily replicated on neighbor islands." Example: for the provision of health care services, Hawaii Island relies on Federally Qualified Health Centers (FQHCs) and not hospital corporations. This impacts the organization, administration, and budgeting for services.
<b>Performance Management Approach</b>	FINANCIAL AUDIT: Accounting completes an annual audit to ensure financial compliance. WRITTEN REPORTS: OCE manages performance through agreeing on outcomes with providers and monitoring through monthly and quarterly reports. ONGOING COMMUNICATION: There is a great deal of proactive collaboration among trusted partners. "They reach out when they're struggling."



<b>Interview Subject</b>	<b>Sharon Hirota, Director of Community Engagement (OCE)</b>
Strategic Plan	PREVENTION AND DIVERSION: "Financial empowerment is a new idea. There is an RFP due today for one-to-one counseling to help people manage finances as a primary prevention approach." This initiative is inspired by Cities for Financial Empowerment (CFE). CFE Coalition is a national organization funded by Bloomberg to improve access to banking, safe banking products, and education in vulnerable communities. We will also issue a planning grant to design a Financial Empowerment Center (FEC) to start in July 2022. CARES Act money was used with Community College to develop the curriculum.
Priorities	(1) Sustain Family Assessment Centers (FAC), especially Ulu Wini. It is working. New property management (May 2022) includes scope of services for FAC, so the services are "built into the project". (2) Finish Kukuioia: Summer 2022. There have been delays due to environmental and procurement issues. (3) Continue to build solutions to help low- and moderate-income people.
Strengths	NEW PARTNERSHIPS: Installation of modular homes for Hale Hanakahi created a new partnership with HPM and carved out a new county approval process for modular homes.
Needs	Spotlight police interventions to influence other police departments across the state.
Technical Assistance Available	Topic not discussed in interview.



Sharon Hirota, Hawaii County – 2022

<b>PERSON</b>	Sharon Hirota	
<b>ORG/SITE</b>	Community Engagement, Division Manager, Office of Housing and Community Development (OHCD), Hawaii County	
<b>DATE</b>	8.23.22	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment	Training and capacity building is also a priority [for the County]. [We want to figure out] how can we build capacity within existing organizations and encourage other organizations to respond to County and State RFPs to provide services. [Hawaii County has recently issued an Innovation Grant with awards up to \$100,000 to promote capacity building efforts among non-profit community agencies.]
	Training: data access/entry	
	Training: documentation	
	Training: compassionate engagement	
	Training: knowledge of people/culture	
	Training: service planning	
	Training: knowledge of system	
	Training: prioritization	
	Training: safety planning	
	How do you know when someone is practicing with high fidelity?	
	What happens when they are/are not?	
	TRAINING NEEDS	We [OHCD] have contracted with Ian DeJong of OrgCode for the next five years to support strategic planning and efforts to develop leadership capacity. [As part of this effort, the County hosted] a leadership academy in August, where County administration, council members, business owners, and service provider executives convened.



Organizational Infrastructure	What is your plan for sustainable financing?	HOMELESS HOUSING FUND: This year, the County Council approved the Homeless Housing Fund, which will be generated from a percent of real property tax. This gives about \$9 million a year for the next five years for two purposes: (1) finding long-term solutions for families and (2) allowing us to work on prevention. There are two sides of [homelessness]. OHANA ZONES LEVERAGED OTHER FUNDING FOR KUKUIOLA: Kukuioia is a shelter and housing project that Ohana Zones funding kickstarted but, for a while, were stalled without enough funds to continue. The County was transparent about that, and we were patient and didn't give up on it. We now have the funds to finish the project: Hawaii County contributed \$5 million for design and some construction; we received \$4 million from the State Dwelling Unit Revolving Fund (DURF) for grading and infrastructure; and Senator Schatz included a \$10 million allocation in the Transportation, Housing and Urban Development and Related Agencies Subcommittee (THUD) appropriation, which was passed by Congress and will provide the construction funding required to finish the project. OHANA ZONES LEVERAGED FEDERAL FUNDING TO DEVELOP KEOLAHOU: Senator Schatz has also made a request for \$13 million for restoration of the Old Hilo Hospital building, and we're waiting every day for Congress to approve the 2023 budget. [Ohana Zones] funds kickstarted this project, too.
	Context: access to food	In the past, it's always been East and West [in Hawaii County]. What came out of this [our strategic planning effort] was a recognition that [homelessness] is an island-wide problem. So, things are changing. Instead of identifying a new location and going through the permitting process . . . which is very long, there was a big emphasis on moving ahead with what is already established to expedite solutions. It was like, "You [East Hawaii] have a building . . . let's go with that. We can figure out the transportation later." We have a building in development, the Old Hilo Hospital, which is a historic building that is central to our service planning. [Ohana Zones catalyzed the development of a men's shelter at this site, Keolahou.] The County has recently contracted with an architect to develop plans for the restoration of this building for additional housing units and substance abuse treatment.
	Context: mental/health care	
	Context: transportation	
	Context: education/jobs	
	Context: social/rec/community	
	Sources for capital dev funding	
	Sources for operational funding	
	Sources for case management/support	



	Design considerations	[Because] the Old Hilo Hospital building is [an important] historic [site], it [opens the door for us to explore alternative streams of funding], like a grant from the State Historic Preservation division. [We are building on the legacy of the hospital as a place to address health concerns, and re-envisioning it to become a center of healing.]
	ORGANIZATIONAL NEEDS	We need to build capacity for services and leadership and find ways to streamline reporting.
Leadership	How do you decide which projects to fund?	In the strategic planning process, we identified our top five priorities: permanent supportive housing, wraparound services, case management, having a variety of emergency responses, and behavioral and mental health services.
	Who is involved in designing/taking action on the strategic plan?	We just finished two focus groups and are in the process of developing a strategic organizing plan to address homelessness. We [OHCD] need to present the plan to the County Council on September 20, 2022. From there, we will issue the RFPs for services based on the conversations [and the priorities] that bubbled up around the focus groups and strategic plan. It's nothing new: permanent supportive housing, wraparound services, case management, having a variety of emergency responses, and behavioral and mental health services. These are already provided by the State, and [we are asking ourselves]: How do we build capacity and complement these? How can we leverage that funding to build capacity?
	How are private partners engaged?	In our strategic planning focus groups, we had 60 people participating: providers, people with lived experience, all different people who had a lot of self-interest about funding. At times, the conversations got a little heated. In the end, they had to agree on the top five priorities. This was done through a real time survey . . . you could see the percentages adjust [while people were voting]. It was exciting.
	What public/private partnerships exist or are planned?	During the pandemic, our relationships improved. We had to. We had no choice, right? And now, those relationships are helping us address the needs in our community. Our approach is to address those who are at risk and [to figure out] what can we do to prevent that. We are working to ensure that families are safe, as defined by them. With our current leadership, membership has nearly doubled in our



		local CoC (Continuum of Care), Community Alliance Partners.
	What is the role of people with lived experience in strategic planning?	People with lived experience participated in our strategic planning focus groups.
	OTHER THOUGHTS	It takes all of us being on the same page. We sell the vision and help people connect what we want to do with who they're seeing on the street. This vision can solve that problem. It's the solution we want to create. We [OHCD] earn trust by keeping people abreast of what's happening and holding each other accountable. And transparency is key—when we're stalled, we say we're stalled . . . but we don't give up.
Evaluator Observations	This interviewer notes that Sharon's positivity and determination are contagious. She demonstrates a highly valuable combination of strategic thinking and practical determination to operationalize the vision. The efforts she relays during the interview reflect a proactive and inclusive approach. Sharon demonstrates a strong capacity for ongoing efforts to explore new resources, engaging diverse groups in collaborative processes, tenacity, and a high degree of integrity. These assets fuel the County's efforts to solve homelessness.	



James Koshiba, State Office of Homelessness and Housing Solutions – 2023

<b>PERSO N</b>	James Koshiba, State Office of Homelessness and Housing Solutions	
<b>DATE</b>	10.31.23	
<b>DRIVE R</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Context	Describe the transition from the Ige to Green administrations.	It was challenging. I was the sole staff person for the first three months. I had to rebuild a team, learn legislative processes, and government bureaucracy. . . . I spent time setting priorities with the governor to create long-term and permanent housing. Goals: 1. Create deeply affordable places for housing and healing using conventional housing tools to get unhoused people homes. 2. Try new things. 3. Expand services for people with severe mental illnesses. 4. Improve the system to get people home: outreach, shelter, permanent housing, and stability. 5. Flipping from NIMBY to YIMBY. Key to Goal 5 is rewriting the narrative from a less than human perspective [and] opening people's minds and hearts. [As a community, we need to] embrace the practical reality that we need to create homes for people who need them. I looked at all plans, but the most important input was from people with lived experience, like members of the Oahu Lived Experience Council. [When priorities were drafted, I shared them] with CoCs.
	How have events like the Maui Wildfires and Red Hill impacted priorities and leadership roles for addressing homelessness?	The legislative session started first, and I tried to advance the priorities through the session, trying to get more resources for deeply affordable places for housing and healing. This was successful with HB 1397, where we received \$2.75 million and then \$1.75 million for rental assistance, but no capital funds. Kauhale was allocated \$15 million in 2023 and \$33 million in 2024 for community housing that promotes belonging and responsibility.
	Emergency Proclamation 3	Green's proclamation was the same as Ige's that expired in 2020—Green wanted to reinstate it because homelessness is a crisis. The proclamation was the same, but several years had passed where trust in government had deteriorated. Today, trust in government is at an all-time high. GCH had to earn trust from opponents—Attorney Generals didn't have rules attached to [the proclamation]. [There were] environmental and cultural [issues] and people concerned about overreach, so we convened people and created rules that would be put in place that no private developer could use this to develop whatever



		they wanted. The third iteration included rules for implementation.
	Big influences	Media. This speaks to our priority about changing the narrative on homelessness. Media is not creating stories from the perspective of people experiencing homelessness. [Our plan is to] involve people with lived experience with answering questions from media and legislators; we receive a lot of calls, and my team uses these calls to educate people [about homelessness].
Stages	Vision for further implementation of Housing First approach?	Housing First (HF) fits into the priority of making sure there's a clear path from the street to home. We can't implement HF unless we have adequate staff doing engagement—this is key. HF vouchers don't have pre-tenancy requirements, but landlords have barriers that make it difficult to house people—and this goes hand-in-hand with opening up new housing. With state control, we can ensure there are less barriers.
	Vision for Ohana Zones	I am talking with each of the counties about the best use going forward—most have used it as a PSH fund to create housing or subsidize rent without having to succumb to HUD standards and Housing Quality Standards. Going forward, [it may be used for] permanent placements and circumventing restrictions. Chronic homelessness didn't include treatment or incarceration, which in many cases was a disqualifier.
Evaluate or Observations	James presents as a focused leader who is passionate about ending homelessness. He is able to clearly express the priorities of his office and expresses determination to make a true and lasting difference.	



**Anton Krucky, City and County of Honolulu – 2021**

<b>Interview Subject</b>	<b>Anton Krucky, Executive Director</b>
<b>Lead Agency</b>	City and County of Honolulu (CCH), Office of Housing and Homelessness
<b>Role</b>	City and County of Honolulu is reorganizing the Office of Housing and Homelessness as part of the vision of the Blangiardi administration that is directly linked to the City Manager. Anton Krucky, Executive Director will oversee four departments: (1) Department of Land Management - will oversee planning, permitting, development, land acquisitions. (2) Department of Community Services - management of programs for seniors, those with special needs. (3) Department of Public Housing - will manage federal Community Development Block Grant (CDBG) funds and vouchers. (4) Office of Economic Revitalization - management of rental relief and eviction moratorium.
<b>Leadership Competencies</b>	"Recognize full gamut of what it takes to get something done—see what's there, focus on what's missing, and make something happen." CLEAR WRITTEN AND VERBAL COMMUNICATION: Work through all the issues to get things done. "Clearly articulate what you want to do and why." COLLABORATION: "You just don't control things. I need to get agreement. PATIENCE: "Organizational memory can hold people back. [Something] was justified under the past administration and this is a new administration. You must have patience. POSITIVE OUTLOOK: "You look for the good in things. You lose patience when you look for the bad in people. Then you start to react impatiently."
<b>Top Priorities</b>	RETURN ON INVESTMENT: How much are we paying for units? DEVELOP AFFORDABLE HOUSING INVENTORY: (1) Build community support for developing inventory of landlords willing to accept housing vouchers. (2) We're going to do a lot of direct acquisitions. 60%+ of the population qualify for affordable housing by state standards (140% AMI).
<b>Contracting Approach</b>	AFFORDABLE HOUSING DEVELOPMENT: (1) Provide development incentives with permitting. (2) "It is important to lengthen the duration for affordable housing [agreement]. Fifteen years comes around too fast."
<b>Data Collection Priorities</b>	Fiscal information. Housing inventory.
<b>CES Participation</b>	Topic not discussed in interview.
<b>Coordination with Island Government and Agencies</b>	Executive Director seeks guidance from subject matter experts and works with Directors in other CCH departments, including Department of Facilities Management Director Ken Shimizu.



<b>Interview Subject</b>	<b>Anton Krucky, Executive Director</b>
Coordination with State Government and Agencies	"There's not much interaction with neighbor islands."
Performance Management Approach	Individualized for each program or contract.
Strategic Plan	"Compassionate disruption is not a homelessness program, it is a sanitation program." This approach is amenable with the ACLU.
Strengths	Topics not discussed in interview.
Needs	
Technical Assistance Available	



**Melody Lopez and Makana Kamibayashi, Bridging the Gap – 2021**

<b>Interview Subjects</b>	<b>Melody Lopez, Program Administrator, Catholic Charities of Hawaii (CCH) Makana Kamibayashi, Family Life Center Outreach Director</b>
Role	Kauai Community Alliance (KCA) local Continuum of Care, Chair and Vice Chair
Leadership Approach	INQUIRY: "What can we do together to find solutions?" - Melody Lopez
Competencies	SYSTEM KNOWLEDGE: Including substance abuse, behavioral, medical, and mental health, and housing. PRIORITIZING: Critical skill for managing multitasking required. DATA ENTRY: HMIS. CRISIS INTERVENTION/SAFETY PLANNING: suicide prevention. HOUSING POLICY: Housing First, Landlord-Tenant negotiation, Fair Housing. ASSESSMENT. CASE MANAGEMENT.
Administration	INCREASED KCA MEMBERSHIP: From four members in 2018 to 19 members in 2021 with this new leadership team. MATCHING REQUIREMENTS ADDED CHALLENGE: State and other contracts ask for matching funds - this creates twice as much work and reporting. It also limits who can apply, and smaller nonprofits don't have the capacity.
Coordination on Island	(1) POLICY MAKER SITE VISITS: Councilwoman Felica Cowden makes site visits to encampments. (2) NEED FOR GREATER ALIGNMENT AMONG STAKEHOLDERS: "Kauai County and KCA operate on parallel tracts... coordination has been and continues to be challenging. Beach Park camping is an excellent example of this. It was a county effort, but outreach wasn't coordinated from the beginning. [The] county office reached out to KCA members to participate in outreach that was already planned. KCA was not included in planning and outreach occurred too late. At Hie, the mobile shower cost about \$500,000. People in encampments responded, 'This is not what we need.' Cold showers are okay in the park facilities; it's hot. If implemented earlier, it might have been more successful, but it was not a coordinated effort." - Melody Lopez (3) HUD Emergency Housing Vouchers provide an opportunity for the county to collaborate.
Coordination with Other State Government Agencies	"[Bridging the Gap] BTG is an important organizing body. BTG had discouraged beach camping for fear of encampments establishing, which is well documented from previous experience and research." - Melody Lopez
Key Data	"KCA participation is growing but many providers have old school mentality not of participating in CES - I know you, I'll place you." - Makana Kamibayashi
Performance Management	Topic not discussed in interview.
Strategic Plan	KCA's strategic goal is to "beef up" the housing-focused approach.



<b>Interview Subjects</b>	<b>Melody Lopez, Program Administrator, Catholic Charities of Hawaii (CCH)</b> <b>Makana Kamibayashi, Family Life Center Outreach Director</b>
Priorities	Coordination with county.
Strengths	(1) KCA has stronger communication loops, and a better connection to BTG and larger statewide issues. (2) Project Housing Connect is a homeless awareness resource fair to engage participants. 22 agencies participated, engaging with clients and colleagues to learn about each other, a practical way to demonstrate the benefits of cooperation. (3) New KCA communications tools: outreach calendar, food distribution calendar, and CES brochure.
Needs	(1) "Salt Pond beach camping has resulted in an encampment community petitioning for a plot of land... the letter to the Governor has not yet been addressed or responded to." - Melody Lopez (2) For Lydgate Beach Park, people resettled outside the park on a parcel of the 500 acres in Anahola owned by Department of Hawaiian Home Lands (DHHL). Kaipo Duncan, DHHL Oahu, is asking for help from KCA. (3) "Time to placement takes longer because all providers are not on the same page about the HF approach." - Makana Kamibayashi (4) "KCA does not have a recognized voice." - Melody Lopez (5) EHV's come with \$3-4000 for case management per household. How do we use this and bill for it when the services are already being provided... landlord incentive? Tuition? Job training?
Lessons	HAWAIIANS HAVE A SENSE OF PLACE: "Many indigenous people were nomads. Hawaiians have a sense of place- and that is unique! People are tied to the land." - Makana Kamibayashi. COMPLAINT CALLS: There were 286 homelessness-related complaint calls from March 2020 to Feb 2021. SHELTER IN PLACE CAMPING: Anahola closed, 3.31, Lucy Wright, 4.21, Lydgate, 5.30 and Salt Pond, 6.30. "There are permitted and non-permitted people camping. The reality is that there are many more than reported." - Melody Lopez



**Melody Lopez and Makana Kamibayashi, Bridging the Gap – 2022**

<b>PERSON</b>	<b>Melody Lopez, Director at Catholic Charities of Hawaii (CCH)</b> <b>Makana Kamibayashi, Director at Family Life Center (FLC)</b> Both hold leadership offices at Kauai Community Alliance (KCA) the local Continuum of Care.	
<b>SITE/ORG</b>	Kauai Community Alliance (KCA)	
<b>DATE</b>	8.18.22	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: compassionate engagement	FLC: OrgCode VI-SPDAT and SPDAT—we do those trainings [at FLC]. We need more and more often. We're [FLC] in that building process, and we know that we need to have our processes and strategic planning more organized. It's difficult to stay on top of two campuses, Maui and Kauai. We often have to fly to Maui. We just had a series of trainings from OrgCode, which included assertive engagement. Housing-based case management [from OrgCode] is offered annually. We have the slides to do these trainings more regularly. FLC also offers street outreach and encampment training and housing-focused shelter training. We don't have a set schedule—I wish we did. It's as needed—when we ask, then it gets done. CCH: At CCH, there are a lot of resources for employee training. We have a division, Housing Assistance and Referral Programs (HARP), and there's a HARP training plan that reflects the comprehensive training offerings at the agency and a schedule for when each is expected to be completed. I can bring in additional trainers, if needed. Using the HARP template, a training plan for each new employee is outlined. We have a huge housing training program.
	Training: assessment	
	Training: data access/entry	



	Training: documentation	<p>FLC: It's done through on-the-job training. Every agency has their own style of case noting. At FLC, departments train their workers. It's usually a two-part system where case notes are written and placed in a folder, and then there is also the HMIS case notes. We tried voice to text and different ways to make the documentation process more efficient, but voice to text doesn't recognize Hawaiian accents, and we ended up having to do more corrections and trying to figure out what the note meant instead of just entering a handwritten note. We have outreach and housing programs. Outreach [case notes] are not as detailed. It's encounter-based. It's all out in the field and based on what the worker is able to do—pretty basic. We keep it simple. We use an encounter sheet that is just like an HMIS encounter sheet. CCH: We have all kinds of training on Data, Assessment and Plan (DAP) notes, then supervisors teach their caseworkers. Everybody gets a basic HMIS training, and then you have to teach people all the little details. It takes six months to be competent. Ka Mana O Na Helu (KMNH) [the KCA collaborative applicant partner] is willing to do a refresher HMIS training for the CoC. That's a big learning curve for everyone coming into the field. HMIS is a very special system. KMNH is asking what kind of training is needed. KMNH is our convener, and monthly, we get HMIS tutorials. This happens ad hoc during meetings, [and information is shared about topics including]: warm handoff, how to check who's been referred, active client list, and how to pull reports. Allison at KMNH is very accommodating and dedicated to Kauai. Some agencies have a data specialist, and others don't. Case notes are an issue. Do we go all HMIS or our own database? CCH: The balance of working with people and documenting the work. You can have the best tool, but if it's taking away from the work, it doesn't work. One hour of work is two hours of documentation in CCH database and in Caseworthy/HMIS. It's a big pressure, and it's not conducive to working quickly.</p>
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	Training: knowledge of people/culture	<p>FLC: We tried to learn from what a different island was doing [Maui], and it's different here [Kauai]. We have to shift and adjust. CCH: We can have all the training, but shadowing on the job is the best experience. People's experience after years [of practice is very helpful]. HOPE Services Hawaii and FLC are the big players in housing and homelessness, and we learn a lot from them. Like the Emergency Solutions Grant (ESG), FLC is the expert. They've already done the research and have the experience. It's a combination of all kinds of different training methods. For homeless providers, it's the most complex work because the dynamics are so many and the [clinical experience required is so much]. FLC: It's also the Housing First model. You have to consider each different client, [conduct an] assessment, and provide for the needs of two totally different clients in the same program. [That's] the hardest part of training and keeping staff. You have to be terribly gifted in both areas: [technical and clinical]. They [clients] get to bottom out five times, and you can't just "x" out a client. We keep giving them chances.</p>
	Training: service planning	<p>CCH: This happens through individual supervision twice a month, a team meeting once a month, quarterly case reviews (compliance-oriented), and a quarterly peer review. FLC: Service planning is very focused on getting housed and remaining housed. Housing is the #1 priority; if there are other goals, we put them in the plan. Our goal is to get and keep housing. CCH: [As part of this], transportation is key. They need to learn how to rely on available resources. You want them to learn and grow. FLC: We're always talking about tenancy and income. [We're] constantly reviewing their budgets. They'll come in and focus on other stuff—we have to refocus them on housing. Is housing a priority for you right now? We bring people in [to the office] to work on tasks like filling out applications and resolving landlord-tenant issues.</p>
	Training: knowledge of system	<p>FLC: It takes a lot of time. It's based on work with clients—I don't think we can teach it. We try to help people meet people and build relationships. We built our own resource book for who you call when you need _____. It's something that we expect workers to learn and use. It's hard to teach that. CCH: I give suggestions as the team lead. We meet on a daily basis with outreach workers to know who they're seeing and what they're working on. FLC: They plan</p>



		<p>their week based on geographic areas. It might be based on needing to see a new client. They pull files in advance and plan their day. It's staying on top of their files. [With a] schedule in place, they can maintain two visits a month—once month is mandatory, but we can maintain twice a month.</p>
	Training: prioritization	<p>CCH: At individual supervision twice a month, I give individual direction on each case. [It's important to] keep people focused on housing, sometimes we get distracted with other issues.</p>
	Training: safety planning	<p>FLC: We have a standard policy for workers doing home visits. They are scheduled with a time frame, agenda, and an exit strategy if anything should arise if it gets hostile or becomes unsafe. They are instructed to abandon the visit if they feel unsafe. We have individual worker visits, but if we know there is a sensitive situation, then I go with the worker as the supervisor. For clients in our Rapid Rehousing RRH homeless prevention program, we cover a safety plan upon move in. We use a worksheet and have it easily accessible in the home. CCH: Our policy is that two staff have to be in the office [at all times]. We have alarm buttons to call the police. For clients, we have a policy about how people are expected to behave in the office. We don't have a formal safety plan [for clients]. They do a phone list and [write down] who they would call in case of emergency. We do disaster planning [as an agency].</p>
	How do you know when someone is practicing with high fidelity?	<p>Topic not addressed during interview.</p>



	<p>What happens when they are/are not?</p>	<p>FLC: Debrief with staff. Call in our supervisor in Maui and meet with the individual and resolve the issue. It goes back to safety, too—we want to make sure the worker feels safe. That's always an immediate discussion, and I can always call on upper management to help and support. [We] try to adapt, change hours, or allow someone to work from home or lessen the workload, depending on issue (personal or client issue). As the supervisor, for client issues, I can step in. If someone has a personal issue and needs time off, we can give them that. CCH: We have a human resources department that helps us through processes like that. My supervisor can also help. As a supervisor, I step in with clients when needed, helping them to set boundaries and establish a good workspace. We have formal processes and supports in place. This work is difficult. FLC: We don't always know what a worker is going through. If it's personal, sometimes talking to the employee [helps]. Sometimes, they don't even know. Sometimes, as a supervisor, I can see things that a worker can't see. [CCH concurs.] Having support from our executive management is really nice. CCH: [Our agency] has free counseling available. We encourage teaming, and training is important to develop staff, but sometimes relationships are more important. Sometimes, people just need a break. All of our workers are passionate. . . . Sometimes people need to take time off. FLC: They fight it, but they need it. Problems are easier when you take it one step at a time. We have to be able to step in and give that advice.</p>
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	TRAINING NEEDS	<p>FLC: Training happens at the agency level, and I'd like to see it at a BTG and KCA level. We like that each agency has its own individual personality. CCH: I like how HPO has taken the step to establish training in the RFP. I'd like to talk among agencies about how others are training. I reach out about ESG to FLC. We reach out to other agencies, but I have to gather from various places and make decisions from there. Sometimes, other agencies give different directions, and we need to make sure that people are aligned with directions from their supervisor and agency. FLC: I'd love to see more collaboration. At the CoC, we do a lot of education about standards and changes in the system. We do a lot, but I feel like it's never enough. I feel like our education always needs to go back to square one with defining terms, like "CES." We're constantly at that level of teaching the basics, and we haven't graduated beyond that. We collaborate between FLC and CCH. We talk and problem solve a lot. FLC: I'm not convinced that people are grasping what we're saying because we're still getting questions from long-term CoC members. We are working on getting graphic information so we're not having to repeat [ourselves]. Then, we have the slides [that explain] roles and efforts being made by different agencies. [There are] those that get it, and those that are confused. CCH: We are all volunteers at KCA. Why are we taking on that kuleana? We're not in charge of anyone. I like the HPO stuff because they are the head, and they let us know "this is how." FLC: At KCA, I feel like we are talking different languages. We don't get feedback. Whose responsibility is that? I think we do a pretty good job at asking people to go back to their supervisors to ask for clarification. I also notice implementation. . . . like, for Housing First, when we collaborate with different providers, we hear how different agencies function. Are we supposed to be like that? Not necessarily. We do have flexibility to do things differently.</p>
Organizational Infrastructure	What is your plan for sustainable financing?	Topics not addressed during interview.
	Context: access to food	
	Context: mental/health care	
	Context: transportation	
	Context: education/jobs	



	Context: social/rec/community	
	Sources for capital dev funding	
	Sources for operational funding	
	Sources for case management/support	
	Design considerations	
	ORGANIZATIONAL NEEDS	<p>CCH: I love templates that are given from the State or Federal [government]. Why reinvent the wheel? FLC and CCH: I still struggle with the definition of outreach and services. I find it hard to explain that to providers who don't have contracts like mine. The relationship with the County is getting better, but, at first, we were expected to be the crisis intervention team. That was what happened in 2020—now it's 2022 and it's gotten better. We need to be clearer on street outreach. Many know what it is, and others do not. I can't just send my workers to work with people because of a complaint, especially when it's on private land. There were a lot of sweeps that happened in 2020–21, and encampments were set up when people were moved from the beach. There's still a lot of learning about what we can do, CES, and actually getting someone housed. Defining our role to the public has been tricky and understanding there's a lot of pieces that need to work together to achieve our housing goal. We housed 4 people from an encampment—we addressed it from unsheltered to housing with vouchers, and some were like, "Wow, that's how it's done?" We keep having to preach that you don't have to call a special person to get things done, we have a system. We're not all the pieces of the puzzle, and we can't serve everyone. [It takes everyone]: transitional and emergency shelters, County, outreach, and Housing First [programs]. The County needs to buy in and help us. Simply put, there's a system, and then there are those who work around it. The system is not going to work if one of the main players doesn't engage in the system. If everyone works together, then it works. If one part is against the whole system, then it's not going to work. People were placed in housing from the beaches. There were people in CES and very few were housed. Clients were not provided that opportunity. We hear that from the clients. What are we going to tell them? It doesn't make sense that people have been chronically homeless, but [those]</p>



		people were not placed. We don't get notices about vacancies.
Leadership	How do you decide which projects to fund?	Topic not addressed during interview.
	Who is involved in designing/taking action on the strategic plan?	CCH and FLC: [It would be] helpful if the County was on the same page and we could gain more program support. We get superficial supports. We need real support: knowledge of programs and client processes. It starts with that: knowing the programs each agency has and knowing what the services are. It would be [helpful if] Lunch and Learns included all providers' expertise. We all need to keep teaching until people get it. It's not just FLC, CCH, Kauai Economic Opportunities, and the County. Individually, we're all puzzle pieces in one system. Support is hearing us. When we say we have a lot of work, don't create more work. Give us one CES unit [in a new affordable housing project]. We've got the clients, you've got the units, help us put our clients in the units. I can't support another program that doesn't support homeless individuals. We all win when we're housing homeless people. [The County], they're building it [housing], but not giving housing to homeless people. [It would be appreciated if the County would ask] KCA for input during design and development instead of, "if you're not going to do it, we'll find someone else."
	How are private partners engaged?	Topics not addressed during interview.



	What public/private partnerships exist or are planned?	
	What is the role of people with lived experience in strategic planning?	
	OTHER THOUGHTS	FLC: We have to work on all of their needs. All [client] needs are wrapped in housing. If you take the housing away, then everything else falls to the side.
Evaluator Observations	Makana and Melody appear to have a strong camaraderie and a great sense of mutual trust and respect. During the interview, they often collaborated during responses, building on one another's thoughts and demonstrating consistent alignment with their approach to ending homelessness. Each of them shared their thoughts candidly with grace and transparency and demonstrated extensive knowledge of practice and management. The leadership and perseverance relayed to strengthen KCA is admirable.	



**Connie Mitchell, Institute for Human Services – 2021**

<b>Interview Subject</b>	<b>Connie Mitchell</b>
Lead Agency	Institute for Human Services, CEO
Housing First Competencies	Topic not discussed in interview.
Leadership Competencies	<p>"We were early adopters of vaccines—almost 100% for staff and 100% for guests. We are now well versed in leadership due to managing T-QIC and gained capacity to lead in this effort. We have medically trained leadership who promote a preventive approach. In the provision of education and PPE, we build capacity for health care delivery and realized the needs of more vulnerable. Our people have high rate of medically vulnerable, mental health and substance abuse people."</p> <p>VACCINE MESSAGING AT IHS: I said to staff, "I'm asking you to vaccinate to keep our constituents safe and each other safe. We lost a staff person; we were losing clusters of staff [work time] due to quarantine. They knew we cared and were giving them options. We mandated before the state did. We have an exemption for people with valid medical and religious exceptions, but that's perhaps ten people in 200."</p>
Top Priorities	<p>(1) IHS became credentialed to be a Medicaid provider and Medicaid Community Integration Services (CIS), Pre- and Post-Tenancy Services. This new contract with DOH Adult Division of Mental Health (ADMH) is a new case management service for people with lesser mental health needs. (2) Expanding medically oriented services. We established a Community Liaison Nurse to the Housing First program. The health care space allowed us to make health care more accessible for more homeless people. [We use a] "hub and spoke" model for telehealth. Nurses go to HONU and conduct an onsite assessment and use telehealth for guests to be seen by a health care provider. Established that at HONU at Wahiawa and Ewa and used ARPA money to bolster services at our shelter. If they need to see a provider, they can shuttle to medical office. Previously, the IHS Clinic was run by nurses, but through COVID we hired doctors and a pharmacist and made it more robust."</p>
Data Collection Priorities	There's no 'non-client' information in HMIS anymore and no way to understand what is fully happening on the street. These non-clients are some of the most vulnerable we're trying to get treatment for.



<b>Interview Subject</b>	<b>Connie Mitchell</b>
CES Participation	SHARING CLIENT INFORMATION: "People in the medical space don't want to share information due to HIPAA, but it's actually a problem not to share information for the betterment of the people in need. Who is working with what?" DUPLICATION IN HMIS: "Are there standards for outreach and case management? Everyone is working with everyone. You are always supposed to check HMIS before starting case management, but not everyone does that. There's no way to name which agency is leading case management. If everyone would add updates in HMIS, then everyone would know, but people start new cases."
Decision-Making Process	REGULAR COMMUNICATION LOOPS: (1) "At IHS, I have weekly meetings with every outreach program to ask, who is bubbling up? What do we need to do? The Administrative Director and Clinical Director help to assess and refer a person to the appropriate service." (2) Three times a week we have leadership meetings... communication, communication, communication. I encourage direct communication. COLLABORATING AND COORDINATING: "We are developing a culture of saying 'yes' not 'no' and keeping up with what's going on within IHS and the partners outside the organization."
Coordination with On-Island Government and Agencies	ASSISTED COMMUNITY TREATMENT (ACT): The Public Defender was fighting ACT. Now they are not part of it. The new ACT law includes the appointment of a Guardian Ad Litem (GAL) appointed before the first hearing to represent the person, and IHS makes the petition for the person's best interest. With this new process, it took six and a half weeks to trial. That's amazing! It used to take a year! ACT 26: Part of existing statute for petty misdemeanor is diversion for assessment, which is funded by ADMH.



<b>Interview Subject</b>	<b>Connie Mitchell</b>
Coordination with State Government and Agencies	<p>OHANA NUI: "Ohana Nui is a theoretical model. It must be relevant. We're using the SPDAT as a diagnostic tool to design the service plan. Services are based in competency development. Here's a map about how to move ahead."</p> <p>LIMITATIONS OF HOUSING FIRST: "The focus of housing has been at the detriment of helping people develop the skills needed to maintain housing. Homelessness is seen as a crisis, and I need to you to get out of crisis skills and help them develop a better life. Meet them where they are developmentally and help them gain the skills they need to have a better life. POLICE AS PARTNERS: "Police as partners? I love it! We're starting to get buy-in from the Community Policing Teams about understanding who someone is and what they need. They provide information about arrests to us immediately, and support the evidence submitted to the judge to make more informed decisions about the danger of this person in the community. HONU: "I cannot say enough about HONU. It's very important. We started as an unpaid partner [for IHS outreach]. Bringing people to HONU made sense. Our partnership grew from there."</p>
Performance Management Approach	We have area focused meetings to coordinate outreach to coordinate services.
Strategic Plan	(1) Continuing to expand health care services and help other agencies, like HOPE services, Project Vision, and Liliuokalani Trust to do the same. (2) Leveraging health services and trying to equip our organization to deliver services and use Medicaid to get paid for it. (3) Scale efforts to focus on the re-entry population by intercepting at the shelter and providing supported housing. (4) Develop the infrastructure to provider property management. (5) Scale employment and vocational training as part of helping people increase their income and foster community participation and integration. A strategy that will save money in the long run because people are earning money instead of using subsidies.
Strengths	HONU: "I support HONU; people need to understand what it is and where it works best. [During COVID-19] we had to reduce [shelter] capacity and it's a good place to go while they wait for services. It also motivated them to get vaccinated."



<b>Interview Subject</b>	<b>Connie Mitchell</b>
Needs	<p>(1) Developing capacity for providing medical services. (2) HOUSING INVENTORY: "The system needs inventory of affordable housing of all different kinds. Some people need transitions, they can't just jump into a unit. More [typical] affordable housing for other people who haven't previously experienced homelessness-affordable housing is a movement. "I like tiny homes and the kauhale concept."</p> <p>(3) Culturally oriented substance abuse treatment to address and heal trauma. "Our clients grew up in dysfunctional families. We need to interrupt the pattern."</p> <p>4) Contracts do not facilitate collaboration and discourage people from cooperating.</p>
Technical Assistance Available	Topic not discussed in interview.



<b>PERSON</b>	<b>Connie Mitchell</b>	
<b>ORG/SITE</b>	CEO, Institute for Human Services	
<b>DATE</b>	8.29.22	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment	Pre-tenancy Needs Assessments
	Training: data access/entry	Topics were not addressed during interview.
	Training: documentation	
	Training: compassionate engagement	Motivational Interviewing; Interventions for Addressing MH and Substance Abuse
	Training: knowledge of people/culture	Topics were not addressed during interview.
	Training: service planning/services	Routines to Identify and Sustain Support Networks; Money Management; Routines for Healthy Lifestyle; Routines to Support Hygiene and Housekeeping Skills; Stages of Change; Routines to Support Hygiene and Housekeeping Skills.
	Training: knowledge of system	Topics were not addressed during interview.
	Training: prioritization	
	Training: safety planning	
	How do you know when someone is practicing with high fidelity?	
	What happens when they are/are not?	
	TRAINING NEEDS	We are bringing in experts like Ryan Doud, but they're expensive. HIS hosted a daylong case management skills training for workers [called Housing for Success] across the state. We charge \$40/person just to cover our costs, but we wanted to share training because we don't have it [as a system] and people need it.
Organizational Infrastructure	What is your plan for sustainable financing?	Administrative regulations are a barrier to service. It would be helpful if the RFPs were consistent. It was helpful to have two HONU sites with police presence at both.
	Addressing context: access to food	Topics were not addressed during interview.
	Addressing context: health care	
	Addressing context: transportation	



	Addressing context: education/jobs	
	Sources for capital dev funding	
	Sources for operational funding	IHS was put in a position to have to stop providing services at HONU due to administrative hurdles at the City and County of Honolulu. The invoicing requirements were very difficult, there was an ongoing request for further documentation from Budget and Fiscal Services, and reimbursement took forever. At one point, CCH was 18 months behind in payments and owed us about \$2 million. We just can't operate that way.
Leadership	Sources for case management/support	Topics were not addressed during interview.
	How do you decide which projects to fund?	
	Who is involved in designing/taking action on the strategic plan?	[It's unfortunate that challenges in HONU operations] occurred because City Parks and Recreation and City and County of Honolulu could not come to agreement about where to house the program, which delayed service.
	How are private partners engaged?	Topics were not addressed during interview.
	What public/private partnerships exist or are planned?	
	What is the role of people with lived experience in strategic planning?	
	OTHER THOUGHTS	We love HONU. It is so valuable for anyone who is "iffy" and not sure if they want to enter a shelter or if [the shelters] have no room. HONU helped stabilize people and allowed them to address their medical needs, behavioral health needs, and substance abuse issues. We borrowed from this model at our shelter on Sand Island. We use the tent to provide space for people to quarantine. There is no space left for homeless COVID-positive people to quarantine except this tent.
Evaluator Observations	Connie is a renowned leader in the homeless service system of Hawaii. Her expertise on far-ranging issues—from strategy, to development, to all aspects of practice—as reflected in the interview, make her an invaluable resource in Hawaii and beyond. Connie's patience, intellect, and grace shine in her communication. Her extraordinary fearlessness, compassion, and commitment to serving the most vulnerable is deeply inspiring.	



**Scott Morishige, Department of Human Services – 2021**

<b>Interview Subject</b>	<b>Scott Morishige, Governor's Coordinator on Homelessness (GCH)</b>
<b>Lead Agency</b>	Department of Human Services (DHS)
<b>Leadership Competencies</b>	<p>COLLABORATION: "[A] leader is someone who can work with others. VISIONARY: "[Means] knowing where you want to end up and how you're going to end up there. People need to see that there's something they can be a part of."</p> <p>CHARISMA AND BOLDNESS: "For me, that's something I have to work on."</p> <p>PATIENCE: "Change doesn't occur overnight. Change takes time." FORTITUDE: "Being able to see things through to the long term and not just pivot when things get difficult. To be able to stay the course and realize that you need to make course corrections, but the end point is the same. When pressure is high, there's a lot of pressure to scrap the old ideas and start something new, so you never get across the starting line."</p>
<b>Housing First Competencies</b>	<p>OVERALL: "For the Housing First mentality, we're raising the bar and enhancing the role outreach shelter workers played 10 or even five or six years ago. It's a lot to ask of people who are paid very little." DATA ENTRY: (1) A top priority is learning how to access (the Coordinated Entry System) CES. (2) CES is different on Oahu and neighbor islands. Large agencies must be fluent in both. TRAUMA-INFORMED PRACTICE: "It's important to meet people where they're at, recognizing there is more than one pathway to housing. It doesn't mean putting people into housing at all costs beyond their means. Every person's circumstances are unique, and everyone takes their traumas with them. It all goes back to being person-centered. Some people can go right into housing, but others need structure. That's not what HUD preaches, but it is what people need. SYSTEM KNOWLEDGE: Awareness of the whole menu of options and pathways for someone to get into housing. For example, if a person can't complete the VI-SPDAT or is not at the acuity threshold, knowing to seek substance abuse and mental health treatment options. Also, to recognize family reunification as an option. FAMILY FINDING: It's important for caseworkers to ask, "How do I rebuild family connections and explore [this person's] network?"</p>



<b>Interview Subject</b>	<b>Scott Morishige, Governor's Coordinator on Homelessness (GCH)</b>
Top Priorities	<p>(1) INFRASTRUCTURE: "Continuing to build a foundation for others to build upon. How do you sustain existing efforts? Build a solid infrastructure to build or pivot from. We need to think of things from other than a HUD lens housing. To get to that point, what do we need? Emergency shelter? Safe parking? This is part of infrastructure. The new 10-year plan is the infrastructure. So many entities are working in this space, more than anything else having a solid infrastructure {is important}." (2) FEEDBACK LOOPS: (A) Creating forums for people to come together, including practitioners, funders, and county governments in connection with the CoCs. (B) Information sharing is a key responsibility because things change so rapidly. (3) MANAGE NEW RESOURCES: How do we plan for new resources like Ohana Zones? We have not spent enough time exploring other systems.</p>
Contracting Approach	<p>OHANA ZONES: (1) "We asked HPO, OYS, and DOH if there were existing programs or services we can build upon to make Ohana Zones—to take the existing program and scale it up or replicate it, like the FACs. We used the existing contracting structure. (2) Prioritizing county projects. "[We've heard a lot that there is a need for Counties to have more autonomy to direct homeless services in their own area. Before, counties didn't have a lot of say; they were HPO contracts. Yes, there's an RFI process, but feedback was limited. Because [Ohana Zone] funding was so significant, the law allows [the GCH] to do a direct contract between state and county government. What are ways you can use this money? We'll vet it with you, establish parameters with you." (3) Interdisciplinary partnerships - "We went through county contracts, but funding wasn't the only resource needed. Counties needed other resources, like land [for Kealahou, Maui, and Kukuiole]." GCH convened conversation with HHFDC to use state land. City and county used their own resources for construction. For HONU, HPD, DCS and DLNR made shared decisions to identify sites. (4) Exemption from procurement protocols - state to county contracts are exempt from procurement. Sub-awards are, but the state-county transfer moves the big pieces. (5) Unrestricted funding sources - Make it possible to adjust contracts quickly and respond to emerging priorities as occurred during the pandemic.</p>
Regulatory Challenges	<p>LIMITED CONTRACT TIMELINES: Initially Ohana Zones was for three years, although there were some programs that could begin sooner. Those got the three years (or it was perceived the timeline was ticking). It wasn't clear if extensions would be allowed. At first, Villages of Ma'ili and RYSE were the only ones who got the full three years. After that, the law was amended to add an additional two years, and everyone has three years. The Counties needed time to figure out what they wanted to do. For housing, getting the land and capital funds took time. Most contracts were awarded a year after legislation was passed.</p>



<b>Interview Subject</b>	<b>Scott Morishige, Governor's Coordinator on Homelessness (GCH)</b>
Data Collection Priorities	FOCUS ON OUTCOMES: There's more focus on outcomes than on outputs. Prior to COVID, we were seeing improvements in homelessness, especially in families with children. We saw increased permanent housing inventory, and increased exits to permanent housing. Related to the focus on outcomes, we're clear about what we want to achieve. Our end goal is permanent housing - how quickly, how many, how can they stay in permanent housing. This change generated all the other changes to happen after. Focus on outcomes has driven results.
CES Participation	
Administration Infrastructure	"Everyone has been working on four cylinders for so long, people are burnt out. We've got to be reasonable about our expectations."
Decision-Making Process	COLLABORATIVE: "You cannot address big, complicated problems by yourself. You need to bring people together with your own staff and other leaders."
Coordination with Island Government and Agencies	MONTHLY INFORMATION SHARING: GCH coordinates monthly meetings to share information: County Coordinators, Funders, Oahu outreach and shelter. CONTINUUM OF CARE COMMUNICATION: There are regular meetings of the two CoCs, Partners in Care (PIC) and Bridging the Gap (BTG), comprised of: Kauai Community Alliance, Community Action Partnership, Maui Homeless Alliance. GCH participates in all POC committee meetings. POLICY ADVOCACY: GCH convenes representatives from PIC and BTG bi-weekly on policy issues including Eviction moratorium, voucher discrimination, limits on rental application fees limits, and replenishment of Ohana Zones funding.
Coordination with State Government and Agencies	"Governor Ige has empowered people to lead from their respective roles. He's very logical about how to make decisions, and not afraid to make difficult decisions during tough times. It's hard because you're relying on people to have the same vision as you. On the issue of homelessness, he's an engineer and understands how to put things together, realizing that it's not just about housing - DOT and DLNR partners are important." Governor Ige's administration prioritizes solutions to homelessness, as illustrated by the GCH seat in his office, and provides forums for interdisciplinary partnerships.
Performance Management Approach	ONGOING COMMUNICATION: Bi-weekly conversations among GCH and HPD. WRITTEN REPORTS: Reporting is inconsistent among Counties.
Strategic Plan	(1) Policy - "My priority is to submit a legislative package. Does it make sense to build a foundation for a 10-year plan that I won't be around to implement? I'm not sure." (2) Organizational infrastructure - Building communication and management infrastructure.



<b>Interview Subject</b>	<b>Scott Morishige, Governor's Coordinator on Homelessness (GCH)</b>
<b>Strengths</b>	(1) COLLABORATION: "There are more people at the table. Now the homeless service system includes health care and health plans and law enforcement. This increases the potential for collaboration." (2) LEVERAGING MULTIPLE FUNDING SOURCES: Ohana Zones allowed more focus on leveraging funding other than HUD and HPO. There was lots of focus on Medicaid and behavioral health side to supplement the casework from homeless service system. (3) FOCUS ON PERMANENT HOUSING: "Our common outcome is permanent housing. A clear focus on this outcome has driven everything else, as well as a broader range of people at the table to get there."
<b>Needs</b>	DEDICATED FUNDING TO SOLVE HOMELESSNESS. GCH relays that Representative Nadine Nakamura, Chair of Housing Committee (HSG) proposes that the legislature needs to think about housing in the same way as it considers other needs. Without a dedicated funding source, it's an 'unfunded liability.' She proposes the legislature carve out significant resources to solve the problem. RECOGNIZE A COLLECTIVE RESPONSIBILITY: "There has to be a way for homelessness to be seen as a shared responsibility that's not only a HPO and CoC problem. There are interconnections with other systems, and this is a consequence of failures of these other systems. We're getting there. It's harder to achieve. If you think about how big and deep the problem is, it's easier to ignore it and harder to step up and take responsibility for it." ADDRESS REGULATORY BARRIERS: (1) "Not just housing and services, but what are the systemic barriers for people who have housing vouchers? We need to understand associated policy and regulatory issues. (2) If a person enters drug treatment or the state hospital for 90+ days, then that is a problem. (3) Demonstrating the source of income can be a barrier. RE-ENTRY HOUSING: We need re-entry housing for people leaving jail and prison. There needs to be a place where people can exit to and not have to go through the homeless service system. ADDRESS YOUTH NEEDS: We need to address young people's issues. How do you create housing without having to become homeless first?
<b>Lessons</b>	ENCUMBERANCE: If you encumber funds by a purchase order, the time limit is two years. A contract encumbrance allows contractors to disperse funds over a longer time. There are opportunities to share administrative knowledge to make contracts more efficient and prevent potential service disruption.
<b>Technical Assistance Available</b>	"The challenge is that a lot of technical assistance comes through the HUD lens. We need someone to help us look at things from a much higher vantage point. There is a lot of opportunity for innovation if we think more broadly. HUD cannot advise about local politics, and that's a big issue. Optics matter."



**Janice Takahashi and Dean Minakami, Hawaii Housing Finance and Development Corporation – 2021**

<b>Interview Subjects</b>	<b>Janice Takahashi, Chief Planner Dean Minakami, Associate Chief, Development Branch</b>
Agency	Hawaii Housing Finance and Development Corporation (HHFDC)
Leadership Competencies	COLLABORATION, SUBJECT EXPERTISE, NETWORKING, INTEGRITY: Being clear about the objectives in a highly political environment.
Top Priorities	Target populations for housing are workforce, domestic violence survivors, elderly, and convicts.
Contracting Approach	Engaging private developers is key to affordable housing development.
Data Collection Priorities	"The SMS housing study is the basis for all other plans: the 10-Year Rental Housing Plan, the state Functional Plan, the State of Hawaii Consolidated Plan. For the Rental Housing Revolving Fund or the Dwelling Unit Revolving Fund, any request for funding this is our reference." - Janice Takahashi
Coordination with Island Government and Agencies	Coordination among government partners is key to leveraging funds.
Coordination with State Government and Agencies	Topic not discussed in interview.
Performance Management Approach	What's a "good" project? It serves the needs of the population, location, affordability." - Janice Takahashi
Strategic Plan	HHFDC prioritizes affordable housing development in the urban area close to transit.
Strengths	The emergency proclamation expedited Ohana Zones development. Ohana Zones funding expedited the start of services by providing funding for operations.
Needs	(1) The need is at the lowest end with HUD subsidies, but the reality is that these subsidies only go so far. There are tax credit programs for people below 60% Area Median Income (AMI) but not many programs for people above that, except for Zoning programs." - Janice Takahashi. (2) It is critical to find land with appropriate infrastructure. The greatest obstacle to affordable housing development is a lack of developable land. "It's a land issue." - Dean Minakami. (3) We cannot sell [state-owned] land for housing without legislature approval. (4) Issues with Hawaiian sovereignty make long-term leases very difficult and contentious in the local context. (5) NIMBYism is a big challenge.
Technical Assistance Available	Topic not discussed in interview.



<b>Interview Subjects</b>	<b>Janice Takahashi, Chief Planner</b> <b>Dean Minakami, Associate Chief, Development Branch</b>
Recommendations	(1) Counties want to build housing, so Ohana Zones should be continued. (2) The deadlines on funding helped to expedite projects. (3) The Governor's emergency proclamation and Ohana Zones funding is an important combination. (4) Propose that philanthropic contributions for affordable housing be organized through a 501-C3 funding arm of affordable housing developers. "Government doesn't always have to be involved in every project. Our money comes with a lot of strings." - Janice Takahashi (5) We have DURF and RURF, but if specific projects are funded this way, it can be a problem if the project is delayed. We might lose the money. [It's] better to allocate money directly to the County." - Janice Takahashi



Lauren Thielen, Partners in Care – 2022

<b>PERSO N</b>	Laura Thielen, Executive Director	
<b>ORG</b>	Partners in Care	
<b>DATE</b>	9.6.22	
<b>DRIVE R</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment	See Elliot Woods' responses for these topics.
	Training: data access/entry	
	Training: documentation	
	Training: compassionate engagement	
	Training: knowledge of people/culture	
	Training: service planning	
	Training: knowledge of system	
	Training: prioritization	
	Training: safety planning	
	How do you know when someone is practicing with high fidelity?	
	What happens when they are/are not?	
	TRAINING NEEDS	
Organizational Infrastructure	What is your plan for sustainable financing?	Flexible funds (notes)
	Context: access to food	Topics not addressed during interview.
	Context: mental/health care	
	Context: transportation	
	Context: education/jobs	
	Context: social/rec/community	
	Sources for capital dev funding	
	Sources for operational funding	
	Sources for case management/support	



	Design considerations	<p>INDIVIDUAL PLACEMENT: Placing people individually can be a pro or con. We have a great apartment building, Kauhale Kakaako. They can take a lot of people, but property management was not aligned in service provision and the role of the property manager. HOUSING NAVIGATORS: Housing navigation is not case work, but it gets pushed on caseworkers, so dedicated Housing Navigators are very important. We're always looking for new landlords using TMK.</p>
	ORGANIZATIONAL NEEDS	<p>There was a 20–25-person caseload, and that was too much for OHN case workers. The program took people with 8–10 VI SPDAT, and it turned out that they actually had much greater needs, and we had to get them a different subsidy, or they will recidivate into homelessness. We've been using Section 8 and Emergency Housing Vouchers. People need long-term Section 8 vouchers. It's a poverty issue—they are never going to be able to make enough to sustain a place. ACCESS TO MLS: It would be helpful if we could access MLS. Rental properties go through that. [Right now, you] need to have a real estate license to access the system. HPHA and City and County of Honolulu (CCH): HPHA is sharing landlords who have accepted Section 8 vouchers. This is a list strongly coveted because they have their own needs. OHN is building the inventory, so we can share the database. [NEED LIST: Geo-coded list of available units, like Zillow.]</p>
Leadership	How do you decide which projects to fund?	<p>For HUD grants, PIC hires 5–6 reviewers to evaluate proposals. The team created a rubric for 29 applications. HUD recommends 5% new investments, but PIC decided to prioritize renewing and included the current housing projects in the regular grant. Special NOFO is for new projects. 29 are all renewals and expansion of HMIS/CES. We're behind the ration of users/workers. If we do well, it's possible to get extra funding based on funding allocated from other jurisdictions or congressional allocation. This allowed for a COL increase. The base HUD request is \$2.5 million/year for the next three years. PIC distributes provider surveys for the whole CoC. PERMANENT HOUSING: We also look at ESG grants to CCH and what's returned—it's typically RRH funds. Evaluation of RRH—short-term and mid-term amounts—shows people need longer terms of assistance, 1–2 years. RRH are shallow subsidies, not as effective with rentals going up and housing stock reduced with COVID. Costs have increased. What HUD funds are returned? We learn through this information. We promote monthly drawdowns by agencies—we'll be able to see if there's too much money at the end.</p>



	Who is involved in designing/taking action on the strategic plan?	<p>PIC meets with CCH every week, but we don't talk to the fiscal office. The right people aren't talking with the right people. Funders need to meet with the fiscal office of agencies so that they can get what they need. Funders need to be more involved in training providers' fiscal staff on what they need to know. PIC meets with CCH, Tim Ho and Darrell Young, and on the fiscal side, Don Dupont. Tim and Don take our requests to the higher-up fiscal people. At one point, we had to go to the Mayor and got a check in a day that we'd been waiting four months for. We've gotten creative with invoicing, defining recurring rental and new rental. Recurring rentals cut down on administrative checks and cut down the turnaround time. HSI could better function. Change is hard, but once we prove we can do stuff, then things relax. Now for the first time ever, we got pay advancement for the housing vouchers.</p>
	How are private partners engaged?	<p>RELATIONSHIP WITH CCY: One of the biggest things everyone wants to work on with CCH is reimbursement. It's a huge issue, we've gotten far for one program, and we'd like to expand our support to other agencies. PIC is developing the capacity to provide TA for contract management. We helped Family Promise (FP) and ASI. We do monthly grants and standardize our forms to be what CCH wants, instead of FP and ASI sending forms to CCH, they send it to PIC, and we correct the invoice. For rental payments, we got CCH to be in a 28-day turnaround, and for another program, down to a three-month turnaround. Our Fiscal Manager, Jen, is amazing at helping different agencies develop their processes. PIC oversees fiscal reporting for a consolidated grant requests [i.e., Bridging the Gap, master contractor].</p>
	What public/private partnerships exist or are planned?	<p>HOUSING FAIRS WITH LANDLORDS: Housing Fairs are a key part of the success of Oahu Housing Now (OHN). Our landlord engagement team created a portfolio of units available, and landlords were part of the program. There were 50–60 people housed in a few weeks. Our landlord engagement program is one of best ideas—it's such a good program and it can work for everybody. HPHA (Hawaii Public Housing Authority) was given funds to mitigate landlord engagement. We need to treat landlords like clients. OHN has a mitigation fund for damages and a moving fund, but we didn't use that eviction prevention (i.e. month's rent, pay landlord for the balance of the month until tenant moved in). Damages, [for the most part], that's a case management issue, and we need to get better at preventing problems like: hoarding, paranoia, and mental health issues. [We promote] safety and security.</p>



	What is the role of people with lived experience in strategic planning?	Topics not addressed during interview.
	OTHER THOUGHTS	Federal funds don't allow for money to be used for application fees. That's a barrier. Staffing is also a problem, especially because of the amount of pay people get. We recently issued an RFP with a minimum of \$50,000/year for a line worker. Average salary in Hawaii is \$79,000/year, especially when you consider how difficult the work is. Our workers are the most important and most critical, and they're paid the worst. Our community needs to realize that we cannot retain people unless we can get funding up for [the workforce]. For CCH, they suggested it should be increased to \$50–55k. We put a limit on caseloads.
Evaluate or Observations	Laura's commitment and expertise shined throughout our discussion. Her honest and candid responses provide valuable insights about barriers and solutions for making improvements. Her articulate and approachable style makes the complexities of the homeless services system easy to grasp.	



**Lori Tsuhako, Maui County – 2021**

<b>Interview Subject</b>	<b>Lori Tsuhako</b>
<b>Role</b>	Director of Department of Housing and Human Concerns, Maui County
<b>Housing First Competencies</b>	"Housing First is a program and a framework. On Oahu it started as a one-year pilot in 2011, funded by the state legislature. By 2016, we still didn't understand Housing First." CASE MANAGEMENT: planning and follow-up. TRAINING: "it's skills based. We can sponsor those things and pay for them, but my expectation is that we build that skill in our agency partners to have accountability. Use the [Housing First] language in the same way so it's understandable."
<b>Leadership Competencies</b>	SUBJECT EXPERTISE: "We have to let people do their work and be humble about it. I want my department division heads to know their work better than me. If something needs a heavy lift, let me know and I can help with that. That's how it should work with the mayor and his/her directors."
<b>Top Priorities</b>	(1) RAISING AWARENESS AMONG COUNTY COUNCIL MEMBERS: "People should know there's a system. It's not perfect, but it's a system. I'm trying to teach this Council why this system works, why we have standards of care, the Coordinated Entry System... In their activism, they're proposing different ideas, but they are not based in experience and expertise. If you're going to do something different, then you must foot the bill. You can have your utopias, but you need to figure out a way to measure if your utopia is working. We have a way to collect data and analyze it, and you will need one, too. There are HUD requirements for Emergency Housing Vouchers: you need to use CES to select participants. Helping people understand how the system works. (2) ADDRESSING MENTAL HEALTH NEEDS: "New DOH initiatives need to include funds for neighbor islands. Our psychiatric services are limited. We need to have services here and keep people here. We have to have a way to serve people." (3) QUALITY IMPROVEMENT: "I'm not sure our outreach service is so good. How can we improve it? Salary is low and turnover happens, novice workers leave. It's a constant flow." Also, capacity issues flow across all sectors of our human services safety net.



<b>Interview Subject</b>	<b>Lori Tshako</b>
Contracting Approach	"[Some of our providers] don't get Housing First at all. How do we manage? We could more efficiently house people if we were partners. They are stuck in the 1980's model." Service providers continue to provide services because there is a limited pool of organizations. Our county contracts align with Harold's efforts at the Homeless Programs Office (state) and HUD priorities. I think this helps us to leverage as much funding as possible. For example, agency receives PSH funds but needs funding for case management. County can (and has) provided this.
Data Collection Priorities	Originally Tien Lum built an HMIS system especially for Hawaii. Then there were contract challenges, and Tien left. HUD asked HPO to take the HMIS lead. We found a new HMIS vendor, Caseworthy, and issued an RFP." Then the split occurred between PIC and BTG. "PIC stayed with Caseworthy but started collecting data a whole different way. Data integrity became very difficult." I'm proud of how well Bridging the Gap has used resources to develop a strong HMIS. And our partners are getting better and better at using data to inform decision making. The county can do this better as well.
CES Participation	Maui County has bought in/committed to CES from the onset. This leadership role has helped the other Counties follow suit and create a partnership between BTG and the Counties. The improved relationships should be demonstrated with the Emergency Housing Voucher program and how efficiently we are able to get those vouchers leased up.
Decision-Making Process	DIVERSE SKILL SET ON THE TEAM: "I love having smart people around me. My secretary is the smartest person that I know. She's organized, she's my brain when I don't have a brain left."
Coordination with On-Island Government and Agencies	Maui County has an annual budget of \$24 million for homeless social services and gives more grants to nonprofits than the other neighbor islands--and for some time, more than all the other Counties put together. We have a history of being very generous to non-profits, but not all of them are capable. We don't have that many options. We must build that infrastructure, and it takes time. We look at HPO and HUD contracts and tailor our grants to align with these entities' requests. We want our services to be in alignment."
Coordination with State Government and Agencies	CONTINUUM OF CARE: "BTG and PIC have been disconnected. It was almost like a fatal blow to the relationship." LEGISLATORS: "With politicians you have to explain yourself repeatedly. They're not subject experts. You need to use practical examples that help them put the pieces together."
Performance Management Approach	"We chip away at it." MOVING TO PERFORMANCE MANAGEMENT APPROACH: [We look at the census and ask], "Okay, but how many people are you placing, how quickly, and what is the retention rate for placement?"



<b>Interview Subject</b>	<b>Lori Tsuhako</b>
Strategic Plan	<p>DEFICIT: (1) Maui County CDBG Coordinator is an appointed position that changes with every mayor. Without continuity, it's a challenge to move ahead efficiently. A whole new group of people must learn the federal grant making process and how to effectively plan, leveraging CDBG (infrastructure), HOME funds, and HTF funds. We have a mayoral election in November 2022, and the CDBG Coordinator could be a new person again. For every other county, it's a civil service position and doesn't change with every administration. (2) Previously, each county would get 33% allocation for HOME and Housing Trust Fund, which is about \$1 million/each, which didn't result in enough units. Now HTF funds rotate, so there is an allocation of \$3 million. There can be a greater impact because it's a larger pot of money to work with. It's good to bundle it this way."</p>
Strengths	<p>(1) People who have been chronically homeless for decades are being placed. "There was someone placed who was on the street for 25 years. He came to the pallet shelter." (2) There is an opportunity to partner with private landowners because there is a shortage of developable state-owned land.</p>
Needs	<p>(1) The Chair of the Affordable Housing and Homeless Committee is heavily influenced by advocates who feel the county lacks compassion for homeless people. (2) In some ways the emergency proclamation wasn't helpful. After it ends, we still must overcome the procurement challenges. If the proclamations will eventually end, what standard do we build to? We build to the current standard, not to the outdated building standard from the time when the buildings were originally constructed even though that's cheaper and quicker. When we build to the upper standards, we're in compliance when the Emergency Proclamation ends. (3) "If politicians would stop complaining for enough time to learn, that would help."</p>
Technical Assistance Available	<p>I would certainly welcome more Technical Assistance. I've called on Katy Miller of USICH a lot to help talk me through some of the issues around managed encampments, a concept advocated for here on Maui. I am not in favor of them. Advocates here have identified Portland's model but want to pick and choose which strategies to adopt. For example, have a "safe" place where people are not moved. The people will govern themselves. However, they don't agree with the unsheltered being directed to the managed encampment by police. They don't believe any enforcement could be part of the model. They believe that if the space exists, all unsheltered will voluntarily migrate there and the government thus should provide them with pallets, blankets, food, tents, showers, hygiene, etc.</p>



**Lori Tshako, Maui County – 2022**

<b>PERSON</b>	<b>Lori Tshako, Director, Department of Housing and Human Concerns (DHHC)</b>	
<b>ORG/SITE</b>	County of Maui	
<b>DATE</b>	8.8.22	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment	Workforce training is addressed by service provider agencies.
	Training: data access/entry	
	Training: documentation	
	Training: compassionate engagement	
	Training: knowledge of people/culture	
	Training: service planning	
	Training: knowledge of system	
	Training: prioritization	
	Training: safety planning	
	How do you know when someone is practicing with high fidelity?	
	What happens when they are/are not?	
	TRAINING NEEDS	
Organizational Infrastructure	What is your plan for sustainable financing?	There is no miracle solution to affordable housing: no infrastructure equals no housing. It will be expensive, and there is no perfect project. The DHHC has very little authority to build homes. We are a small piece in a huge puzzle: water, public works, land management, and accounting [are key players]. We have no control over these departments, and we can't pretend we do; but if we don't start [addressing the need for affordable housing] now, we will fall farther behind. It took 50+ years to create this, but we don't need 50+ years to begin chipping away at it. How can we better use the Affordable Housing Fund? Couple this funding with Low Income Tax Credits (LITC). There are several committees on the Council that play a
	Context: access to food	
	Context: mental/health care	
	Context: transportation	
	Context: education/jobs	



Context: social/rec/community	role: Affordable Housing Committee, Human Concerns Committee, and Cost of Government Commission.
Sources for capital dev funding	There is a minimum 3% allocation of real property tax to affordable housing. This fund used to supplement developers and reduce per unit price. [Maui property owners] pay low property tax, but it makes revenue. We have a political group, Ohana Coalition, that is composed [predominantly] of Caucasian men who are influential and support specific political candidates [that have not supported affordable housing development]. [NOTE: Ohana Coalition Facebook page: "The Ohana Coalition Maui supports the election of ethical government representatives who are committed to protecting the culture and the environment, and promoting sustainability, social justice, education and island style small-town living for Maui."] The second home tax [concept] will impact local families who have rentals, those who have scrimped and saved to invest in those rental incomes for their retirement. [It has not been well received.]
Sources for operational funding	
Sources for case management/support	
Design considerations	
ORGANIZATIONAL NEEDS	In 2019 there was a proposal to split the Department of Housing and Human Concerns. It appears that there are 30 people in the Housing Division, but 22 are Section 8 employees paid with federal funds, three are clerical, and the remaining five are professional positions. That would be splitting a very small staff, it's [a] "shibai" [proposal], it's fake.



Leadership	How do you decide which projects to fund?	<p>There was a Comprehensive Affordable Housing Plan (CAHP) completed in 2021 by Jeff Gailbraith, who was formerly an executive at Hawaii Community Assets. The CAHP was never adopted by the County Council. The primary problem with the CAHP is the price tag is \$1.6 billion, and proposed financing is all contingent on bonding and taxes. You can't guarantee that, and it could impact the County's high bond rating. Council member Gabe Johnson, Affordable Housing Committee Chair, is taking parts of the CAHP and implementing them against the CAHP's recommendation that it should be implemented comprehensively. [For example], Johnson proposed to adjust affordable housing price guidelines, but developers cannot produce the house for \$400,000. In 2006 the Council proposed Code 2.96: all new development would be 50% affordable housing. No developers bid. In 2016 it was revised to 25%, and now affordable housing is being built again. Johnson proposes to subsidize buyers, [but may not be aware of the negative consequences for doing so]. Affordability is relative, it's not a fixed term. 2023 Maui County has a \$1 billion budget. People get scared to add bonds to that. CAHP proposed reducing the discretionary power of the County Council through "by-right" legislation, but the Council doesn't want to give up their power. There is no strategy for the bits and pieces of the plan selected. They are codifying disparate parts of the plan with no understanding of what the outcomes will be. Mike Williams [is an active community member] who is a retired real estate professional. He is appointed to boards and commissions, including the Cost of Government Commission, which has allocated \$250,000 to develop a homelessness plan for Maui County. This request for proposal (RFP) is in development.</p>
	Who is involved in designing/taking action on the strategic plan?	<p>Kelly King, a member of the County Council who is running for Mayor, drafted a resolution to allow "safe parking" and allocated \$200,000 for this initiative. USICH has drafted some guidelines that do not promote safe parking, but HUD money would not be used. This proposal is [shortsighted] because it is not possible to run a program like this for that amount of money when security alone costs about \$20,000/month. [Previous experience demonstrates] that safe parking can be dangerous for participants and lead to encampments [that are difficult to address], and the people for whom it's intended won't go there.</p>



How are private partners engaged?	Topics were not addressed during interview.
What public/private partnerships exist or are planned?	Lisa Darcy is the Executive Director [and sole employee] of a local non-profit called Share Your Mana and is a self-proclaimed expert in homeless services who is highly exploitative. [For example], she did a Facebook Live during the [intervention] on Lower Beach Road to clear the Y. Hata encampment. This encampment blocked to road to the transfer station, which precluded the Environmental Management Department, who manages the facility, from emergency access. If there is a problem, staff needs to get there in 15 minutes or be fined \$250,000 for EPA violations. We had to clean up the road. The County gave notice, did outreach, and most people left. In the process, two people were sheltered and ended up in permanent housing. On the day of intervention, Lisa Darcy was there and threatened to stand in front of the bulldozer. It was a mess. She has become [some] Council members' "darling." At one point, there was language that she would need to be consulted as an expert for safe parking. The Council logic is flawed.
What is the role of people with lived experience in strategic planning?	Share Your Mana has a council of people with lived experience. Their views are shared through digital platforms, like the organization's webpage and Facebook page. For many years, we have had people with lived experience as members of the Maui Homeless Alliance, the local Continuum of Care. Since the pandemic, representatives from this group have not been in the meetings, but Lisa Darcy has been in attendance at most every meeting.



	<p>OTHER THOUGHTS</p> <p>The Affordable Housing Committee, the majority of Council members, [and a significant proportion of the community] are anti-tourism and anti-development. They want more affordable housing, but they don't want it near them. For example, a community-minded developer/owner proposed Waipuilani in Kihei, an area prone to flooding. It was an infill project, an empty lot in a residential neighborhood. When he wanted to develop 28 multifamily homes, tons of people opposed "because of floods and transportation." The Council tacked on so many prices and requirements, including 100-year flood event planning, that it never passed. Now the proposal for the same land is 19 single-family homes with no pricing restrictions [to the dismay of the owner, who wanted to do something positive for the community]. There are lots of elderly "transplants," and they get sick and are alone. [This needs to be addressed.] People want to have elderly housing for local people, but you can't discriminate. If people knew how much it costs to clear encampments, address the vandalism, and correct the damage by people on the street, then people would care. It is important to acknowledge the impact of NIMBYism. Everyone knows that we need more housing, but when people own their homes and are happy with their neighborhoods, their complaints become less about having "those people" (i.e. low income/qualified for affordable housing) coming to be their neighbors. The complaints morph into traffic, water, inconvenience, etc. For example, we have a proposed project in Waihee (coastal, where hundreds of homes already exist). Complaints came from people who live there who said that the development shouldn't be allowed because of the damage caused by the salt air. NIMBYism cannot prevail. We can all be on the same page if the page is big enough. Hale Mahaolu staff have experience in property management but very little in case management with the homeless sector. Huliau has helped to bridge this gap a little.</p>
Interviewer Observations	<p>Lori presents as a deeply caring, articulate, and sharply intelligent professional who has an extraordinary grasp of the complexities of the highly regulated context of Maui County. She has longstanding expertise in government and social service, where she has been employed for more than 30 years in posts at the State, County, and non-profit entities. This interviewer notes Lori's calm demeanor when discussing the dynamics of affordable housing development and service provision in situations that the interview notes to appear unjust and shortsighted.</p>



Elliot Woods, Partners in Care – 2022

<b>PERSON</b>	<b>Elliot Woods, Operations and Planning Manager</b>	
<b>ORG/SITE</b>	Partners in Care	
<b>DATE</b>	10.5.22	
<b>DRIVER</b>	<b>TOPIC</b>	<b>RESPONSE</b>
Competencies	Training: assessment	Our Lunch and Learn series started in September 2021. Training ideas were requested from PIC staff and CoC members. PIC trainings are intended to supplement training provided at agencies. Topic list submitted. Starts at 12:00 noon. Sessions are 45 minutes, and it's a presentation online. Some are interactive with breakout rooms, and some are lecture and question-and-answer at the end. Presentation style is up to the presenter, but a page of best practices is provided. Attendance ranges from 20–100 [people]. Content is available on the PIC YouTube page and is also distributed via email. Materials are also shared.
	Training: data access/entry	
	Training: documentation	
	Training: compassionate engagement	
	Training: knowledge of people/culture	
	Training: service planning	
	Training: knowledge of system	
	Training: prioritization	
	Training: safety planning	
	How do you know when someone is practicing with high fidelity?	
	What happens when they are/are not?	
	TRAINING NEEDS	
Organizational Infrastructure	What is your plan for sustainable financing?	Topics not addressed during interview.
	Context: access to food	
	Context: mental/health care	
	Context: transportation	
	Context: education/jobs	
	Context: social/rec/community	
	Sources for capital dev funding	
	Sources for operational funding	
	Sources for case management/support	
	Design considerations	
	ORGANIZATIONAL NEEDS	
Leadership	How do you decide which projects to fund?	



	Who is involved in designing/taking action on strategic plan?	
	How are private partners engaged?	
	What public/private partnerships exist or are planned?	
	What is the role of people with lived experience in strategic planning?	
	OTHER THOUGHTS	Help support and provide supplemental resources and training to the entire CoC. This is a service that PIC decided it wanted to do.
Evaluator Observations	Elliot relayed her continued results with the Lunch and Learn series with appropriate confidence. She is a self-starter with a clear vision about the process she uses to develop the series agenda and is also invested in continued improvement of this initiative. Ongoing attendance reflects the value of this series in workforce development.	



**Darrell Young and Timothy Ho, City and County of Honolulu – 2021**

<b>Interview Subjects</b>	<b>Darrell Young, Administrator for Community-Based Development Division Timothy Ho, Branch Chief of Planning, Eligibility, and Coordination</b>
Lead Agency	City and County of Honolulu (CCH)
Housing First Competencies	ASSESSMENT, TEAMWORK, HOUSING NAVIGATION, KNOWLEDGE OF RESOURCES AVAILABLE
Leadership Competencies	Leadership is "empowering your people and trusting them to make the right decisions, then backing them and giving them ownership in the program. Allow your people to make a difference." - Darrell Young
Top Priorities	Managing Ohana Zones funds. "What are we going to do after that? What are we going to fund? Hale Mauliola was the previous administration. It's up for renewal. Are we going to keep doing that or shift to affordable housing?
Contracting Approach	How to streamline our own process within divisions of CCH - we have monthly internal meetings to coordinate.
Data Collection Priorities	CCH oversees about 80 contracts and uses an individualized approach to work with providers to maintain quality services.
CES Participation	Topic not discussed in interview.
Decision-Making Process	Collaborative among team members.
Coordination with Island Government and Agencies	"We need to constantly build capacity of agencies -- not only services but the back room. Providers don't submit invoices on time and that slows money distribution." - Darrell Young
Coordination with State Government and Agencies	HONU: Planning among stakeholders was productive; when we got onsite, that's when conflicts happened. Neither [partner] understood the other's culture. Instead of 'I'm ordering you,' [let's try] 'I'm inviting you.' There was a lot of NIMBY syndrome [at the start of HONU], and CCH and Honolulu Police Department (HPD) had success turning community perspective around. An interdisciplinary team of CCH, HPD, and Governor's Coordinator on Homelessness (GCH) attended neighborhood board meetings in advance of HONU to answer questions. At conclusion of HONU's stay in each community, it shared a final report on placement data with the neighborhood board.



<b>Interview Subjects</b>	<b>Darrell Young, Administrator for Community-Based Development Division Timothy Ho, Branch Chief of Planning, Eligibility, and Coordination</b>
Performance Management Approach	(1) For new contracts, CCH holds weekly meetings to review administrative processes like invoicing and payment request. (2) CCH meets regularly with Partners in Care (PIC) and GCH to evaluate what's going on and maintain alignment. (3) When there is a performance challenge, CCH has a "heart to heart meeting with providers [to understand] what's getting in the way. Is it a lack of capacity? Are they open to working with CCH to change and accomplish their goals? We will work with them, offering training, resources, connections. Re-contracting is a long process. We don't want to do that." - Timothy Ho
Strategic Plan	To build on current programs and measure effectiveness. That's a way to test concepts, like vouchers and building. We will "do current initiatives until we're told differently." - Darrell Young
Strengths	(1) Tiered incentives for affordable housing. (2) Several housing projects completed under the Governor's Emergency proclamation. (3) Low Income Housing Tax Credit (LIHTC) and lease extensions are helpful tools.
Needs	More cash advancements and landlord advancements (i.e., three month's rent and security deposit). "We went through that fast. We should ask for more money up front. The success is slowing us down. We don't have enough cash to place people, and we don't have enough units. There is a disconnect between contract, case manager, and accounting." - Darrell Young
Technical Assistance Available	HUD Emergency Solutions Grant (ESG) CARES Act funding comes with Technical Assistance.