



2025-2028

STRATEGIC PLAN

About HHAV

Mission	Vision
We advocate for policy solutions, support collaboration, and strengthen capacity to build a Vermont where the fundamental right to housing is enjoyed by all.	We envision a Vermont where everyone has a safe, stable place to call home and homelessness is solved.

The Housing and Homelessness Alliance of Vermont (HHAV) was formed in 2023, the result of a merger between the Vermont Coalition to End Homelessness and the Vermont Affordable Housing Coalition. HHAV currently wears two integrated hats. HHAV serves as the collaborative applicant for the Vermont Balance of State Continuum of Care (VT BoS CoC), helping to staff and advance the work of the VT BoS CoC. HHAV also functions as an advocacy organization focused on achieving culture and policy shift outcomes that move HHAV closer to achieving its mission. HHAV does this through direct and grassroots lobbying, research and documentation, policy analysis and bill drafting, communications, community organizing, and coalition building.

HHAV's Strategic Planning Process

This document serves as HHAV's first strategic plan, which articulates clear outcomes and strategies to guide HHAV's work from July 2025 through June 2028.

Phase 1:

HHAV surveyed 61 partners from across the state via virtual meetings and an online survey. HHAV then utilized the survey findings and other research to inform a full-day Board retreat where we set the following three pillars under which to focus our work:

Be the leading voice on housing and homelessness

Support and enhance the local housing coalitions

Build up the organizational infrastructure of HHAV

Phase 2:

Under the three pillars noted above, HHAV developed its approach to advocacy and its mission and vision.

Phase 3:

HHAV developed its specific and measurable three-year goals under each of the pillars noted above.

HHAV Strategic Plan

Area 1: Be the leading voice on housing and homelessness

Goal

HHAV is seen by general public, policymakers, and press as the leading/go to voice on its defined priority issues.

Strategies

- *Lead Policy Engagement:* meet HHAV goals through legislative and administrative advocacy.
 - Measurement of Success: achievement three-year policy goals.
- *Identify Solutions and Document Problems:* develop and publish research and stories about policy-related successes and harms, utilizing a data-based, human approach.
 - Measurement of Success: draft and publish one documentation report each year with corresponding media/community engagement plan.

- *Build Local Power:* Collaborate with and support direct service providers, community leaders, activists, and other stakeholders to build the local power necessary to achieve identified goals.
 - Measurement of Success:
 - Through HHAV support, each LHC has clear vision, annual goals, and strategy to achieve the goals, including mobilizing its voice and capacity.
 - Develop a bureau of new allies from each LHC willing to speak in support of HHAV priorities.
- *Center Voices of People with Lived Experience:* Amplify the voices of people with lived experience in the development of coalitions, goals, advocacy, and public events.
 - Measurements of Success:
 - The BoS persons with lived experience (PLE) committee has at least one compensated representative from each LHC.
 - Support, train, and compensate people with lived experience from each LHC jurisdiction to speak/write in public forums (testimony, press conferences, op eds, etc.) on related issues.
 - PLE members are included as true partners in all aspects of LHC planning and execution and are empowered and have the supports necessary to engage across the work.
- *Shift the Public Narrative:* Shift the public framing of our priority issues through education in the media and direct community engagement.
 - Measurement of Success:
 - Conduct baseline and follow up survey on public support for HHAV goals and vision, with the goal to increase public support.

Three Year Impacts

- Increase Permanently Affordable Housing Production:
 - Secure \$50M (in addition to full funding of PTT) annual appropriation for the creation of permanently affordable housing for Vermonters with low incomes.
 - Ensure funding and/or other reforms necessary to construct 3,300 homes for unhoused Vermonters by 2029.
 - Expand Homelessness Prevention and Response:
- Secure \$80M annual appropriation for:
 - Adequately funded emergency shelter system.
 - Adequately funded homelessness prevention system.
 - Eviction prevention.
 - Special needs housing (exiting people from institutions).
 - Services to keep people in housing.
- Increase Public Awareness:
 - ▪ Measured by an increase in HHAV media hits by 100%

Area 2: Support and enhance the local housing coalitions

Goal

Through HHAV coordination and management, the BoS and LHCs clarify needs, set clear long-and short-term goals, and develop and execute plans to achieve identified goals.

Strategies

- *Strengthen HHAV's Internal Capacity:* Develop a plan for increasing staff to support its goals.
 - Measurement of Success:
 - HHAV will have the organizational capacity and expertise to staff the statewide, regional, and LHC entities, including the ability to coordinate and manage the development and execution of each statewide, regional, and LHC plan.
- *Support CoC/LHC Infrastructure Development:* Identify and deliver training, technical assistance, and funding support to the BoS and LHCs to strengthen the social safety net that eliminates barriers to secure housing.
 - Measurement of Success:
 - Each LHC has identified its needs and has plan to address them.
 - The BoS and each LHC has a matrix that maps out current needs for emergency shelter, affordable housing, service provision, client financial support, partner development, and organizational staffing.
 - The BoS and each LHC has a necessary partner matrix and meaningful participation from necessary partners.

Three-year impacts:

- With HHAV support and management, the BoS/CCHA, BoS, and each LHC has a written vision and plan with long-term and annual measurable goals and a clear through line between the statewide, regional, and local plans.

Area 3: Build up the organizational infrastructure of HHAV

Goal

HHAV has the capacity to achieve the goals outlined above.

Strategies

- *Strengthen the HHAV Brand:* Develop a marketing/outreach plan to make HHAV the statewide leader in affordable housing and homelessness related advocacy.
 - Measurement of Success:
 - HHAV will conduct a baseline and follow up survey to measure change with a goal of increasing support.
- *Expand Staffing Capacity:* Identify staffing necessary to achieve our Area 1-3 goals and develop a plan to realize those staffing needs.
 - Measurement of Success:
 - HHAV will realize its three-year staffing development plan.
- *Continuing Board Development:* Increase Board capacity and diversity.
 - Measurement of Success:
 - HHAV's board will reflect the approved board matrix.
 - All board members have a clear understanding of roles/responsibilities/expectations & HHAV's purpose/theory of change/goals.
- *Increase and Diversify Fundraising:* Develop a resource development plan that will assure the financial freedom to sustain HHAV's work, separate from public funding.
 - Measurement of Success:
 - By the end of 3 years, HHAV will raise:
 - \$100,000 in individual annual giving (supported by 25 annual major donors of \$1,000 or more),
 - \$100,000 in membership dues and organizational gifts, and
 - \$75,000 in private grant support annually.

Three-year impact

HHAV has the staffing, revenue, and organizational structure needed to achieve its three-year impacts.

Housing and Homelessness Facts on the Ground in 2025

This planning was centered around the current facts on the ground in Vermont vis-a-vis housing and homelessness, including:

Vermont has a severe need for additional year-round homes. According to the 2024 Vermont Housing Needs Assessment, Vermont needs 24,000 – 36,000 additional year-round homes by 2029 “to meet demand, normalize vacancy rates, house the homeless and replace homes lost from the stock through flooding and other causes.”[i] This includes 3,295 homes to address homelessness[ii] and approximately 13,000 homes to meet the needs of the projected growth in low-income households (below 80% AMI).[iii] In other words, roughly 15,000 of the 30,000 homes we must add this decade must be affordable. The report also notes that rising rents and home costs have disproportionately impacted low- and middle-income Vermonters and that rising rents and “inadequate housing quality” have left hundreds of federal rental subsidies unused, both of which further fuel Vermont’s homelessness crisis.

Vermont has one of the highest rates of unhoused people in the country. According to the 2024 Vermont Point in Time count, there were 3,458 unhoused Vermonters in a single night, including 737 children and 646 Vermonters 55 years old or older.[iv] This number is an undercount, as it reflects only the people who engaged with our state’s dedicated and perpetually under-resourced shelter service providers on the PIT count day. When compared with states across the United States, last year Vermont had the 4th highest rate of unhoused people per capita in the country.[v] And, Vermont’s crisis is getting worse – with an over 300 percent increase in unhoused people between 2020 and 2024.[vi]

Vermont lacks the emergency shelter necessary to meet this need. Vermont’s statewide shelter capacity is 655 households, and all are full.[vii] Because of this gap in shelter availability, the General Assistance Emergency Housing Program, which is only available to Vermonters the state has deemed vulnerable,[viii] remains the vital safety net for thousands of vulnerable unhoused Vermonters. There is literally no safe place for potentially thousands of vulnerable Vermonters to go.

Black Vermonters are significantly less likely to own their home and are unhoused at a staggering rate. In 2023, 74 percent of White Vermonters owned their home compared with just 27 percent of Black Vermonters.[ix] To make matters worse, VSHA’s housingdata.org tracks Vermont’s homeownership rates since 2009, and according to this

data set Black Vermonters saw a six percent decrease in homeownership between 2011 and 2023.[x] In 2024, Black Vermonters were also 5.6 times more likely to be unhoused compared with white Vermonters.[xi] In Chittenden County, Black Vermonters were 6.6 times more likely to be unhoused compared with white Vermonters.[xii] As this data clearly shows, the housing and homelessness crisis has been disproportionately felt by Black Vermonters.

Vermont's housing and homelessness crises will take sustained long-term investments to fully solve. Vermont's housing and homelessness crisis is the result of multiple factors, the core of which is the severe shortage of homes affordable to people with the lowest incomes[xiii] and a widening gap between incomes and housing costs.[xiv] The solution requires sustained long-term investments to ensure perpetually affordable housing, including with any necessary support services, to meet the demand, and to provide the resources necessary to ensure sufficient emergency shelter and supports while we get there. At the same time, we are witnessing actions from the federal administration that threaten the basic foundation of Vermont's and the nation's affordable housing and homelessness prevention and response infrastructure. These actions reinforce the need for Vermont to chart and implement a disciplined plan solving our state's housing and homelessness crisis. The goals, strategies, and outcomes noted below represent HHAV's plan for the next three years to build the foundation necessary for our state to ensure that the fundamental right to housing is enjoyed by all in our state.

Strategic Plan Monitoring, Accountability, and Additional Steps

To achieve the outcomes contained in this plan, in consultation with the HHAV board, HHAV staff will develop annual goals and workplans to move HHAV closer to the three-year outcomes. Each June HHAV staff will develop its annual goals and plan to achieve those goals and present them to the HHAV Board. In addition, HHAV staff will report to the HHAV Board on progress to goals during each HHAV Board meeting. The annual goals outlined in the annual work plans, including HHAV's priorities in the legislature, with LHCs, and organizationally, will serve as the accountability markers for HHAV Board to measure the work of the HHAV Executive Director.

Conclusion

This strategic plan marks the start of a new chapter for HHAV as an organization dedicated to building a Vermont where the fundamental right to housing is enjoyed by all.

References

- [i] Vermont Department of Housing and Community Development, Vermont Housing Needs Assessment: 2025-2029, June 2024, p. 6, available at https://outside.vermont.gov/agency/ACCD/ACCD_Web_Docs/Housing/Housing-Needs-Assessment/2025-2029/VT-HNA-2025.pdf.
- [ii] Id. at p. 5.
- [iii] Id. at p. 13.
- [iv] Housing & Homelessness Alliance of Vermont, et. al., 2024 Vermont's Annual Point-in-Time Count, June 2024, p. 1, available at <https://helpingtohousevt.org/wp-content/uploads/2024/06/2024-PIT-Report-final.pdf>.
- [v] U.S. Dept. of Housing and Urban Development, The 2024 Annual Homelessness Assessment Report (AHAR) to Congress, Part 1 - PIT Estimates of Homelessness, Dec. 2024, p. 76-79, available at <https://www.huduser.gov/portal/sites/default/files/pdf/2024-AHAR-Part-1.pdf>.
- [vi] Supra note 1 at p. 2.
- [vii] See., Vermont Dept. of Children and Families, March 31st Housing Report, p. 13, Mar. 25, 2025, available at <https://legislature.vermont.gov/assets/Legislative-Reports/Act-113-Monthly-Housing-Reporting-3.31.2025.pdf>.
- [viii] Eligibility is limited to: (1) is 65 years of age or older; (2) has a disability that can be documented by: (A) receipt of Supplemental Security Income or Social Security Disability Insurance; or (B) a form developed by the Department as a means of documenting a qualifying disability or health condition that requires: (i) the applicant's name, date of birth, and the last four digits of the applicant's Social Security number or other identifying number; (ii) a description of the applicant's disability or health condition; (iii) a description of the risk posed to the applicant's health, safety, or welfare if temporary emergency housing is not authorized pursuant to this section; and (iv) a certification of a health care provider, as defined in 18 V.S.A. § 9481, that includes the provider's credentials, credential number, address, and phone number; (3) is a child 19 years of age or under; (4) is pregnant; (5) has experienced the death of a spouse, domestic partner, or minor child that caused the household to lose its housing; (6) has experienced a natural disaster, such as a flood, fire, or hurricane; (7) is under a court-ordered eviction or constructive eviction due to circumstances over which the household has no control; or (8) is experiencing domestic violence, dating violence, sexual assault, stalking, human trafficking, hate violence, or other dangerous or life threatening conditions that relate to violence against the individual or a household member that caused the household to lose its housing.
- [ix] Vermont Housing Finance Agency, Homeownership by Race, 2023, available at <https://www.housingdata.org/profile/homeownership-costs/homeownership-by-race>.
- [x] Vermont Housing Finance Agency, Homeownership by Race, 2011 - 2023, available at <https://www.housingdata.org/profile/homeownership-costs/homeownership-by-race>.
- [xi] Supra note 1 at p. 1.
- [xii] Housing & Homelessness Alliance of Vermont, et. al., 2024 PIT Report – Racial Disparity Worksheet, available at <https://helpingtohousevt.org/wp-content/uploads/2024/06/2024-PIT-Report-Race-Disparity-Data.xlsx>.
- [xiii] National Low Income Housing Coalition, No State Has an Adequate Supply of Affordable Rental Housing for the Lowest-Income Renters, available at <https://nlihc.org/gap>.
- [xiv] National Low Income Housing Coalition, How Much Do You Need to Earn to Afford a Modest Apartment in Your State?, available at <https://nlihc.org/or>.