

# **Municipality of Anchorage**

## **Ten-Year Plan on Homelessness**

**January 11, 2005**

**Prepared by the**

**Mayor's Task Force on Homelessness**

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## **Mayor's Task Force on Homelessness Members**

### **Hilary Morgan, Chair**

#### Business Community

Becky Beck, Anchorage Downtown Partnership  
Susan Kaer, Chamber of Commerce, c/o Ramada Inn Anchorage Downtown  
Robert Klein, Alcohol Beverage Control Board  
Ed O'Neill, Anchorage Responsible Beverage Retailers Association, Inc.  
Rod Pfeleger, CHARR c/o Northwest Cruiseship Association

#### Community-Based Organizations/Neighborhoods

Kim MacBeath, Federation of Community Councils

#### Education

Janet Levin, Anchorage School District

#### Faith Community

Connie Jones, Interfaith Council, c/o St. Mary's Episcopal Church

#### Funders

Michele Brown, United Way  
George Hieronymus, Rasmuson Foundation  
Gail West, US Department of Housing and Urban Development  
Kris Duncan, Alaska Housing Finance Corporation  
Jeff Jessee, Alaska Mental Health Trust Authority

#### Health Care

Connie Markis, Anchorage Neighborhood Health Center  
Chanda Peet, Southcentral Foundation, Behavior Health Division

#### Homeless/Formerly Homeless

Lisa Bassett  
Kim Clark  
Cary Sinnott, Smith Barney, Inc.

#### Public Safety

Derek Hsieh, Anchorage Police Department

#### Social and Housing Services Providers

Hilary Morgan, Homeward Bound, RurAL CAP

#### State and Local Government

Barbara Jones, Anchorage Equal Rights Commission  
Frank Peratrovich, Dept of Behavioral Health, State of Alaska  
Wanda Smith, Housing and Neighborhood Development Commission  
Sandy Stone, Department of Health and Human Services, MOA

### **Staff**

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#### Office of the Mayor

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## **Introduction**

In 2004, Anchorage joined many cities throughout the country in taking a major step towards addressing the issues and impacts of homelessness. In response to requests from the business and social services sectors, the Mayor's Office joined forces with the community and formed the Mayor's Task Force on Homelessness (Task Force). In January 2004, the Task Force was given an ambitious and critical task: to study homelessness in Anchorage and develop a ten-year plan to address it, and to complete the process by the end of the year.

### **Who we are**

The Task Force consisted of twenty-four members appointed by the Mayor to represent various sectors of the community. This allowed for a broad spectrum of the community to be represented as many individuals on the Task Force represented several areas impacted homelessness. The community sectors represented were: homeless individuals, local, state and federal governments, educational institutions, social service providers, neighborhoods, businesses, law enforcement, communities of faith, health care, and funders. The Task Force was formed as a subcommittee of the existing Housing and Neighborhood Development Commission, and is staffed by the Division of Community Development, Office of Economic and Community Development.

### **The process**

In the first quarter, Task Force meetings were dedicated to understanding the various aspects and impacts of homelessness in Anchorage, using a four-step process. First, Task Force members heard presentations by social service providers on five different sub-populations:

- Families with children
- Domestic violence/sexual assault victims
- Singles (situational)
- Singles (special needs and chronic)
- Youth

Second, Task Force members heard from community sectors on their perception of the impact of homelessness on those sectors: ie, the costs, quality of life, and logistical issues associated with Anchorage's homeless population. Experts from the following sectors each presented:

- Neighborhoods (community councils)
- Businesses (Downtown partnership)
- Health System (Hospitals, ANHC, DHHS)
- School District
- Safety (fire and police)

Third, Task Force members devoted one full meeting to public testimony from the general public, asking people to give their vision for Anchorage vis a vis homelessness for the year 2015. At that public testimony, task force members heard from several homeless, formerly homeless individuals, and residents of neighborhoods impacted by homelessness.

To complete the education of the Task Force, members were given targeted readings in between meetings on other communities' homeless plans, historical and statistical information about homelessness in Anchorage, newspaper and magazine articles, and existing relevant plans developed in Anchorage, such as the Comprehensive Plan *Anchorage 2020* and the Continuum of Care's "Exhibit 1". At the start of each meeting, Task Force members were asked to take 15 to 30 minutes to discuss their impressions of the readings and the previous meeting's lessons.

During the second and third quarters, the Task Force used the information and knowledge it collected to create a vision statement, 10-Year goals and action steps to address homelessness in ten years. The vision for Anchorage in the year 2015 is one that will serve the needs of the community well and that members endorsed as plausible yet ambitious:

***In ten years, the homeless of Anchorage will be connected with a way to secure safe and affordable housing within three months being identified by any provider of homeless services.***

To create Goals and Action Steps to attain the vision, the Task Force identified five strategic areas:

- Affordable Housing
- Coordinated intake and referral to housing
- Supportive services
- Prevention
- Statutory issues/government position

Subgroups formed around these strategic areas to study and develop ten-year goals, action steps and performance measures to achieve the vision. These groups met over a four-month time period.

As goals and action steps were developed by individual subgroups, each groups' work was submitted to the entire Task Force for discussion, suggestions, and revision. Overlapping Action Steps were combined, and the Task Force worked as a body to assign responsible entities to carry out each of the Action Steps slated for Year One. The final product is one that represents each subgroups' diligent independent work, with approval of the whole. The final Action Steps are organized under the following headings:

- Implementation and Policy
- Community and Neighborhood Impact
- Seamless Community Approach to Service Delivery and Analysis
- Seamless Community Approach to Funding
- Enabling Housing First: Social Services/Case Management
- Housing Production and Preservation
- Subsidized Housing
- Checking In

The Task Force held a second public hearing on the Plan on October 26, 2004 at which it heard from a variety of business members, neighborhood residents, social service providers, homeless and formerly homeless individuals. Following the public hearing the Task Force came to consensus on its final recommendations. This final plan is strongly supported by the Mayor, was endorsed by the Housing and Neighborhood Development Commission on November 10, 2004, and approved unanimously the Municipal Assembly on January 11, 2005<sup>1</sup>.

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<sup>1</sup> Assembly Ordinance No. 2004-180 *As Amended*

## Our Vision

*In ten years,  
the homeless of  
Anchorage will be  
connected with a way to  
secure safe and  
affordable housing within  
three months of being  
identified by any provider  
of homeless services.*

**Housing:**

Develop 500 new housing units affordable to households at or below 50 percent of the median income.

**Public Policy:**

Identify and eliminate statutory, regulatory, policy and other barriers and, educate the public about homelessness.

**Prevention:**

Promote prevention as the most effective and economically efficient path toward secure, safe and affordable housing for all.

**Targeted Case Intervention:**

Provide adequate support services for individuals and families to survive and succeed on their own or in the least restrictive environment of their choice.

**Information Management:**

Develop and implement a coordinated and comprehensive intake, eligibility, discharge, and housing barriers assessment system.

# Mayor's Task Force on Homelessness

## Action Steps

<i>Year One</i>					
<i>Responsible Party*</i>	<i>Action Steps</i>				
<b>Implementation and Policy</b>					
Mayor's Office	1.1.a. <b><u>Oversight Board.</u></b> Mayor appoints a five-member Oversight Board with broad-based composition and representing various sectors, to track progress and implementation of the Mayor's Task Force on Homelessness goals and action steps. This function is established by Municipal Ordinance.	1.3.a. <b><u>Oversight Board Transition.</u></b> Role and responsibilities of five-member oversight board transitioned and assumed by HAND Commission, by Municipal Ordinance.	1.5.a. <b><u>Oversight Board Reassessment.</u></b> Oversight Board completes a re-assessment of Plan on Homelessness.	1.10.a. Continuation of All Year Five Action Steps	
Mayor's Office	1.1.b. <b><u>Senior Level Homelessness Staff.</u></b> A senior-level staff person in the Mayor's office is appointed to work with Oversight Board and will oversee a public communication campaign. This staff person coordinates with state and federal Interagency Councils on Homelessness, with homeless providers, advocates and other entities locally.	1.3.b. <b><u>Action Step Assignments.</u></b> Oversight Board convenes to assign Responsible Parties to Year Three Action Steps by end of Year Two.	1.5.b. <b><u>Community-Wide Implementation.</u></b> Action steps recommended by the Task Force will be fully incorporated into the Municipality's, agencies' and partners' programs and will be the rule of thumb in dealing with homelessness.		
CDD	1.1.c. <b><u>White Paper.</u></b> Create a White Paper from the final Task Force report for coordinated use by homeless providers and advocates, and use it to market the Task Force action steps to funders, policy makers, agencies, community groups and others.	1.3.c. <b><u>Public Communication Campaign.</u></b> Maintain and expand public communication campaign (see 1.1.b)			
Mayor's Office	1.1.d. <b><u>Speakers' Bureau.</u></b> Create a speakers' bureau from members of the Task Force and other partners to promote the action steps among community entities; train the speakers' bureau members.	1.3.d. <b><u>White Paper.</u></b> Update White Paper (see 1.1.c)			
AAHP	1.1.e. <b><u>Ensuring Participation.</u></b> The Mayor's Office, Homeless Services Forum and the Affordable Housing Partnership each take leadership roles in endorsing broad-based participation (agencies, faith-based organizations, housing and health care providers, etc...) in developing and test-driving the housing barriers assessment and referral system.	1.3.e. <b><u>Speakers' Bureau.</u></b> Maintain and expand speakers' bureau (see 1.1.d)	1.5.c. <b><u>Public Communication Campaign.</u></b> Maintain and expand public communication campaign (see 1.1.b)		
	1.1.f. <b><u>Review Plan.</u></b> Review annual progress reports, and through the municipal budget process, appropriate funds to carry out the Municipality's commitment to the Plan.	1.3.f. <b><u>Ensuring Participation.</u></b> Endorse participation in housing barriers assessment and referral system (see 1.1.e)	1.5.d. <b><u>White Paper.</u></b> Update White Paper (see 1.1.c)		
		1.3.g. <b><u>Review Plan.</u></b> Review annual progress reports, and through the municipal budget process, appropriate funds to carry out the Municipality's commitment to the Plan.	1.5.e. <b><u>Speakers' Bureau.</u></b> Maintain and expand speakers' bureau (see		

<i>Responsible Party*</i>	<i>Year One Action Steps</i>	<i>Year Three Action Steps</i>	<i>Year Five Action Steps</i>	<i>Year Ten Action Steps</i>
	<p><b><u>Performance Measures</u></b>  <i>Deliverables: five-member oversight board appointed and active, senior level Mayor’s staff person, white paper, speakers bureau, public relations campaign including Mayor’s Office, Homeless Services Forum, Affordable Housing Partnership, others.</i></p>	<p><i>Annual Progress Report format designed and used for reporting to the community, Assembly and the Mayor.</i></p>	<p>1.1.d)  1.5.f. <b><u>Ensuring Participation.</u></b>  Endorse participation in housing barriers and referral system (see 1.1.e)  1.5.g. <b><u>Review Plan.</u></b> (See 1.3.g.)</p>	

**Community/Neighborhood Impact**

Bean’s Café (DTP as support)	2.1.a. <b><u>Daytime Respite/One-Stop Engagement.</u></b> Reduce the day-time impact of the homeless on neighborhoods by providing a daytime respite area at Bean’s Café or other like-location. Area also engages the homeless with “one-stop” access to resources and/or information to overcome housing barriers (next years, see 2.3.a).	2.3.a. <b><u>Daytime Respite/One-Stop Engagement.</u></b> Reduce the day-time impact on neighborhoods by moving Crossover House (SCC’s Homeless Outreach Program), or other appropriate facility back downtown and open access to all homeless Alaskans. Rotate staff of this new drop-in center with staff from all of the service providers in the area, increasing the chances of engaging the reluctant client, and the buy-in by various providers (continuation of 2.1.a).	2.5.a. <b><u>Daytime Respite/One-Stop Engagement.</u></b> New Crossover House, or other appropriate entity, is the central HMIS gathering station and is open 24 hours a day.
Homeward Bound (ARBRA as support)	2.1.b. <b><u>High Impact Camp Outreach.</u></b> Design pilot program to bring together case managers and neighborhood clean-up efforts to identify and work with campers to find safe, permanent housing alternatives to the top 5 highest impact “camps” in Anchorage.	2.3.b. <b><u>High Impact Camp Outreach.</u></b> Continue program to bring together case managers and neighborhood clean-up efforts to identify permanent housing for homeless occupying high-impact “camps” (2.1.b).	2.5.b. <b><u>High Impact Camp Outreach.</u></b> Continue program to bring together case managers and neighborhood clean-up efforts together to identify and address high impact “camps” in Anchorage.
Continuum of Care	2.1.c. <b><u>Capital Funds for Dispersed Facilities.</u></b> Encourage funders to consider additional funding to allow for higher capital costs associated with dispersing facilities throughout Anchorage.	2.3.c. <b><u>Mobile Case Management.</u></b> Reach people living in non-housing, such as cars, through	
ASD/Child in Transition	2.1.d. <b><u>ASD Link to Housing First.</u></b> Educate/engage School Board on housing issues and pursue a School Board resolution		

<i>Year One</i>				<i>Year Ten Action Steps</i>
<i>Responsible Party*</i>	<i>Action Steps</i>		<i>Year Three Action Steps</i>	<i>Year Five Action Steps</i>
MOA/ Planning	<p>acknowledging relationship between student success and housing.</p> <p>2.1.e. <b>Impact Map.</b> Map the location of services to manage and balance service effectiveness and minimize negative neighborhood impact.</p> <p><b><u>Performance Measures</u></b>  <i>Complete demonstration pilot program design, including camp identification and all funding, case management, security, neighborhood and clean-up partners, address 5 high impact camps. Neighborhood map of beds and services updated quarterly.</i></p>	<p>2.3.d. mobile case managers (see 5.3.d and e). <b>ASD Link to Housing First.</b> ASD will develop outreach and referral system to be coordinated with student enrollment.</p> <p>2.3.e. <b>Title 21/Fair Housing.</b> Title 21 will be consistent with the Federal Fair Housing Act.</p> <p><i>Number of “camps” assessed (all residents receive housing barrier assessments) and number of “camp” residents provided with way to secure housing within 3 months. (goal = 10 camps)</i>  <i>Restrictive zoning code requirements are eliminated. # daily visitors to new Crossover House , or similar % daily visitors to new Crossover House, or similar, that have undergone housing barriers assessment and either have secure housing, or have housing barriers identified.</i>  <i># mobile case managers</i></p>	<p>2.5.c. <b>Mobile Case Management.</b> Mobile case managers continue outreach to cars and camps (2.3.c).</p> <p><i>Number of “camps” assessed (all residents receive housing barrier assessments) and number of “camp” residents provided with way to secure housing within 3 months. (goal = all high impact camps addressed)</i>  <i>Same measures as Year Three</i></p>	<p><i>Same measures as Year Five</i></p>

### Seamless Community Approach to Service Delivery and Analysis

DHHS/HSF	<p>3.1.a. <b>Coordinated Housing Barrier Assessments.</b> Develop a tool (form) for use by the community as a common intake, eligibility, discharge (includes evictions), and housing barriers assessments (expands HMIS beyond “Service Point”) in Year 1.</p> <ul style="list-style-type: none"> <li>▪ Gather examples of such forms from other communities.</li> <li>▪ Convene workgroup consisting of HMIS developer, case managers and program directors to share current intake information requirements, and get buy-in for common intake and referral forms, and get buy-in for providers to see that a housing barriers assessment/referral is done at discharge (ie discharge from API, eviction from a subsidized housing program or public housing, etc...) Workgroup may be convened in conjunction with Homeless Services Forum or Case Managers group.</li> <li>▪ Because HMIS will not be implemented community-wide</li> </ul>	<p>3.3.a. <b>Coordinated Housing Barrier Assessments.</b> Implement the tool (form) developed in year one. All service providers, housing shelters, ASD, and mainstream programs will be using a single tool to determine eligibility for and most appropriate use of programs and services. Information on housing barriers and resources available to address them will be aggregated based on this tool and shared on a real-time basis (see 3.1.a). Information will also be used to target resources towards service gaps (see 5.3.b.).</p> <p>3.3.b. <b>Coordinated Admittance and Evictions.</b> Coordinated admittance and eviction policies</p>	<p>3.5.a. <b>Coordinated Housing Barrier Assessments.</b> Common assessment system is fully integrated into the electronic and web-based Homeless Management Information System (HMIS)</p> <p>3.5.b. <b>Daytime Respite/One-Stop Engagement.</b> New Crossover House, or other appropriate</p>	<p>3.10. a. <b>Dial 2-1-1.</b> Coordinate resources to provide for a “2-1-1” statewide telephone information system. Definition: 2-1-1 is a statewide 3-digit</p>
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<i>Year One</i>				
<i>Responsible Party*</i>	<i>Action Steps</i>	<i>Year Three Action Steps</i>	<i>Year Five Action Steps</i>	<i>Year Ten Action Steps</i>
United Way	<p>immediately, design a methodology for providing referrals across programs, using this tool in the interim.</p> <ul style="list-style-type: none"> <li>Design system for inputting information gathered from the tool to quantify, community-wide, the gaps between people's barriers to housing, and the resources needed to overcome them.</li> <li>System will be implemented as soon as possible, and incorporated into the more formal Homeless Management Information System (HMIS) when that system is available. Therefore, this system must be coordinated closely with HMIS development and decision making.</li> </ul> <p>3.1.b. <b><u>Infrastructure and Support for Coordinated Housing First Approach.</u></b> Develop a partnership between United Way (AK Info) and DHHS to provide infrastructure to the community that supports common resource referrals, intake and training and technical assistance:</p> <ul style="list-style-type: none"> <li>United Way will implement a state-wide web-based community resource system ("Community Point"), and house an Information and Referral Manager to ensure the accuracy and timeliness of this web-based resource.</li> <li>DHHS will provide a Coordinator to provide on-going training and technical support to participants in the common referral and housing barrier assessment system (and HMIS).</li> </ul>	<p>will be in use.</p> <p>3.3.c. <b><u>Homeless Indicators.</u></b> Selected indicators/data gathered through this approach is available within 30 days of end of quarter (see "Homeless Indicators" in "Checking In" section).</p> <p>3.3.d. <b><u>Service Providers' Meetings.</u></b> Quarterly meeting of service providers where data gathered through housing barriers form and HMIS is "fed back" to fine-tune policies, identify gaps and redundancies in services, assess changing homeless risks, share ideas on best practices. Meeting may also address implementation and maintenance issues that arise or set up separate worksessions to do so (i.e. obstacles related to information sharing, etc...)</p> <p>3.3.e. <b><u>ASD and Housing First Link.</u></b> Create a mechanism to link ASD data (DOE) with HMIS data and include individuals identified as homeless by ASD in Continuum of Care gaps analysis.</p>	<p>facility, is the central HMIS gathering station.</p> <p>3.5.c. Continuation of 3.3.a, b, c, and d</p>	<p>telephone number for health and human services information and referral resources.</p>
Mayor's Office	<p>3.1.c. <b><u>Common Definition of Homelessness.</u></b> Voice support at the U.S. Conference of Mayors for creating a single definition of homelessness for use in all McKinney Act programs.</p> <p><b><u>Performance Measures</u></b>  <i># resources up to date on Community Point, Community Point hits, % Community Point entries updated on a regular basis (quarterly) Common intake and housing barriers assessment elements identified.</i>  <i># and % of programs for which program-specific requirements and eviction standards identified (Goal=100%)</i>  <i>Platform for US Conference of Mayors provided to Mayor</i>  <i>Housing Barriers referral system in draft form</i></p>	<p><i>% service providers using common form (goal = 100% of housing/shelter providers, 75% others)</i>  <i>% Community Point entries updated regularly (quarterly)</i>  <i>Quarterly meetings of service providers provides data feedback</i></p>	<p><i>% of service providers full partners and linked to HMIS (goal= 75%)</i>  <i>% Community Point entries updated quarterly</i>  <i>Quarterly meetings of service providers provide data feedback</i></p>	<p><i>% of service providers, full partners and linked to HMIS (goal =100%).</i>  <i>211 system defined and implemented</i></p>

		<i>Year One</i>					<i>Year Ten</i>
<i>Responsible Party*</i>	<i>Action Steps</i>				<i>Year Three Action Steps</i>	<i>Year Five Action Steps</i>	<i>Action Steps</i>
							<i>Other measures same as Yr. 5</i>
<b>Seamless Community Approach to Funding</b>							
CDD	4.1.a.	<b><u>White Paper.</u></b> Create a white paper for coordinated use by homeless providers and advocates from the final Task Force report, and use it to market the Task Force action steps to funders, policy makers, agencies, community groups and others.	4.3.a.	<b><u>Services and Funding Responsive to Need.</u></b> Direct/redirect resources to overcoming housing barriers, with emphasis on homeless prevention, housing first, and long-term housing sustainability.	4.5.a.	<b><u>HMIS Participation.</u></b> State, HUD, MOA and private funders to require entry of client data into the HMIS as part of all grant applications and awards related to homelessness.	Continue Year Five Action Steps
Oversight Board	4.1.b.	<b><u>State Funding.</u></b> The Municipality and its partners will work with the state's Interagency Council on the Homeless, legislators and stakeholders to assure those making funding decisions understand the impact of those decisions.	4.3.b.	<b><u>Appropriate Housing Production Incentives.</u></b> Encourage funders to incorporate funding preferences that encourage affordable one- and four-bedroom units within the Municipality of Anchorage.			
CDD/HAND	4.1.c.	<b><u>Affordable Housing Funds.</u></b> Research models for new affordable housing resources, such as a Housing Trust Fund, Bed Tax contributions, and tax credits to hotels that house homeless families during the school year.	4.3.c.	<b><u>Housing Trust Fund.</u></b> Create a Housing Trust Fund that contributes to affordable housing locally.	4.5.b.	<b><u>Community-Wide Implementation.</u></b> Action steps recommended by the Task Force will be fully incorporated into the Municipality's, agencies' and partners' programs and funding decisions and will be the rule of thumb in dealing with homelessness.	
Continuum of Care	4.1.d.	<b><u>Prevention.</u></b> Identify, coordinate and advocate for top priority service prevention.	4.3.d.	<b><u>Emergency Housing Fund.</u></b> Continue and expand Emergency Housing Fund from public private donors for homeless prevention, link to needs identified in Housing Barrier Assessment system. Municipality of Anchorage provides \$150,000 in challenge grant funds towards Emergency Housing Fund (4.1.d).			
Chamber of Commerce	4.1.e.	<b><u>Emergency Housing Fund.</u></b> Develop an Emergency Housing fund from public and private donors for homeless prevention.	4.3.e.	<b><u>Capital Funds for Dispersed Facilities.</u></b> Encourage funders to consider additional funding to allow for higher capital costs associated with dispersing facilities throughout Anchorage (4.1.e.).	4.5.c.	Continue 4.3.a,c,d,e and f	
Continuum of Care	4.1.f.	<b><u>Capital Funds for Dispersed Facilities.</u></b> Encourage funders to consider additional funding to allow for higher capital costs associated with dispersing facilities throughout Anchorage.	4.3.f.	<b><u>Mobile Case Management.</u></b> Funding for case management includes case management training and travel to bring case management to the client.			
<b><u>Performance Measures</u></b>							

<i>Year One</i>				<i>Year Ten</i>
<i>Responsible Party*</i>	<i>Action Steps</i>	<i>Year Three Action Steps</i>	<i>Year Five Action Steps</i>	<i>Action Steps</i>
	<i># of funding boards/decision makers that have been presented with Homeless Action Steps/white paper and what they can do to contribute.</i>	<i># of funding boards/decision makers that identified and implemented methods to support Homeless Action Steps. \$ for which funding decisions are made locally and in accordance with Homeless Action Steps. \$ in Housing Trust Fund and Emergency Housing Fund # mobile case managers</i>	<i>Same as Year Three</i>	<i>Same as Year Five</i>

**Enabling Housing First: Social Services/Case Management**

CSS/SCF	5.1.a. <b>Case Management Inventory.</b> Inventory case management resources currently available, including: <ul style="list-style-type: none"> <li>• Eligible and ineligible clientele</li> <li>• Time limits</li> <li>• Eligible and ineligible services</li> <li>• Hours and location of case management services (including if services are mobile or not)</li> <li>• Related resource specialties</li> <li>• Restrictions on referrals</li> <li>• Provide information for inclusion in web-based “Community Point”</li> <li>• Who is turned away</li> <li>• # clients/case worker, average time it takes to find way to affordable housing</li> </ul>	5.3.a. <b>Coordinated Housing Barrier Assessments.</b> All case managers are assessing clients’ housing barriers, using common elements/form. 5.3.b. <b>Services and Funding Responsive to Need.</b> Through aggregation of housing barriers assessments, identify gaps in services necessary to attain/retain housing and direct resources to these services. Identify funding sources, services and service providers that are not effectively addressing housing barriers. Consider redirecting resources accordingly. 5.3.c. <b>Infrastructure and Support for Coordinated Housing First Approach.</b> Community-wide housing barrier assessments and resources training for case managers established and maintained.	5.5.a. Continuation of Year Three	Continuation of Year Five
CSS/SCF	5.1.b. <b>Timely Case Management.</b> Identify where (for example, which shelters) clients are receiving case management within 72 hours of admission and where they are not.	5.3.d. <b>Mobile Case Management.</b> Encourage the use of mobile case managers with vehicles for offices, wireless laptops and cell phones for communication, that can go to where the homeless/at risk are, reducing the need for homeless/at-risk to travel for services.		
CSS/SCF	5.1.c. <b>Case Management Client Reach.</b> Identify which homeless groups are currently receiving case management and which are not.	5.3.e. <b>Mobile Case Management.</b> Reach people living in non-housing, such as cars, through mobile case managers.		
CSS/SCF	5.1.d. <b>Case Management Inventory Analysis.</b> Identify gaps/redundancies in case management.			
HSF	5.1.e. <b>Anonymous Mail and Voice Mail Options.</b> Encourage all emergency and transitional housing programs to provide mail addresses and telephone messaging systems for use by clients			

<i>Year One</i>				<i>Year Ten</i>
<i>Responsible Party*</i>	<i>Action Steps</i>	<i>Year Three Action Steps</i>	<i>Year Five Action Steps</i>	<i>Action Steps</i>
	<p>that are unrecognizable as the location of a homeless shelter or a social services provider (ie PO box instead of street address and generic voice mail instead of phones answered by shelter staff).</p> <p><b><u>Performance Measures</u></b>  <i>Summary report on case management for homeless/near homeless in Anchorage, including case management gaps and resources</i>  <i>% and number of shelter sites providing anonymous voice mail and mail addresses for clients.</i></p>	<p><i>Percent of all homeless beds committed to assessing clients' housing barriers within 72 hours of admittance and providing that information in a uniform format for analysis (goal = 80%).</i>  <i>Related service providers also begin to use the housing barriers assessment.</i>  <i>% and number of case managers who have received community housing barrier assessment and resources training (goal = 80%)</i>  <i>% of referrals that result in housing barrier being addressed</i>  <i>Average time household is homeless before secure housing is attained.</i></p>	<p><i>Percent of all homeless beds have committed to assessing clients' housing barriers within 72 hours of admittance and providing that information in a uniform format for analysis (goal = 100%)</i>  <i>Related service providers also use the housing barriers assessment.</i>  <i>Other performance measures same as Year Three</i></p>	<p><i>Same as Year Five</i></p>
<b>Housing Production and Preservation</b>				
CDD/HAND	6.1.a. <b><u>Housing Production.</u></b> Create 20 new affordable housing units.	6.3.a. <b><u>Housing Production.</u></b> Create 140 additional affordable housing units.	6.5.a. <b><u>Housing Production.</u></b> Create 140 additional affordable housing units.	6.10.a. <b><u>Housing Production.</u></b> Create 200 additional affordable housing units.
CDD/HAND	6.1.b. <b><u>HOME.</u></b> Dedicate HOME Investment Partnerships Program funds from the Municipality of Anchorage to production of affordable rental housing units.	6.3.b. <b><u>Affordable Housing Developers.</u></b> Identify developers willing to build housing units available and affordable to individuals and families at or below 50% of AMI.	6.5.b. <b><u>Land for Housing.</u></b> Dedicate publicly owned lands for affordable housing development by private developers.	6.10.b. <b><u>Mixed Income Housing.</u></b> Build
CDD/HAND	6.1.c. <b><u>Appropriate Housing Production Incentives.</u></b> Through a subcommittee of the HAND Commission or the Affordable Housing Partnership, identify resources to encourage/require one-bedroom and four-bedroom unit affordable rental unit production.	6.3.c. <b><u>Mobile Home Parks.</u></b> Create a mechanism to assure manufactured housing and mobile home parks remain viable, long-term affordable housing option.	6.5.c. <b><u>Inclusionary Housing Ordinance.</u></b> Encourage	
HLB	6.1.d. <b><u>Municipal Development Authority.</u></b> Create a development authority within the Municipality of Anchorage from the	6.3.d. <b><u>Title 21/Fair Housing.</u></b> Title 21 will be consistent with the Federal Fair Housing Act.		

<i>Year One</i>					
<i>Responsible Party*</i>	<i>Action Steps</i>		<i>Year Three Action Steps</i>	<i>Year Five Action Steps</i>	<i>Year Ten Action Steps</i>
CDD/HAND	6.1.e. current Heritage Land Bank. <b>Mobile Home Parks.</b> Convene a subcommittee of the HAND Commission to address the status of mobile home parks and manufactured housing in Anchorage. Subcommittee shall look at the status of lands currently used, land owners, zoning, available financing, and any other information necessary, develop method for identifying “at risk” and “secure” factors to describe park status.	6.3.e. <b>IDA.</b> Several IDA programs will be in place 6.3.f. Continue 6.1.b, f and g		all developers to set aside a percentage (i.e. 2%) of total development as affordable housing units.	incentives and partnerships that create mixed-income housing developments across the Municipality
ACHH	6.1.f. <b>Project Based Rental Subsidy.</b> Promote reinstatement of the project-based rental subsidy program with HUD.			6.5.d. <b>Appropriate Housing Incentives.</b> Create incentives through local tax breaks or other means to encourage affordable four-bedroom units.	6.10.c Continue Year Five Action Steps
Mayor’s Office	6.1.g. <b>AHFC Funding for Housing.</b> Encourage the State of Alaska to allow AHFC to direct more/all of its resources to affordable housing.				
Mayor’s Office	6.1.h. <b>Economic Development and Housing Link.</b> Research methods of addressing the negative impact of low-wage business developments in Anchorage, including employer-provided housing subsidies for low-wage workers, impact taxes, tax incentives, or streamlined permitting processes.			6.5.e. <b>Mobile Home Parks.</b> Stabilize at least one mobile home park as a viable, long term affordable housing option in Anchorage. 6.5.f. Continue 6.1.b, f and g	
<b>Performance Measures</b> # Affordable units produced, by bedroom size (goal = 20) # mobile home units, units “at risk”, units “secure” Affordable units produced/preserved by for-profit private developers Testimony specific to AHFC’s resource allocations and Mayor’s Task Force on Homelessness recommendations presented at Interagency Council on Homelessness October 11, 2004			# Affordable units produced, by bedroom size # mobile home units, units “at risk”, units “secure” Affordable units produced/preserved by for-profit private developers	Same as Year Three	Same as Year Five (cumulative goal=500 new affordable units)
<b>Subsidized Housing</b>					
ANHS	7.1.a. <b>Homeownership Programs.</b> Work with existing homeownership programs to target families currently using rental subsidies (vouchers or project-based), in an effort to		7.3.a. <b>Hard to House.</b> Change admittance and eviction criteria in rental subsidy programs (especially Public Housing and Housing Choice Vouchers)	Same as Year Three	Same as Year Five

<i>Year One</i>				
<i>Responsible Party*</i>	<i>Action Steps</i>	<i>Year Three Action Steps</i>	<i>Year Five Action Steps</i>	<i>Year Ten Action Steps</i>
Mayor's Office	7.1.b. <b>Housing Choice Vouchers and Public Housing.</b> No net loss of Housing Choice Vouchers and Public Housing available in Anchorage and promote the award of addition increments of Housing Choice Vouchers to meet existing need.	to allow access by the hard-to-house homeless. Link these more accessible subsidies with supportive case management and eviction prevention services to ensure/"guarantee" successful tenancy.		
United Way	7.1.c. <b>Housing Point.</b> Identify resource for implementing "Housing Point" or similar system for maintaining a community-wide inventory of housing units on a real-time basis.	7.3.b. <b>Project Base Housing Choice Vouchers.</b> Project-Base 20% of all Housing Choice Vouchers in Anchorage for properties that primarily serve people who are in need of supportive services and/or case management to remain successful tenants.		
ACHH	7.1.d. <b>Maximize 811 Program Housing Production.</b> Ensure an Anchorage application for 811 and 202 units (housing for people with disabilities, housing for seniors, respectively) every year HUD makes such funding available. Promote an increase of allotted 811 units for Alaska with HUD.	7.3.c. <b>Tenant Education.</b> Tenant-education/"good tenant" certification and guarantee program established.		
Continuum of Care	7.1.e. <b>Transitional Housing.</b> Identify gaps (#beds) in successful transitional housing programs in Anchorage for youth, victims of domestic violence and the chronic homeless.	7.3.d. <b>Eviction Prevention.</b> Establish a special needs eviction prevention clearinghouse resource ("Housing advocate", or "ombudsman"), encourage households and landlords to contact this source before evictions, consider putting this step in lease.		
United Way	7.1.f. <b>Fresh Start Initiative.</b> Develop a Fresh Start Initiative where the homeless design and run pilot programs that reduce homelessness.	7.3.e. <b>Transitional Housing.</b> Expand transitional housing options as identified in 7.1.e. 7.3.f. <b>Housing Point.</b> Housing Point or similar is implemented. 7.3.g. <b>Housing Choice Voucher Landlord Participation.</b> AHFC's landlord outreach program encourages Housing Choice Voucher acceptance and promotes eviction prevention strategies (mediation, problem solving, negotiation) 7.3.h. Continue 7.1.a, b, d, e and f		
	<b><u>Performance Measures</u></b> # Housing Choice Vouchers, # public housing units in Anchorage # units subsidized so that residents pay 30% of income, income	% Housing Choice Vouchers dedicated to supportive housing project-based developments in Anchorage	Same as Year Three	Same as Year Five

<i>Year One</i>				<i>Year Ten</i>
<i>Responsible Party*</i>	<i>Action Steps</i>	<i>Year Three Action Steps</i>	<i>Year Five Action Steps</i>	<i>Action Steps</i>
	<p><i>levels of families in these units</i></p> <p><i>Resource identified for implementing Housing Point or similar system</i></p>	<p><i>Housing Point or similar implemented.</i></p> <p><i>% units in Housing Point</i></p> <p><i>Housing Point “hits”</i></p> <p><i>% units in Housing Point that accept Housing Choice Vouchers</i></p> <p><i>Eviction ratio reduced in Housing Choice Vouchers units (goal = ___evictions/___all Housing Choice Vouchers)</i></p> <p><i># hard to house (high housing barrier assessments) individuals/households receiving “good tenant” certifications/guarantees</i></p>		

**Checking In**

AAHP	8.1.a. <b>Affordable Housing Inventory.</b> Alaska Affordable Housing Partnership is the conduit for sharing information on gains and losses in Anchorage affordable housing units at each quarterly meeting.	8.3.a. <b>Best Practices.</b> Continue to research best practices and additional funding opportunities to further the action steps developed by the Task Force.	Same as Year Three	Same as Year Five
CDD (AHFC as support)	8.1.b. <b>Homeless Indicators.</b> Develop a “Homeless Indicators” tool to track progress, performance measures, and relationship between homelessness, affordable housing and low-wage jobs through 1) identification of relevant indicators (i.e. time to secure hsg., # low-wage jobs, homeless shelter counts, and #s on Housing Choice Voucher wait list including unsuccessful shoppers), and 2) regular examination of these indicators (i.e. at quarterly Alaska Affordable Housing Partnership meetings and/or monthly Homeless Services Forum meetings).	8.3.b. <b>Data Feed-Back.</b> Quarterly meeting of service providers where data gathered through housing barriers form and HMIS is “fed back” to fine-tune policies, identify gaps and redundancies in services, assess changing homeless risks, share ideas on best practices.		
Oversight Board	8.1.c. <b>Checking In.</b> Annually, or more often, Oversight Board will complete a review of the Plan. Review will include a summary of accomplishments, suggestions for Plan updates, and a reunion of Task Force members at an open house at a place convenient to and commonly frequented the homeless (such as Bean’s Café) with opportunity for public input.	8.3.c. <b>Homeless Indicators.</b> “Homeless Indicators” are compiled on a real time basis where locally tracked and otherwise possible – i.e. available to the community within 30 days of the end of each quarter.		
		8.3.d. <b>Checking In.</b> Continuation of 8.1.c.		

<i>Responsible Party*</i>	<i>Year One Action Steps</i>	<i>Year Three Action Steps</i>	<i>Year Five Action Steps</i>	<i>Year Ten Action Steps</i>
	<p>Based on this review, the Oversight Board will provide an update to and invite feedback from the HAND Commission, Mayor, Assembly and Federation of Community Councils.</p> <p><b><u>Performance Measures</u></b>  <i>Homeless indicators tool developed</i>  <i># Federation of Community Council and individual Community Council meetings, meetings with Mayor, and Assembly attended to discuss progress, hear comments.</i></p>	<p><i>Quarterly meetings established where data-based feedback from previous quarter is provided to service providers and relevant best practices are discussed.</i></p>	<p><i>Same as Year Five</i></p>	<p><i>No more than 3 months for all homeless to find a way to secure safe and affordable housing.</i></p>

\*Glossary of “Responsible Party” Abbreviations

ACHH	Alaska Coalition for Housing and Homelessness, staffed by AHFC
AHFC	Alaska Housing Finance Corporation
AAHP	Alaska Affordable Housing Partnership, staffed by HUD
ANHS	Anchorage Neighborhood Housing Services, a non-profit housing organization
ARBRA	Alaska Responsible Beverage and Retail Association
ASD	Anchorage School District
Continuum of Care	Voluntary, open-membership group of homeless service providers and others that participate in annual homeless planning
CDD	Community Development Division, Office of Economic and Community Development, Municipality of Anchorage
CSS	Catholic Social Services, a non-profit organization
DHHS	Department of Health and Human Services, Municipality of Anchorage
DTP	Downtown Partnership
FCC	Federation of Community Councils
HAND	Housing and Neighborhood Development Commission, a Municipal commission
HLB	Heritage Land Bank, Office of Economic and Community Development, Municipality of Anchorage
HMIS	Homeless Management Information System
Homeward Bound	Program operated within the Rural Alaska Community Access Program (RurAL CAP)

HSF Homeless Services Forum, staffed by DHHS  
HUD US Department of Housing and Urban Development  
Interagency Council Interagency Council on Homelessness, a state council consisting of various state departments, chaired by AHFC  
Oversight Board To be appointed by the Mayor, Municipality of Anchorage  
SCC South Central Counseling/Anchorage Community Mental Health Association  
SCF South Central Foundation, the health and social services arm of Cook Inlet Tribal Council