Anchorage Community Plan to Prevent and End Homelessness

HAND Oversight Subcommittee on Homelessness, Anchorage Coalition to End Homelessness, and Municipality Department of Health & Human Services Planning Committee
October 14, 2015
Introduction:

Homelessness touches the lives of people throughout Anchorage. Over 7,500 people utilized homeless intervention services last year, according to the Annual Homeless Assessment Report, including families with children, single individuals and transitional-aged youth. Despite how different the people experiencing homelessness may be, they all have shared basic needs, including affordable housing, adequate incomes and health care. Some Anchorage residents experiencing homelessness may need additional services such as substance abuse treatment or mental health services in order to remain stably housed. Appropriate infrastructure must be in place in our community to assist people in meeting these needs to effectively prevent and end homelessness.

The creation of the 2015 Anchorage Community Plan to Prevent and End Homelessness (The Plan) was guided by the Housing and Neighborhood Development (HAND) Commission’s Oversight Subcommittee on Homelessness (HCOSH), Anchorage Coalition to End Homelessness (ACEH) and Municipality’s Department of Health and Human Services (DHHS). The purpose of the HCOSH is to provide guidance on issues related to homelessness in Anchorage to the HAND Commission as well as to provide oversight to the development and implementation of the plan on homelessness. The mission of the ACEH is to advocate for and implement strategies to prevent homelessness and provide housing and work opportunities for all. The Plan was written with the guiding principle that housing is a basic human right. It is through these lenses that The Plan was developed, and it is meant to provide a strategic vision aimed at addressing homelessness in Anchorage over the next five years.
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Design:

The Plan is divided into 5 sections based around themes in line with the national Opening Doors Federal Strategic Plan to Prevent and End Homelessness and feeding up to the Alaska Council on the Homeless’ Plan to End Long Term Homelessness. The five themes of The Plan are education and policy, prevention, supportive services, housing development and data. Within each theme, the specific goals are stated along with background, suggested solutions, a model approach, and an evaluation strategy.

Additionally, more in-depth information about every goal and activity is available in Appendix 1. Appendix 1 provides needed details to ensure the plan is actionable by including the specific activities, partners, timelines and funding requirements for successful implementation of The Plan.

Background:

Homelessness is a community wide issue. In an effort to make the plan as robust as possible, the Housing and Neighborhood Development (HAND) Commission’s Oversight Subcommittee on Homelessness (HCOSH) formed a Planning Committee to work jointly with members of the Anchorage Coalition to End Homelessness (ACEH), Municipality’s Department of Health and Human Services (DHHS), and other interested community members to develop The Plan. This group, referred to collectively as the Planning Committee, undertook the task of drafting The Plan and was the first joint planning process between the Municipality of Anchorage and the Anchorage Continuum of Care. This was done after the HCOSH finished its review and status report to the Assembly on May 5, 2014 of the Municipality of Anchorage Ten Year Plan on Homelessness that expired in July of 2015. The Planning Committee met during the regularly scheduled HCOSH meetings on the 2nd Wednesday of the month which was opened to the public.

In developing The Plan, the Planning Committee met on a regular basis and sought input from the public and community stakeholders over the course of a year. The previous planning efforts from the Municipality of Anchorage were reviewed and relevant content for unmet goals were incorporated. Below is more detailed information about the process the Planning Committee used to assure there was widespread input into The Plan.

As a first step in the process, the Planning Committee conducted a municipal-wide survey for the citizens of Anchorage to provide input and the priority of solutions to end homelessness. The survey was one of several sources of information used to develop The Plan title: Anchorage Community Plan to Prevent and End Homelessness. The results of the survey are summarized in tabular form in Appendix 3. 1,225 people participated in this survey.
The participants ranked homeless families with children and youth as the highest priorities. The participants also ranked the top four intervention strategies as: increased access to homeless prevention services; the creation of a standardized intake process utilized by all service providers; provision of more low-cost affordable housing; and increased access to, and funding for, detox and treatment.

On November 19, 2014, a Listening Session was held at the Fairview Recreation Center from 5:00pm to 6:30pm. The Planning Committee asked the public to give input for The Plan. The list of participants at the listening session is in Appendix 2.

In late April and May 2015, the Planning Committee held five work groups with participants representing the government, non-profit agencies, businesses and the public. The lists of participants at each of the work groups are in Appendix 4.

The five work groups were held on the following dates:

- **Education & Policy with Nikole Nelson, HCOSH**
  Date: Tuesday, April 28 – Time: 8:00am to 11:00am - Location: BP Energy Center

- **Prevention with John Pendrey, AK VA Health Care System**
  Date: Tuesday, May 5 – Time: 8:00am to 11:00am – Location: BP Energy Center

- **Supportive Services with Mary Beth Bragiel, Catholic Social Services & Kenny Petersen, Allen & Petersen**
  Date: Tuesday, May 12 – Time: 8:00am to 11:00am – Location: BP Energy Center

- **Housing Development with Steve Ashman, Department of Health and Human Services**
  Date: Thursday, May 21 – Time: 8:00am to 11:00am – Location: BP Energy Center

- **Data with Carmen Springer, Anchorage Coalition to End Homelessness**
  Date: Tuesday, May 26 – Time: 8:00am to 11:00am – Location: BP Energy Center

The Plan was written in partnership by the HCOSH Committee established by the Anchorage Assembly and the ACEH representing the Anchorage Continuum of Care. More than 1300 citizens weighed in on the creation of The Plan through public meetings, five work groups and a survey, over a one and a half year period.
Theme 1 - Education and Policy

**Summary:** Education and policy are essential elements to addressing homelessness. The entire community must be involved to end homelessness and creating a comprehensive effort requires widespread education, especially leaders in the community. Community-wide education also informs and promotes needed policy changes. Appropriate public policy is essential to reducing the barriers to fair and stable housing in Anchorage for all residents. The Education and Policy Workgroup identified three goals that would contribute toward ending homelessness.

**Goal 1.1:** Increase education and public awareness

**Background:** In recent years, there has been considerable backlash from segments of the community with respect to the propriety of implementing proven solutions to address homelessness including support services and housing to those experiencing homelessness or at risk of homelessness. This has impeded progress in moving Anchorage forward in addressing homelessness.

**Solution:** Concerted and strategic efforts to educate both community leaders and the general public with respect to proven solutions to ending homelessness.

**Model:** Yearly, current issues needing education and advocacy will be identified by a committee comprised of members from organizations such as ACEH, United Way, Anchorage Faith & Action Congregations Together (AFACT), HAND, HCOSH and other stakeholders, as appropriate. The committee should develop issue-specific talking points, including information on specific subpopulations of homeless (e.g. Domestic Violence, LGBT and Youth). Also, issue-specific strategies to contact key decision-makers should be developed. In order for this to be accomplished, funding will be necessary for ACEH staff. Additionally, other providers will need to allocate staff time for education and outreach efforts. At the same time, a public awareness campaign to address frequently encountered misconceptions about homelessness should be developed with campaign themes to include: the "other" faces of homelessness; social service providers do not cause homelessness; and "NIMBY-ism."

**Evaluation:** The measure of this goal will be to assess if an education and advocacy committee has been created, whether it has developed issue-specific communication materials and strategies to educate key decision-makers within the first year, and whether a structure to build an annual education and advocacy agenda has been developed. In subsequent years, the measure will be assessed if the committee continues to build and adhere to an annual education and advocacy agenda. Similarly, the measure of success as to the development of public awareness campaign will be whether public awareness priority issues have been identified, campaign materials have been developed, and an outreach strategy and plan has been developed, including targeted outreach to community councils. The evaluation in subsequent years will establish if the strategy is being followed on an annual basis.
Goal 1.2: Ensure appropriate public policy and reduce barriers to fair and affordable housing & supportive services.

Background: Several recent reports and working groups have identified policies and barriers that contribute to homelessness within Anchorage, including the February 2015 Analysis of Impediments to Fair Housing. Also, several state working groups have identified policy issues that prevent people with criminal records from obtaining employment and housing and therefore contribute to homelessness within our community. Likewise, a lack of enforcement of the current Alaska Landlord and Tenant Act and habitability codes have been identified as contributing factors to homelessness.

Solution: Implement the recommendations in the 2015 Analysis of Impediments to Fair Housing and the recommendations of the criminal justice working groups regarding reducing barriers to housing and employment for those with criminal records. Increase access to legal assistance for tenants to assure uniform enforcement of the Alaska Landlord and Tenant Act and habitability codes as well as providing education and support for landlords.

Model: Representatives from the Municipality of Anchorage, U.S. Housing and Urban Development, State of Alaska, Alaska Housing Finance Corporation, Alaska Legal Services Corporation’s Fair Housing Enforcement Project, and other stakeholders should develop an action plan to implement recommendations of the 2015 Analysis of Impediments to Fair Housing. Also, reentry stakeholders and criminal justice reform groups should be consulted to learn what efforts are currently underway to reduce barriers to housing and employment for those with criminal records. Once such areas for improvement and effective strategies have been identified, an action plan to implement changes within Anchorage should be developed. As far as enforcement of current protections for tenants, it will be necessary to establish a baseline number for the unmet need for civil legal services as it relates to preventing & ending homelessness in Anchorage (i.e. the housing justice gap). Once a baseline housing justice gap has been established, resources should be identified to increase the availability of civil legal services to help prevent illegal evictions and foreclosures, prevent homelessness related to domestic violence, and to enforce habitability codes. Additionally, a bi-annual landlord outreach seminar should be established to recruit and inform landlords, and a landlord liaison position(s) aimed at providing educational resources for landlord education on issues relating to: tenant suitability, social consciousness, screening, mitigating circumstances, voucher assistance, community resources, and Bridge Support programs.

Evaluation: Success will be measured on whether the recommendations of the 2015 Analysis of Impediments to Fair Housing have been implemented. Another measure will be if potential barriers to obtaining employment and housing for those with criminal records have been identified and an action plan for implementing changes has been developed and is being implemented. Other measures of success will include an increase in the number of people who are able to access civil legal help on housing-related issues, and the establishment of, and ongoing support for, a bi-annual landlord outreach seminar and hiring of the landlord liaison position(s).
Goal 1.3: Strengthen the capacity of local businesses and organizations to address homelessness by increasing knowledge of collaboration efforts and successful interventions to prevent and end homelessness.

Background: Currently, there are many overlapping efforts aimed at reducing homelessness in Anchorage. This has resulted in many different plans, meetings and activities that address the same problem. This fragmented approach is confusing and not the best use of limited community resources.

Solution: Engage all stakeholders in a universal community plan that includes organization-level coordination of services, a point-person to shepherd the plan, as well as a coordinated community approach to funding services.

Model: A universal community plan with goals that include organization-level coordination of services, and a point-person to shepherd the plan, as well as a coordinated community approach to funding should be implemented through the use of collaboration teams. Collaboration teams should be established on specific issues or strategies to eliminate the need for multiple plans and meetings. Engaged partners should include the business community, public safety, healthcare, service providers, as well HCOSH and ACEH coalition members. One task of the collaboration teams will be to evaluate whether the Alaska Housing Locator is a functional tool and either expand or discontinue its use depending on the outcome of the evaluation.

Evaluation: Within the first year of The Plan ongoing discussion between all stakeholders to consolidate activities, plans and funding should be underway. Within 36 months, consolidation and coordination of a universal community plan should be achieved with all stakeholders assisting in implementation. Additionally, the utility of the Alaska Housing Locator will have been assessed within the first 12 months. If it is functional, a plan to solicit landlords and housing organizations for increased participation and identify rental housing is in place. If not, the program will have been discontinued.
Theme 2 – Prevention

Summary: Preventing homelessness is the most cost effective and one of the fastest measures toward ending homelessness. If individuals are prevented from losing their housing or transitioning from an institutional environment to homelessness, the community resources needed to support those experiencing homelessness may be significantly reduced. The Homeless Prevention Workgroup identified three goals contributing toward ending homelessness that specifically targeted prevention.

Goal 2.1: Transform homeless services into a crisis response systems that prevent homelessness and rapidly return people who experience homelessness to stable housing, including:

a. Ensure that there is easy access to homeless prevention resources twenty-four hours a day, seven days a week, 365 days a year by any person, regardless of circumstances.

b. Maintain current, accurate and accessible data on affordable housing accessible from a single access point that is available to individuals and agencies.

c. Linked prevention resources.

Background: Current systems in place in Anchorage to address the needs of individuals and families in crisis are focused on supports to remove people from homelessness. A more cost effective approach would be to prevent individuals and families from becoming homeless in the first place.

Solution: The three solutions are:

a. Increase the capabilities of the existing Alaska 2-1-1 system, or other coordinated entry system, to be the single point-of-entry for services and data capture.

b. Improve outreach and linkages to affordable housing resources and services.

c. Create a centralized pool of prevention resources.

Model: Improve coordination and integration of referrals, capturing data points, and access to case manager level referral staff.
Evaluation:

12 Months:

a. Conduct a GAP Analysis to identify current Alaska 2-1-1 system’s capacities and gaps toward being a single point of entry for those who are homeless and those at risk of homelessness. Then identify resources to close those gaps.

b. Enhance the existing resource databases such as those maintained by the Municipality of Anchorage’s HUD Consolidated Plan, Alaska 2-1-1 system and Alaska Housing Finance Corporation to capture and disseminate housing opportunities to those in need. Explore adding outreach position to Alaska 2-1-1 system to ensure accurate information is entered into the database.

c. Identify organizations that provide or fund homeless prevention.

36 Months:

a. Support Alaska 2-1-1, or other coordinated entry system, in strategies toward filling gaps within current prevention framework. Develop and enact formal interagency agreements to allow the system to connect individuals in need with the most appropriate resources to intervene in potential homelessness.

b. Develop measures to identify successes and gaps in increasing affordable housing stocks and corresponding supportive services.

c. Established awareness of prevention resources and identified funding availability.

60 Months:

a. Build sustainability to support prevention resources through funding challenges.

b. Review resources and measure to ensure that planning and resources remain on track toward providing sustainable stocks of affordable housing in Anchorage.

c. Review and update prevention resources and identified funding availability.

Goal 2.2: Advance health and housing stability for youth aging out of systems such as foster care and juvenile justice so that youth aging out of foster care become self-sufficient and do not fall into homelessness.

Background: Individuals who are housed in institutions including juvenile justice, foster care, and hospitals are discharged, even when the only discharge disposition is to homelessness.
**Solution:** Prevent institutions, including juvenile justice, hospitals, and foster care, from discharging to streets and homeless shelters. Assure transitioning youth are offered a full array of services to prevent homelessness.

**Model:** Case management.

**Evaluation:**

- **12 Months:** Identify organizations that provide and fund homeless prevention.
- **36 Months:** Establish awareness of prevention resources and identify funding availability.
- **60 Months:** Review and update prevention resources and identified funding availability.

**Goal 2.3:** Advance health and housing stability for people experiencing homelessness that have frequent contact with hospitals and criminal justice.

**Background:** Individuals who are hospitalized and incarcerated are discharged into homelessness when there is not any other identified disposition available.

**Solution:** Prevent institutions from discharging to streets and homeless shelters, including corrections, hospitals, foster care, by the enforcement of current laws.

**Model:** Case management, discharge planning, and reentry planning.

**Evaluation:**

- **12 Months:** Agreement with institutions to include Alaska Department of Corrections, jail and hospitals on definition of appropriate discharge and have numbers as a baseline.
- **36 Months:** Reduce baseline numbers of discharges to homelessness by 25 percent.
- **60 Months:** No direct discharges to homelessness and proper notification of all other discharges.
Theme 3 - Supportive Services

Summary: Supportive Services are services needed to help end homelessness which are not directly tied to shelter. These can include, but are not limited to, detox and substance abuse treatment, mental health services, child care, transportation, job training and provision of documentation. Without such services, obtaining and maintaining shelter and employment are not likely to be achieved.

Goal 3.1: Increase meaningful and sustainable employment for people experiencing or most at risk of homelessness.

Background: Help people sustain independent living through employment regardless of barriers and address discrimination based on homeless status.

Solution: Supported employment including transportation, training and access to child care. The community of Anchorage will work with service providers and funders to design and implement a pilot program to ensure adequate service provision.

Model: Provision of wraparound services.

Evaluation: Within the first 12 months, all programs that provide supportive service will be identified and linked. Funding will be identified for a pilot project to ensure that all who want to work, regardless of barriers, will have options identified for supported employment.

Goal 3.2: Improve access to mainstream programs and services to reduce people's financial vulnerability to homelessness.

Background: Many individuals living in poverty do not understand financial services or how they can benefit from them. Most do not utilize banking services, and therefore pay exorbitant check cashing fees. It is also common to have no established credit or poor credit scores, which becomes an increased barrier to housing.

Solution: Assist potential renters by providing access to financial literacy, job training, and vocational and educational opportunities at low cost.

Model: Identify and coordinate community educational and vocational resources. Create a communication plan for financial literacy and economic independence in a one-stop-shop format that is similar to the Alaska Housing Locator utilizing educational resources from University of Alaska Anchorage, Cook Inlet Housing Authority, NeighborWorks Alaska, Nine Star, Gateway Center and others.

Evaluation: A communication plan will be created and implemented linking people with a one-stop-shop database for financial literacy and economic independence resources.
Goal 3.3: Integrate primary and behavioral health care services with homeless assistance programs and housing to reduce people's vulnerability to and the impacts of homelessness.

Background: Individuals with physical and mental health challenges find it difficult to achieve and sustain housing and employment. The systems must work together as a team to support an individual in order to reduce homelessness.

Solution A: Increase detox and substance abuse treatment beds for youth and adults.

Background: There are very few funded detox and treatment beds available in Anchorage. Beds need to be available when a person feels motivated to seek treatment. There is also a need for more treatment options (a continuum of options for treatment), as the same model will not work for everyone.

Model: Detox and substance abuse treatment will be available as needed when individuals decide to seek treatment.

Evaluation: Within the first year, detox and treatment beds increased 25 percent. Within three years, an additional 25 percent increase. A 100 percent increase should be realized by the end of the fifth year.

Solution B: Medical Respite.

Background: Many clients are released from hospitals to homelessness. This is not appropriate, especially when they have medical needs. But the hospitals can only hold people for so long. Individuals who have homes can rest there. Since the shelter is “home” to those who are homeless, a respite program, where they receive the bed rest and continuing medical attention needed, may provide the solution.

Model: Similar to the Juneau medical respite program.

Evaluation: Within the first twelve months of The Plan, a pilot program will have been developed at Brother Francis Shelter or alternate location, and there will be an evaluation to establish scope of need. Within the first 36 months, the program will be sized to the need and all hospitals will be participating. By 60 months, there will be no inappropriate placements in shelters, no inappropriate discharges to shelters, and a mental health respite program may be considered.

Solution C: Coordination of client level support services.

Model: Coordinated Entry.

Evaluation: An inventory of existing programs and resources will be created and maintained through the coordinated entry system to ensure the most efficient use of resources and the quickest response to a homeless individual or family.
Goal 3.4: Reducing barriers to effective tenancy.

Background: Many clients do not have the fully developed life skills to be a good tenant, including proper budgeting to make sure the rent is paid. Additionally, clients may experience discrimination which prevents them from staying housed. While getting clients into housing is the first goal, keeping them stably housed takes a longer-term commitment.

Solution: Encourage programs such as Alaska Housing Finance Corporation’s Ready to Rent program, YWCA financial classes, and other resources, as well as landlord participation in understanding the curriculums. Make the curriculum web based. Assure that the protections of the Fair Housing Act are well-known and enforced.

Model: Establish list of current educational resources for rental preparedness. Consider landlord outreach events and creation of a clearinghouse website for preparing families for stable tenancy. Reduce barriers to effective tenancy.

Evaluation: List of current educational resources is established within 180 days. A landlord liaison position has been established with the Coalition by the end of year one. Resource clearinghouse established by end of year two.

Goal 3.5: Make safe and legal shelter beds and activities available for all populations both day and night until adequate permanent housing is in place.

Background: Many families have nowhere to go during the day. If children are not in school, they need activities. Adults also need a safe place to go, ideally with resources to move toward housing or job stability. There are very limited options in the community.

Solution: Identify options for day shelter and activities.

Model: Use of a day shelter model including educational, social, and recreational opportunities, as well as a safe and warm location for the daytime hours.

Evaluation: Current options identified within the first six months. A community group has been set up to identify other solutions within the first year. By the end of the second year, two other options have been made available.

Goal 3.6: Reduce the number of homeless individuals on the streets of Anchorage.

Background: Homelessness in Anchorage is a crisis. The population includes families, individuals, and many chronic homeless.

Solution: Reduce the need for shelter beds through placement in permanent housing.
**Model:** Utilize the Homeless Management Information System to create a prioritized list of homeless individuals by name. Prioritize outreach efforts to those individuals who remain homeless and those newly identified as homeless. Begin annual data reviews to follow-up on those who have exited homelessness and those who have engaged in services and returned to the streets to help understand what strategies are working as well as those strategies that need to be improved or modified. Identify the actual housing needs for individuals in the Anchorage Continuum of Care to assist all who desire to transition from homelessness to permanent housing to access the housing that meets their needs.

**Evaluation:** Anchorage will design an appropriate coordinated entry system that will utilize the HMIS system to identify homeless individuals by prioritization within the first year. Identification of those individuals will happen on a system wide basis within the first 18 months.
Theme 4 - Housing Development

Summary: Providing housing with a mix of needed services and supports for chronically homeless individuals promotes housing stability and breaks the cycle of homelessness. One housing model, permanent supported housing (including the Housing First model), is a critical evidence-based practice that has been proven successful in addressing and ending homelessness. This model focuses on moving those experiencing homelessness into housing as a first step and then addressing other needs with trained case managers.

Key components to this model include having enough housing available, having diverse housing options (e.g. supportive models, housing for children aging out of foster care, families with children, veterans, victims of domestic violence, shelters, etc.), and having resources accessible to individuals.

Goal 4.1: Expand housing options in construction and rehabilitation by reducing the barriers to development or renovation of units for homeless individuals.

Background: While chronic homelessness encompasses only about 15 percent of those experiencing homelessness in Anchorage, they are the highest users of community resources. If this segment of the homeless population can be housed, valuable resources could be available for others.

Solution A: Potential funding sources include various types of bonds, Municipality of Anchorage’s General Funds, mixed funding consortium and collaboration, and housing trusts. Projected funding needed is $250,000 per unit for 150 units for a projected $37,500,000 in development costs and additional infrastructure costs of $2,500,000 for a total investment of $40,000,000.

Model: Funding consortium made up of representatives from the Municipality of Anchorage, U.S. Housing and Urban Development, Alaska Department of Health and Social Services, Alaska Housing Finance Corporation, United Way, Alaska Mental Health Trust Authority, Anchorage Economic Development Corporation, local lenders, private foundations, for- and not-for-profit organizations and developers, local hospitals and Native organizations to develop an action plan to implement this recommendation.

Evaluation: Within six months of The Plan, a workgroup should be established to identify, contact and obtain financial support for housing development.

12 Months:

a. Encourage Municipal Mayor and Assembly to propose funding appropriations or bonds for housing for the homeless;

b. Initiate meetings to develop a functional funding consortium with committed funds within one year; and
c. Placement of 30 current homeless individuals within six months.

36 Months:

a. 50 additional homeless placed in housing within 18 months;

b. 50 additional homeless placed in housing within 24 months; and

c. 50 additional homeless placed in housing within 36 months.

Solution B: Identify zoning issues that prevent the development of new housing (e.g. parking by reducing the number of required spots, lot size, permitting costs, infrastructure, non-related person density and one-for-one replacement of affordable housing units including the mobile home park conversion). Formal recommendations to the Municipal Mayor and Assembly from the HAND, HCOSH, ACEH and other organizations ongoing as needed.

Model: Organize a team of development professionals within the Municipality of Anchorage’s Department of Community Development and Planning and Department of Health and Human Services, Cook Inlet Housing Authority, Anchorage Economic Development Corporation, United Way, private developers, etc. to review and make recommendations for changes to Municipal building and zoning codes.

Evaluation:

12 Months:

a. Initiate meetings with the team of development professionals to discuss changes in process or if additional modifications are required for housing development.

b. Look into the possibility of funding for infrastructure and expediting permitting process.

36 Months:

a. Identify remaining barriers from the previous 2-3 years to determine if pursuit of change remains necessary.

Goal 4.2: Strategically align resources to ensure available funds are utilized effectively and are focused on the overall goals of ending homelessness within Anchorage.

Background: There are several organizations that provide funding for homeless services within the Municipality of Anchorage without a well developed coordination of program activity and evaluation of program effectiveness.

Solution: Centralized review of Notice of Funding Availability applications to coordinate funding, including the evaluation of funding loss due to lack of eligibility or inability to apply or no matching funds.
**Model:** Collaborative approach of funding of homeless programs.

**Evaluation:**

12 Months: By month three, identify key stakeholders for leadership and inventory of current and potential funding sources. Hold quarterly meetings to discuss funding issues. Establish a method for centralized review of grant announcements and select and support a particular organization to apply. No potential funding opportunity is missed.

Goal 4.3: Expand housing options with rental assistance and funding for housing operations.

**Background:** Rent in the Anchorage market is very expensive and many low-income individuals have a difficult time paying rent at current market rates while still being able to afford other essentials of life such as food and medical care. In 2014, the median rent for a one bedroom apartment was $1,082 which would take 2.4 minimum wage workers to afford the rent. During the same time period, 46 percent of Anchorage renters were paying over 30 percent of their income for rent. (Source: Rental survey by Alaska Department of Labor) Without some type of financial assistance, individuals experiencing homelessness can not afford housing if it becomes available. Additionally, housing providers are not able to meet cash flow requirements for operations without housing assistance.

Solution A: Increase number of rental housing units available to priority populations (based upon number of vouchers needed; estimated to be $1,000 per month per voucher plus one time funds for deposits and moving in expenses).

**Model:** Utilization of established programs, such as tenant based rental assistance, Section 8 and VASH vouchers.

**Evaluation:**

12 Months: Identify (1) the number of vouchers authorized versus utilized, by type of voucher (target market), (2) the properties currently accepting vouchers and (3) target income-eligible populations. Secure funding for tenant-based rental vouchers.

36 Months: Identify targeted income eligible populations, increase voucher set-aside, housing assistance programs based upon available funding.

60 Months: Work with non-traditional housing assistance providers including faith based organizations and regional Native corporations.

Solution B: Identify and meet with potential funders for housing operations and rental subsidies (e.g. Alaska Housing Finance Corporation, State of Alaska Department of Health and Social Services and Department of Behavioral Health, Alaska Mental Health Trust Authority, Anchorage Coalition to End Homelessness and Municipality of Anchorage) to discuss how funding could be made available. Analyze current funding sources for effectiveness and
efficiency. Implement identified sources of funds, including emergency housing funds and rapid re-housing programs, and increase the number of project-based rental vouchers.

**Model:** Collaborative approach of funding of homeless programs.

**Evaluation:**

12 Months: Funding mechanism to be determined and implemented.

**Goal 4.4:** Improve access to existing housing resources in the Anchorage.

**Background:** Homeless individuals often find it difficult to obtain housing because of poor credit, interactions with the criminal justice system or other issues even if they have access to a housing voucher or sufficient income to pay rent.

**Solution:** Support landlord liaison position; estimated funding needed is $100,000.

**Model:** The landlord liaison would be housed at the ACEH and develop partnerships among landlords, property managers, participating human services agencies and homeless people with barriers to accessing permanent housing. The goal of landlord liaison is to offer homeless individuals and families who were previously denied by landlords help with accessing permanent housing, signing leases and moving into otherwise vacant units. Participating landlords would agree to supply vacancy information and apply alternative screening criteria to applicants, and in exchange they would receive access to rapid response time for their concerns, a 24-hour call-in line and a risk mitigation pool. Tenants would continue to be connected to ongoing case management from human service agencies to ensure stability.

**Evaluation:**

12 Months: Establish position and hire staff at ACEH, educate landlords about services and supports available to support good tenancy, and expand the number of landlords willing to provide housing opportunities.

36 Months: Focus on housing discrimination education.

60 Months: Continual update rental housing inventory, including a specialized listing of properties for hard to place individuals experiencing homelessness (barrier crimes, serious mental illness, large families).

**Goal 4.5:** Funding for items necessary to set up a household that may include funding for rent and security deposits, food, clothing, furniture, dishware and household supplies.

**Background:** Once someone experiencing homelessness is able to obtain housing, they often lack available resources to pay housing and utility deposits and set up their household with basic items, including clothing, food, furniture, or cleaning supplies.
**Solution:** Work with community partners including nonprofit and faith based organizations, Municipality of Anchorage, Alaska Housing Finance Corporation, Alaska Mental Health Trust Authority, State of Alaska Department of Health and Social Services and Department of Behavioral Health and Division of Senior and Disability Services, to secure funding to set up a household that may include rent and security deposits, food, clothing, furniture, dishware and household supplies. Estimated funding needed is $2,500 per individual for 150 individuals totals $375,000 per year.

**Model:** Collaborate approach to raise sustainable program funding with appropriate flexibility to be used for housing basics.

**Evaluation:**

**12 Months:** Funding mechanism to be determined and implemented.
Theme 5 – Data

Summary: Accurate and timely collection and use of data is a critical piece of addressing and reducing homelessness. With limited resources and time with individuals, it is imperative that work is done across agencies and organizations to best serve the needs of the community.

Within the Data theme, there are two major recommendations, and plans for action. The first involves the development and implementation of a Homeless Management Information System (HMIS) which will be used Municipality wide by all agencies to accurately track data on participants and facilities. The second recommendation is coordinated entry by all agencies into this system – the use of a standardized tool for assessment of client needs and vulnerability, and entry of the information into the HMIS.

Goal 5.1: HMIS will have timely access to an accurate and robust data set of cases and services provided in the Municipality of Anchorage, which will enable and support data-driven decisions for community and program planning.

Background: Alaska has one HMIS for the entire state, including Anchorage. From the launch of the system through May of 2015, the Municipality of Anchorage administered the system. In June of 2015, the Institute for Community of Alliances (ICA) took over as system administrator. Entering data into HMIS is required for programs receiving funding from the U. S. Housing and Urban Development; however, other programs enter voluntarily or are not entering data.

Solution: Over the first year of the new system administration, a business plan will be created. The plan will address overall system design and sustainability as well as addressing data structure and silo-ing, integration of HMIS into workflow with organization-level data systems, and expansion of system use to all appropriate partners.

Model: The details of the new model of the system will be determined during the research of the business plan. One known model is the transition to an open system utilizing appropriate data sharing agreements.

Evaluation:

12 Months: The measure of this goal will be to assess if the business plan is successfully created within the first year and the implementation is conducted based on the contents and recommendations of the plan.

60 Months: The final evaluation at the end of the plan period will assess if all homeless prevention and intervention providers offering services in the Municipality of Anchorage are entering data into HMIS.

Goal 5.2: Coordinated entry for all service providers to use a standardized tool for client prioritization and entry that is fully integrated into HMIS.
**Background:** Coordinated entry is a requirement from the U.S. Department of Housing and Urban Development for all communities participating in the Continuum of Care. The system is designed to prioritize the most vulnerable people in the system and most efficiently utilize the available resources. Coordinated Entry requires all components of the system to be integrated to prevent a backlog, so a fully realized system will involve coordination of entry into, participation in and exit from the homeless intervention system, as well as preventative diversion from the system altogether.

**Solution:** The community of Anchorage will work with service providers and funders to design and implement a coordinated entry system, including a diversion program.

**Model:** “There are two general models for coordinated entry systems – centralized and decentralized. A geographically centralized front door has one distinct location where every family can go to access intake and assessment, while a decentralized coordinated entry system offers multiple sites for intake and assessment.” (National Alliance to End Homelessness Coordinated Assessment Toolkit) The model used in Anchorage was selected by the design team launched in the fall of 2015. Technical Assistance is being provided for this process.

**Evaluation:**

12 Months: The measure of this goal will be to assess if a coordinated entry system is successfully created and implemented within the first year of the plan.

36 Months: All major shelters and the Continuum of Care grantees are participating and appropriate alterations have been made in the second year of the plan.

60 Months: The final evaluation at the end of the plan period will assess if all homeless prevention and intervention providers offering services in the Municipality of Anchorage are participating in the system.
Action:

In order for Anchorage to make a measurable change in addressing the issue of homelessness, the community must work together. The Plan was developed to complement other Municipal efforts taking place simultaneously, including the efforts of the Anchorage 2015 Transition Team and the Ad Hoc Committee on Alcohol & Drug Abuse. The Planning Committee will continue working together to support the implementation of The Plan and reduce duplication between working groups.

Mayor Berkowitz’s homeless transition team identified goals for the first 60 days of his office in the Anchorage 2015 Transition Team plan. The five priorities in the plan are 1. Improving transportation and access; 2. Hire a homeless coordinator at the Municipality; 3. Housing; 4. All municipal employees trained on Green Dot Bystander Intervention; and 5. Keep the Safe Harbor Muldoon and Merrill sites in use. On September 1, 2015, Nancy Burke began as the Homeless Coordinator of the Municipality of Anchorage. She attended the HCOSH and ACEH planning meeting on September 9, 2015 and expressed her support to work with the planning committee and The Plan.

The Ad Hoc Committee on Alcohol & Drug Abuse has four members from the Municipal Assembly; Bill Evans, Amy Demboski, Elvi Gray-Jackson and Pete Petersen. The committee will be presenting their recommendations in the fall of 2015.

The Planning Committee will work together and with other committees to implement solutions to prevent and end homelessness in Anchorage.
Appendix 1 – Listening Session Participants

Community Plan Listening Session, Fairview Recreation Center
November 19, 2014

1. James Boehm Municipality’s DHHS
2. Margaret Evans HAND Commission
3. John Evans Community Member
4. Nikole Nelson HAND Commission/HCOSH Committee
5. Steve Ashman Municipality’s DHHS
6. John Sperbeck Anchorage Community Mental Health Services
7. Lonny Gransbury Brother Francis Shelter
8. Shannon Haggitt Alaska Native Tribal Health Consortium
9. John Pendrey U.S. Dept of Veteran Affairs
10. Darrell Hess Municipality of Anchorage
11. Nancy Anderson Municipality’s DHHS
12. Anne Hillman KSKA Alaska Public Media
13. Kenny Petersen HART/ACEH/HCOSH Committee Member
14. Mary Beth Bragiel Catholic Social Services/ACEH
15. Diana Gomes The Salvation Army
16. Darla Malone The Salvation Army
17. Paul Oliva Anchorage Faith & Action Congregations Together
18. Katrielle Rios Catholic Social Services - Homeless Family Services
19. John Weddleton Community Member
20. Monica Stoesser Anchorage Community Mental Health Services
21. Carrie Collins Alaska Housing Finance Corporation
22. Ron Alleva Grubstake
Appendix 2 – Work Groups Participants

Education and Policy Work Group
April 28, 2015

1. Colleen Bickford U.S. Department of Housing & Urban Development
2. Carma Reed U.S. Department of Housing & Urban Development
3. Mary Beth Bragiel Catholic Social Services
4. Marc June General Public
5. Jeremy Baker Alaska Legal Service Corporation
6. Nikole Nelson, Alaska Legal Service Corporation
7. Matthew Mulhern Identity, Inc.
8. Josh Memsat Pride Foundation
9. Jane Straight Coordinator, Housing Anchorage, United Way of Anchorage
10. Mike Courtney Alaska Housing Finance Corporation
11. Suzi Pearson Abused Women’s Aid in Crisis, Inc

Prevention Work Group (No Sign-In Sheet)
May 5, 2015

1. General Public
2. U.S. Department of Housing & Urban Development
3. Bean’s Café
4. Anchorage Rescue Mission
5. Municipality of Anchorage
6. Veterans Affairs
7. Anchorage Community Mental Health Services

Supportive Services Work Group
May 12, 2015

1. Kenny Petersen ACEH/HCOSH Committee Member
2. Mary Beth Bragiel ACEH Board/ Catholic Social Services
3. David Kuiper ACEH Board/ Christian Health Associates
4. Connie Markis Anchorage Neighborhood Health Center
5. Sherry McWhorter The Salvation Army Clitheroe Center
6. Shawn Hays Beans Café
7. Carrie Collins Alaska Housing Finance Corporation
8. Morgen Jaco State of Alaska, Department of Corrections
10. Heather Anderson Volunteers of America Alaska
11. Tamiah Liebersbach YWCA Alaska
12. Janice S. Jones Money Management
13. Pat Byrne Brother Francis Advisory Council
14. Mel Langdon  ACEH Member
15. Carmen Springer  ACEH Director
16. Kate Sumey  Alaska Court System
17. Colleen Bickford  U.S. Department of Housing & Urban Development
18. Matthew Mulhern  Identity, Inc.
19. Michael Schulz  First Presbyterian
20. Carma Reed  U.S. Department of Housing & Urban Development

Housing Development Work Group
May 21, 2015

1. Jan Miyagishima  Alaska Housing Finance Corporation
2. Shawn Hays  Beans Café
3. Mitzi Barker  RurAL CAP
4. Mark Romick  Alaska Housing Finance Corporation
5. Toni Morse  U.S. Department of Housing & Urban Development
6. Carmen Springer  ACEH Director
7. Melissa Rodriguez  Covenant House
8. Mel Langdon  N/A
9. Mary Beth Bragiel  Catholic Social Services
10. Kenny Petersen  ACEH/HCOSH Committee Member
11. Colleen Bickford  U.S. Department of Housing & Urban Development
12. Matthew Mulhern  Identity, Inc.
13. Erika McConnell  Municipality’s Department of Community Development
14. Jane Straight  United Way
15. Chris Perez  Rasmuson
16. Lenny Scollan  RurAL CAP
17. Steve Ashman  Municipality’s DHHS
18. Nancy Anderson  Municipality’s DHHS

Data Work Group
May 26, 2015

1. Toni Morse  U.S. Department of Housing & Urban Development
2. Shawn Hays  Beans Café
3. Kathi Trawver  University of Alaska Anchorage, School of Social Work
4. Carrie Collins  Alaska Housing Finance Corporation
5. Kenny Petersen  ACEH/HCOSH Committee Member & HART
6. Barbara Armstrong  University of Alaska Anchorage, Justice Center
7. Mel Langdon  Community Member
8. Corrine O’Neill  RurAL CAP
9. Lisa Aquino  Catholic Social Services
10. Matthew Mulhern  Identity, Inc.
11. Mary Beth Bragiel  Catholic Social Services
12. Carma Reed  U.S. Department of Housing & Urban Development
13. Colin Haughey  Covenant House
Q1 Please rank the below homeless groups in order of priority. (A ranking of 1 would be your top priority and 8 would be your lowest priority.)

Answered: 1,215  Skipped: 10
Q2 Please rank the following intervention strategies for preventing and ending homelessness. (A ranking of 1 would be your top priority and 11 would be your lowest priority.)

Answered: 1,044  Skipped: 181

- Increase access to services
- Create a standardized intake process
- Increase access and funding for detox and treatment
- Improve collection and use of data
- Engage local businesses and other community partners
- Increase funding for rent and utilities assistance
- Provide more low-cost housing
- Increase supportive services
- Identify and reduce housing discrimination
- Offer a "one-stop-shop" approach
- Increase work and education opportunities
Q3 Have you ever experienced homelessness?
Answered: 1,030 Skipped: 195

Yes | No
---|---

Q4 Are you employed with an organization that provides services to homeless individuals?
Answered: 1,026 Skipped: 199

Yes | No
Q5 Which category below includes your age?

Answered: 1,029 Skipped: 196

- 17 or younger: 0%
- 18-20: 10%
- 21-29: 20%
- 30-39: 30%
- 40-49: 40%
- 50-59: 50%
- 60 or older: 60%

Q6 Are you male or female?

Answered: 1,022 Skipped: 203

- Male: 20%
- Female: 80%
Q7 Are you White, Black or African-American, American Indian or Alaskan Native, Asian, Native Hawaiian or other Pacific islander, or some other race?

Answered: 982  Skipped: 243

Q8 What is the highest level of school you have completed or the highest degree you have received?

Answered: 1,025  Skipped: 200
Q9 Which of the following categories best describes your employment status?

Answered: 1,027  Skipped: 198

- Employed, working...
- Employed, working...
- Not employed, looking for...
- Not employed, NOT looking...
- Retired
- Disabled, not able to work

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Q12 How much total combined money did all members of your HOUSEHOLD earn last year?

Answered: 1,004  Skipped: 221
Q13 Are your living quarters owned or being bought by you or someone in your household, rented for cash, or occupied without payment of cash rent?

Answered: 1,007  Skipped: 218

- Owned or being bought by you: 70%  
- Rented for cash: 20%  
- Occupied without payment of cash rent: 10%
### Draft Anchorage Community Plan to Prevent and End Homelessness

**Guiding Principle:** Housing is a basic human right and getting people housed is how we will solve homelessness.

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<tr>
<th>Theme</th>
<th>Goal</th>
<th>Strategy</th>
<th>Performance Measure</th>
<th>Data Needed</th>
<th>Fiscal Impact</th>
<th>Who is responsible?</th>
<th>Objective</th>
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<tr>
<td>Expand Housing</td>
<td>Options - Construction &amp; Rehab</td>
<td>Reduce the barriers to development or renovation of units for homeless individuals. Targeted areas will include: (A) Funding (bonds, MOA General Funds, mixed funding consortium/collaborating, National Housing Trust Fund, Heritage land Bank, AHFC, AMHTA, SOA/DBH, non-profit and Faith-Based Partners/Projects), and (B) Zoning Issues (Parking [reducing the number of required spots], lot size, permitting costs, infrastructure, non-related personnel density and one-for-one replacement of affordable housing units [mobile home park conversion]). (C) Formal Recommendations to the MOA Mayor and Assembly from the HAND and HCOSH.</td>
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<td>(A) Funding: (1) encourage MOA Administration and Assembly to propose housing bonds for housing for the homeless, (2) Initiate meetings to develop a functional funding consortium with committed funds within one year (3) Placement of 50 current homeless individuals within six months. (B) Planning and Zoning: (1) Initiate meetings with MOA Planning and Zoning and Developer to discuss changes in process or if additional modifications are required for housing development. NOTE: Funding meetings will also include long-term financial support for support services (operating funds). (A) (1) and (2) Funding: Amount of bond proceeds and other financing needed to produce 150 units of new housing for homeless individuals.</td>
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<td>(A) Funding: DHHS will initiate meetings between AHFC, United Way, DHSS/DBH, AMHTA, developers. Support from HAND, HCOSH and CoC will be required for MOA bonding issues. Zoning: MOA, DHHS, HAND, HCOSH, CoC, CIHA &amp; Local Hospitals.</td>
<td>House 180 homeless individuals within 36 months through dedicated funding streams and necessary zoning and permitting changes.</td>
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<td>Theme</td>
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<td>Homebuilder's association, AARP, property owners association, developers, Earth Scape/Elise Huggins (Implement Universal Design)</td>
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<td>Theme Goal</td>
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<td>Development</td>
<td>Expand Housing Options - Rental Assistance</td>
<td>Increase number of units available to priority populations</td>
<td>Number of utilized vouchers (broken out by public and community funded)</td>
<td>Work outside traditional avenues to increase assistance/unit count working with Faith-Based and Regional Native Corporation</td>
<td>Baseline vouchers currently used/number of rental housing units/funding available/Estimate of targeted populations</td>
<td>Unknown due to probability of flat HUD funding, SOA economic uncertainty</td>
<td>Housing Anchor, JBER Housing Office, AHFC, MOA</td>
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<td>Development</td>
<td>Increase funding for housing operations and subsidies</td>
<td>Increase number of units available to priority populations</td>
<td>Number of utilized vouchers (broken out by public and community funded)</td>
<td>Work with HUD, AHFC, State Agencies, MOA, Faith-Based groups, Native Corporations</td>
<td>Baseline vouchers currently used/funding available</td>
<td>Work from Baseline to establish cost estimates from projected need of targeted populations</td>
<td>Average AHFC subsidy per client approximate $600, per unit per month</td>
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<td>Development</td>
<td>Improve access to existing housing resources in the Anchorage CoC</td>
<td>Supporting landlord liaison position</td>
<td>Hire and establish position, sustainability for position funding</td>
<td>Landlord liaison to update list of affordable rental units within the Anchorage CoC to include specialized list of landlords for hard to place people experiencing homelessness, (individuals with felonies, larger families, serious mental illness, etc.)</td>
<td>Historical information on affordable housing availability within the Anchorage CoC</td>
<td>Reduced time from initial contact with social services to permanent housing due to known availability of housing stock to participating stakeholders.</td>
<td>ACEH</td>
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### Appendix 4 - Goals Detail Spreadsheet

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<td>Increase meaningful and sustainable employment for people experiencing</td>
<td>Supported employment including transportation, training and access to</td>
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<td>Limited funding</td>
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<td>Access to housing is not delayed due to initial costs or deposits.</td>
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<tr>
<td>Funding to set up a household (rent and security deposits, food, clothing,</td>
<td>Fund mechanism to be determined and implemented within 12 months: Primary,</td>
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<td>No funding</td>
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<td>furniture, dishware, household supplies</td>
<td>non-profit and faith-based organizations. Secondary, HOME, CDBG, CDBG</td>
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<tr>
<td>increase meaningful and sustainable employment for people experiencing</td>
<td>Supported employment including transportation, training and access to</td>
<td></td>
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<td>$2500 times</td>
<td>Limited funding</td>
<td>Primary</td>
<td>Access to housing is not delayed due to initial costs or deposits.</td>
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<td>or most at risk of homelessness</td>
<td>child care</td>
<td></td>
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<td>150 individuals</td>
<td>available.</td>
<td>sources through</td>
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<td>equals $375,000</td>
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<td>non-profit and faith based</td>
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<td>eliminating</td>
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<td>homelessness</td>
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<tr>
<td>Improve access to mainstream programs and services to reduce people's</td>
<td>Assist potential renters by providing access to financial literacy, job</td>
<td>12 Months: Identify and coordinate community educational/vocational resources.</td>
<td>Establish one site database of educational resources i.e. UAA, CIHA, NWKS,</td>
<td>Establish go-to resource for financial and educational independence</td>
<td>Flat to relatively small investment if programs exist in their current formats</td>
<td>Credit Union 1, Consumer Credit</td>
<td>Have a single voice to message to</td>
</tr>
<tr>
<td>financial vulnerability to homelessness</td>
<td>training and vocational/educational opportunities at low cost</td>
<td>3 Years: One stop shop for financial literacy/economic independence</td>
<td>9Star, Gateway Cntt, etc.</td>
<td></td>
<td></td>
<td>Counselors, AHFC Gateway Cntt, 9 Star</td>
<td>mainstream programs</td>
</tr>
<tr>
<td>Integrate primary and behavioral health care services for homeless</td>
<td>Increase detox and treatment beds for substance abuse (youth &amp; adult)</td>
<td>5 Years: Additional 25% increase</td>
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<td>Beds are available when client is</td>
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<td>assistance programs and housing to reduce people's vulnerability to the</td>
<td>25% in beds</td>
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<td>ready to detox</td>
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<td>impacts of homelessness</td>
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<tr>
<td>Coordinated discharge that includes case management and does not involve</td>
<td>agreement with shelters and medical facilities on definition of</td>
<td>12 Months: Reduce baseline #s of inappropriate discharges by X%</td>
<td>Identified by hospitals</td>
<td>Reduced number of ER re-admis</td>
<td>No inappropriate discharges to</td>
<td>Crisis and Mental Health</td>
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<tr>
<td>homelessness (i.e. prevent institutions such as corrections, hospitals</td>
<td>discharge; have #s as a baseline</td>
<td>3 Years: No inappropriate discharges to shelters; proper notification of all</td>
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<td>shelters; mental health respite program may be considered</td>
<td>Counseling Counseling and Mental</td>
<td></td>
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<tr>
<td>and foster care from discharging to Streets/Homeless Shelters)</td>
<td></td>
<td>other discharges</td>
<td></td>
<td></td>
<td></td>
<td>Health Counseling</td>
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**Appendix 4 - Goals Detail Spreadsheet**
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</thead>
<tbody>
<tr>
<td>Live Services</td>
<td>Medical Respite</td>
<td>Pilot program at BFS; evaluation to establish scope of need</td>
<td>Program sized to need; all hospitals participating (include ANHC)</td>
<td>No inappropriate placements in shelters</td>
<td>What is needed size of program; costs</td>
<td>Identified by hospitals</td>
<td>Reduced number of ER re-admits</td>
<td>Providence, Regional, ANMC, API, ANHC</td>
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<tr>
<td></td>
<td>Coordination of client-level Support Services</td>
<td>Inventory of existing programs/resources &amp; outcomes</td>
<td>Ensure most efficient use of resources</td>
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<tr>
<td>Reducing barriers to effective tenancy</td>
<td>Encourage programs such as AHFC “Ready To Rent,” YWCA financial classes, etc. as well as Landlord participation in understanding the curriculums. Make the curriculum web based.</td>
<td>Establish list of current educational resources for rental preparedness. Consider landlord outreach events/Discuss creation of a “clearinghouse” website</td>
<td>One stop shop for preparing families for stable tenancy, landlord education</td>
<td>Existing educational resources, list of rental properties, landlords statewide, where possible</td>
<td>Substantial/staff time/IS time</td>
<td></td>
<td>Moderate</td>
<td>ACEH, Statewide Coalition, AHFC</td>
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<tr>
<td></td>
<td>Make safe and legal shelter beds and activities available for all populations both day and night until adequate permanent housing is in place</td>
<td>Identify options for day shelter/activities</td>
<td>Community group set up to identify current and other options.</td>
<td>2 additional options are available</td>
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<td>RurAL CAP</td>
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</thead>
<tbody>
<tr>
<td>Reduce the number of homeless individuals on the streets of Anchorage</td>
<td>Reduce the need for shelter beds through placement of clients in permanent housing</td>
<td>Utilize HMIS to build a data base of homeless individuals by name and prioritization data, (chronic homelessness, pregnant, DV survivor, etc.)</td>
<td>Prioritize outreach efforts to those individuals in the database who remain homeless and those newly identified as homeless</td>
<td>Begin annual data reviews to follow-up on those who have exited homelessness and those who have engaged in services and returned to the streets to help understand what strategies are working as well as those strategies that need to be improved or modified.</td>
<td>Names of each individual identified as homeless needs to be available to stakeholders providing intervention services</td>
<td>Support for HMIS improvements as well as an improved process for accessing data including identifying information on those who are identified as homeless.</td>
<td>ACEH &amp; CoC HMIS data committee</td>
</tr>
<tr>
<td>Increase education and public awareness</td>
<td>Educate decision makers around: extent of the problem, proven solutions, and how to engage</td>
<td>1) Current issues needing education/advocacy issues have been identified. 2) Issue specific talking points have been developed. 3) Issue specific strategy to contact key decision-makers has been developed. 4) Structure to build annual education/advocacy agenda re: decision-makers has been developed.</td>
<td>1) Annual Education/advocacy agenda is being set that identifies issues, key decision-makers and strategies to include talking points, spokespersons and strategic contacts. The agenda is being implemented.</td>
<td>1) Annual Education/advocacy agenda is being set that identifies issues, key decision-makers and strategies to include talking points, spokespersons and strategic contacts. The agenda is being implemented.</td>
<td>Data re: specific issues will be needed to develop issue specific educational materials.</td>
<td>Sufficient to staff ACEH</td>
<td>ACEH, United Way, AMHTA, AHFC, HCOSH, MOA</td>
</tr>
<tr>
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<tr>
<td>Ensure appropriate public policy and reduce barriers to fair and affordable housing &amp; supportive services</td>
<td>Coordinated community approach to funding/outreach</td>
<td>Conversation between HUD, SOA, AHFC, ALSC, MOA, Service Providers to analyze barriers/examine policy issues/recommend change to barriers</td>
<td>Significant reduction in barriers utilizing existing annual data, establish or recommend policy/practice change to reduce barriers to housing access</td>
<td>ALSC to apply for HUD FHAP and E&amp;O funds, AERC to become a FHAP so as to access additional HUD Funds</td>
<td>Neutral</td>
<td>MOA, AERC ALSC</td>
<td>Strengthen the capacity of public and private organizations by increasing knowledge about collaboration, homelessness, and successful interventions to prevent and end homelessness</td>
</tr>
</tbody>
</table>

1) Public awareness priority issues have been identified to include "NIMBY" and other Fair Housing Act Violations. 2) Campaign materials have been developed. 3) Outreach strategy and plan has been developed that includes targeted outreach to community councils. 4) Outreach and Education plan in being adhered to.

1) Public awareness priority issues are identified annually. 2) Campaign materials are effectively developed & distributed. 3) Annual outreach plans are developed and adhered to.

1) Public awareness priority issues are identified annually. 2) Campaign materials are effectively developed & distributed. 3) Annual outreach plans are developed and adhered to.

Data re: specific issues will be needed to develop issue specific educational materials.
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<tbody>
<tr>
<td>Education</td>
<td>Expungement &amp; Barrier Crimes/Reduce barriers to employment for people with criminal records (i.e. Remove lifetime ban on food stamps for drug felons)</td>
<td>Meet with reentry stakeholders and criminal justice reform groups to learn what efforts are currently underway and identify areas for improvement and effective strategies for making changes.</td>
<td>12 Months: Potential barriers have been identified and strategic plan for implementing changes has been developed and is being implemented. 3 Years: Potential barriers have been identified and strategic plan for implementing changes has been developed and is being implemented. 5 Years: Potential barriers have been identified and strategic plan for implementing changes has been developed and is being implemented.</td>
<td>Data re: current barriers and current efforts</td>
<td>HCOSH, ACEH</td>
<td>Increase meaningful and sustainable employment for people experiencing or most at risk of homelessness</td>
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<tr>
<td>and Policy</td>
<td>Better Enforcement of Landlord Tenant Act and Habitability Codes and to prevent homelessness among victims of DV.</td>
<td>1. A baseline number is established for the unmet need for civil legal services to prevent &amp; end homelessness in MOA. 2. Resources are identified to increase the availability of civil legal help to prevent illegal evictions/foreclosures; enforce habitability codes and avoid homelessness due to domestic violence.</td>
<td>The % of people who are able to access civil legal help on issues related to housing versus # who need civil legal help. The % of people who are able to access civil legal help on issues related to housing versus # who need civil legal help. Quantify the unmet need for civil legal services related to preventing homelessness in MOA.</td>
<td>Approx. $100,000 per (182 people served) X unmet need</td>
<td>ALSC is responsible for providing service. MOA/other funders responsible for funding.</td>
<td>Prevent homelessness that is caused by or results from lack of enforcement of current civil laws</td>
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### Appendix 4 - Goals Detail Spreadsheet

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<tr>
<td></td>
<td>Landlord Engagement, Education and Support</td>
<td>Establish Bi-Annual Landlord outreach seminar</td>
<td>Established, well known educational resource for landlord education i.e.; tenant suitability, social consciousness, screening, mitigating circumstances, voucher assistance, community resources, Bridge Support programs, etc.</td>
<td>Baseline number of LL’s involved in affordable/supportive housing, privately owned rentals</td>
<td>Neutral</td>
<td>Neutral</td>
<td>AHFC, ALSC</td>
<td>Increase landlord participation in affordable housing</td>
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<td></td>
<td>Strengthen the capacity of public and private organizations by increasing knowledge about collaboration efforts, homelessness, and successful interventions to prevent and end homelessness</td>
<td>Collaboration &quot;teams&quot; around specific issues/strategies to eliminate need for multiple plans &amp; meetings (engaged partners should include business community, public safety, health care, etc.) - Universal plan, organization-level coordination of services, and point person to shepherd plan</td>
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<tr>
<td></td>
<td>Expand Outreach on Use of AK Housing Locator</td>
<td>12 Months</td>
<td>3 Years</td>
<td>5 Years</td>
<td>Routine, go-to site for private landlords and housing organizations to advertise product availability</td>
<td>Data on rental housing statewide</td>
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<td></td>
<td>Solicit landlords, housing organizations for increased participation, identify rental housing</td>
<td>Expanded use of the Housing Locator website statewide</td>
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<td></td>
<td>2-1-1 for single point-of-entry for services &amp; data capture - better coordination/more integrated referrals, capturing triage points, use of case manager level reference staff</td>
<td>Improve Outreach and Linkages to Housing Resources and Services</td>
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<td></td>
<td>Create Centralized Pool of Prevention Resources</td>
<td>Identify agencies/Grantees with prevention resources</td>
<td>Established awareness of prevention resources/identified funding availability</td>
<td>Established awareness of prevention resources/identified funding availability</td>
<td>Knowledge of existing/participating agencies/funding levels</td>
<td>Neutral</td>
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<td>Advance health and housing stability for youth aging out of systems such as foster care and juvenile justice</td>
<td>Prevent institutions from discharging to Streets/Homeless Shelters (including juvenile justice, hospitals, foster care) - assure transitioning youth are offered full array of services</td>
<td>12 Months: agreement with DOC and jail on definition of appropriate discharge; have #s as a baseline. 3 Years: Reduce baseline #s of inappropriate discharges by X%. 5 Years: No inappropriate discharges to shelters; proper notification of all other discharges.</td>
<td>Other options that are there for re-entry. Current data on reincarceration due to homelessness.</td>
<td>DOC, other partners identified by DOC</td>
<td>Lower recidivism</td>
<td>DOC, OCS, Re-entry Coalition</td>
</tr>
<tr>
<td>Advance health and housing stability for people experiencing homelessness who have frequent contact with hospitals and criminal justice</td>
<td>Prevent institutions from discharging to Streets/Homeless Shelters (including corrections, hospitals, foster care) - enforcement of current laws</td>
<td>12 Months: agreement with DOC and jail on definition of appropriate discharge; have #s as a baseline. 3 Years: Reduce baseline #s of inappropriate discharges by X%. 5 Years: No inappropriate discharges to shelters; proper notification of all other discharges.</td>
<td>Other options that are there for re-entry. Current data on reincarceration due to homelessness.</td>
<td>DOC, other partners identified by DOC</td>
<td>Lower recidivism</td>
<td>DOC, OCS, Re-entry Coalition</td>
</tr>
<tr>
<td>Seamless community approach to service delivery and analysis by the use of data</td>
<td>Coordinated Entry including Diversion/Prevention Services</td>
<td>Work with HUD TA to create a Coordinated Entry plan that will integrate with the new vision for HMIS. (This timeline to be accelerated based on motivation and buy-in from providers)</td>
<td>Pilot the model and make adjustments as necessary. Begin the adoption of the model with the CoC grantees and then roll out to all service providers.</td>
<td>Current assessment tools being used by service providers</td>
<td>Continued HUD support of TA, potential funding for assessment tool, alterations to HMIS</td>
<td>increased efficiency in utilization of services, security of CoC funds.</td>
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<td><strong>Data</strong></td>
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<tr>
<td>Have an accurate and robust data set for services provided in the Municipality of Anchorage</td>
<td>Use data to evaluate effectiveness of strategies that are implemented</td>
<td>Develop an initial desired data set to coordinate with planning within HMIS improvements</td>
<td>12 Months</td>
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<td>5 Years</td>
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<td></td>
<td>Fully integrate desired data into HMIS</td>
<td></td>
<td>Full HMIS system review with stakeholders to ensure data set meets the needs and requirements to support strategic planning, (repeat a minimum of every 3 years after the initial review)</td>
<td></td>
<td>Under HMIS improvemen t and implementat ion</td>
<td>As data from HMIS becomes more dependable and accessible, more stakeholders will want to have up to date licenses</td>
<td>Both of the CoC data subcommittees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Work w ACEH Data committee to formulate recommendations. Establish standardized data reports with Stakeholders</td>
<td>Standardized data for all stakeholders/M.O.U.'s in place. Quarterly meetings for data integrity discussions/needs</td>
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<td>Formulate community needs via input from funders and service provision partners. Establish integration needs with HMIS Contractor. Establish process and timeline.</td>
<td>Continued work with HMIS contractor, individual agencies, funders to integrate data systems based on established process and timeline</td>
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<td></td>
<td>All partners work with standardized HMIS data available to all member organizations. Semi annual meetings with members to stay abreast of data sharing needs, changes in data systems</td>
<td></td>
<td>Data requirements identified by individual partner needs and systems in year one</td>
<td></td>
<td>HMIS Contractor staff time</td>
<td>Possibly significant</td>
<td>HMIS Contractor, Community partners, service providers</td>
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<tr>
<td>Theme</td>
<td>Goal</td>
<td>Strategy</td>
<td>Performance Measure</td>
<td>Data Needed</td>
<td>Funding Needed</td>
<td>Fiscal Impact</td>
<td>Who is responsible?</td>
<td>Objective</td>
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<td>Expand HMIS Coverage to all Homeless Services Providers</td>
<td>Identify those agencies not using HMIS and engage in education of need for info</td>
<td>Have 50% of those identified signed on and using</td>
<td>Have 100% signed on and using; annual updates to list of providers to stay at 100% usage</td>
<td>Unknown, but definite impact on future grants</td>
<td>AKCH2, ACEH</td>
<td>Complete data picture of homeless services provided; better understanding of client need and what is working</td>
</tr>
</tbody>
</table>