

# Anchorage Coalition to End Homelessness

## Strategic Plan, 2019-2021

*Regular quarterly reviews to take place by ACEH Board and ACEH Staff to track and measure progress of priorities.*

**Vision:** Homelessness in Anchorage is rare, brief, and one-time.

**Mission:** Provide dynamic leadership to unite Anchorage in making homelessness rare, brief and one-time.

**Core Values:** Dignity, Respect, Equity, Compassion

### Long-term Goals

*Fulfill core functions with excellence, through Continuous Quality Improvement*

1. Develop and support robust and coordinated **housing and support systems** with connections to meaningful work and community.
2. Develop and maintain the **infrastructure** to collect, analyze and share **data** to set targets, monitor results, and prioritize community needs to **achieve and maintain functional zero**.<sup>1</sup>
3. **Advocate** for those experiencing and those at risk of homelessness. Amplify the voices of those with lived experiences.
4. **Coordinate and leverage community resources**, informed by data and best practices, to make homelessness rare, brief, and one-time.
5. **Strengthen a representative community coalition** to engage stakeholders.

### Anchored Home, Pillar Two

#### 3-Year Priorities

- 1. Get to Functional Zero:** Achieve functional zero for youth and young adult, family, and veteran homelessness. Assess and make progress toward achieving functional zero for adults.
- 2. Develop Housing & Support System Infrastructure:** Assess Anchorage’s Housing & Support System infrastructure including existing capacity and demand trends. Evolve *Coordinated Entry System* (CES) and Homeless Management Information System (HMIS) to match need. Build data-driven dashboards for monitoring and implementation.
- 3. Partner to Fill Gaps:** Maintain and, when necessary, bolster existing services. Increase housing and service capacity to meet demand needs. Integrate the network of core housing and supports with other community-based services and resources.
- 4. Empower Our Community:** Include those with lived experience of homelessness in planning and implementation. Engage the Alaska Federation of Natives, Alaska Native Corporations, organizations representing Anchorage’s many cultural groups, and other advocacy groups in planning and implementation to develop culturally appropriate solutions that meet the needs of all experiencing homelessness. Engage with partners across the community including corporations, health care organizations, neighbors and other entities to strengthen outreach and the Housing & Support System. Maintain ongoing community dialogue and communications with the community to share data and progress updates, educate about homelessness, and discuss solutions.

<sup>1</sup> Definition

<b>Goal Area 1: Housing + Supports</b>	
<b>2019 Objectives</b>	<b>3-Year Priorities</b>
<ol style="list-style-type: none"> <li>1. Achieve 2019 priorities for Pillar 2 of Anchored Home plan.</li> <li>2. Develop and use Anchored Home scorecards to track and communicate implementation milestones.</li> <li>3. Establish project management processes for Anchored Home implementation, including memoranda of understanding with Anchored Home partners to define roles and responsibilities.</li> <li>4. Develop a three-year plan to revise Coordinated Entry.</li> <li>5. Review and update the Anchorage Continuum of Care (CoC) goals and priorities, and policies and procedures.</li> </ol>	<ol style="list-style-type: none"> <li>A. Achieve Pillar 2 implementation actions defined in Anchored Home.</li> <li>B. Refine communication vehicles to share the Anchored Home journey with community stakeholders.</li> <li>C. Develop and launch a community-wide 'brand' for ending homelessness.</li> <li>D. Define ACEH's role to sustain Anchored Home beyond 2021.</li> </ol>
<b>Goal Area 2: Infrastructure + Data</b>	
<b>2019 Objectives</b>	<b>3-Year Priorities</b>
<ol style="list-style-type: none"> <li>1. Develop and implement HMIS Strategic Plan in conjunction with AKCH2.</li> <li>2. Enroll in Built for Zero.</li> <li>3. Create a By-Name List by 2020.</li> <li>4. Develop a three year community data plan.</li> </ol>	<ol style="list-style-type: none"> <li>A. Identify and track success measures for all core functions (CoC, HMIS, CES).</li> <li>B. Move to Phase 2 and 3 of Built for Zero.</li> </ol>
<b>Goal Area 3: Advocacy</b>	
<b>2019 Objectives</b>	<b>3-Year Priorities</b>
<ol style="list-style-type: none"> <li>1. Support Homeless Resource Advisory Council (HRAC) and Youth Task Force (YTF) as advisors to ACEH and partners.</li> <li>2. Develop shared advocacy plan with AKCH2, the Anchored Home core team, and the Homelessness Leadership Council (HLC).</li> <li>3. Track media, community engagement, and advocacy activities to inform future strategy.</li> <li>4. Advocate for the use of Alcohol Tax or other municipal revenues.</li> </ol>	<ol style="list-style-type: none"> <li>A. Implement shared advocacy plan, with AKCH2 and other partners.</li> </ol>
<b>Goal Area 4: Organizational Sustainability</b>	
<b>2019 Objectives</b>	<b>3-Year Priorities</b>
<ol style="list-style-type: none"> <li>1. Refine internal processes to support organizational growth.</li> <li>2. Revise the reporting tool to inform board decision-making.</li> <li>3. Draft a 3-year budget and funding strategy to sustain ACEH.</li> <li>4. Refine board membership and roles and responsibilities.</li> <li>5. Partner with the HLC to structure a funders' collaborative.</li> </ol>	<ol style="list-style-type: none"> <li>A. Engage board members in governance and advocacy efforts.</li> <li>B. Invest in organizational, director and staff development.</li> <li>C. Document and maintain policies and procedures to support sustainable systems.</li> </ol>
<b>Goal Area 5: Strengthen the Coalition</b>	
<b>2019 Objectives</b>	<b>3-Year Priorities</b>

<ol style="list-style-type: none"><li>1. Identify and recruit key stakeholders to inform strategy and decision-making.</li><li>2. Revamp online presence including website, newsletters, and social media to add value to stakeholders.</li></ol>	<ol style="list-style-type: none"><li>A. Evaluate community of practice model for CoC services.</li><li>B. Maintain membership recruitment and support plan.</li></ol>
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