

Municipality of Anchorage

Ten-Year Plan on Homelessness

2008 Update

Prepared by the Anchorage Coalition on Homelessness

For more information, contact the Anchorage Coalition on
Homelessness

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Mayor's Task Force on Homelessness Members (2004-2005)

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 Sinnett, 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
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Office of the Mayor

Diane DiSanto, Community Development Specialist, Office of the Mayor

**Anchorage Coalition on Homelessness
Executive Oversight Board Members (2008)**

Social and Housing Services Providers

Trevor Storrs, Alaskan AIDS Assistance Association, *Co-Chair*

Melinda Freemon, Homeward Bound, RurAL CAP

Deirdra Cronin, Covenant House Alaska

Maria Tagliavento, Cook Inlet Housing Authority

Chanda Aloysius, Southcentral Foundation

Susan Bomalaski, Catholic Social Services

Funders

Nancy Burke, Alaska Mental Health Trust Authority

Maureen Haggblom, United Way of Anchorage, *Co-Chair*

State Government

Jim Gurke, Alaska Housing Finance Corporation

State Coalitions

Suzi Pearson, Alaska Housing and Homelessness Coalition

Staff

Corrine O'Neill, Department of Neighborhoods

Diane DiSanto, Mayor's Office

Diane Ingle, Department of Health and Human Services

Background

In 2004, Mayor Begich brought together a 24-member group, known as the Mayor's Task Force on Homelessness. The Task Force was asked to develop a plan for how Anchorage could address the issue of homelessness by the year 2015 and was a subcommittee of the Housing and Neighborhood Development (HAND) Commission. The membership on the Task Force included homeless and formerly homeless people, representatives from nonprofit agencies, public safety personnel, businesses, the school district, government officials, and charitable foundations. Input to the Task Force was given by homelessness experts in the Anchorage community and comments from interested members of the public.

The efforts of the Task Force mirrored a national movement of a growing number of U.S. cities developing 10-Year Plans to end homelessness. This objective was a priority of the U.S. Conference of Mayors, which Mayor Begich attended in January of 2004. A Ten-Year Plan was developed by this group that contained over 200 community action steps that are to be accomplished in one, three, and five year increments and was *passed by the Municipal Assembly on January 11, 2005*.

A copy of the original Plan, that contains more details about the creation process, can be found at www.muni.org/CDBG/.

Ten Year Plan Vision

The Task Force envisioned that:

"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."

Plan Focus and Core Areas

The Plan was built on a Housing First" model, a best practice approach, which seeks to change the way homeless families and individuals are served by placing them in housing as a first step. It is premised on the idea that individuals and families are more responsive to interventions and support once they are in permanent housing. The Plan recognizes the importance of permanent housing options for households experiencing homelessness and calls for the creation of 500 additional affordable housing units. It also includes various other housing creation action steps.

The core areas identified in the Plan to assist in meeting the vision are the following:

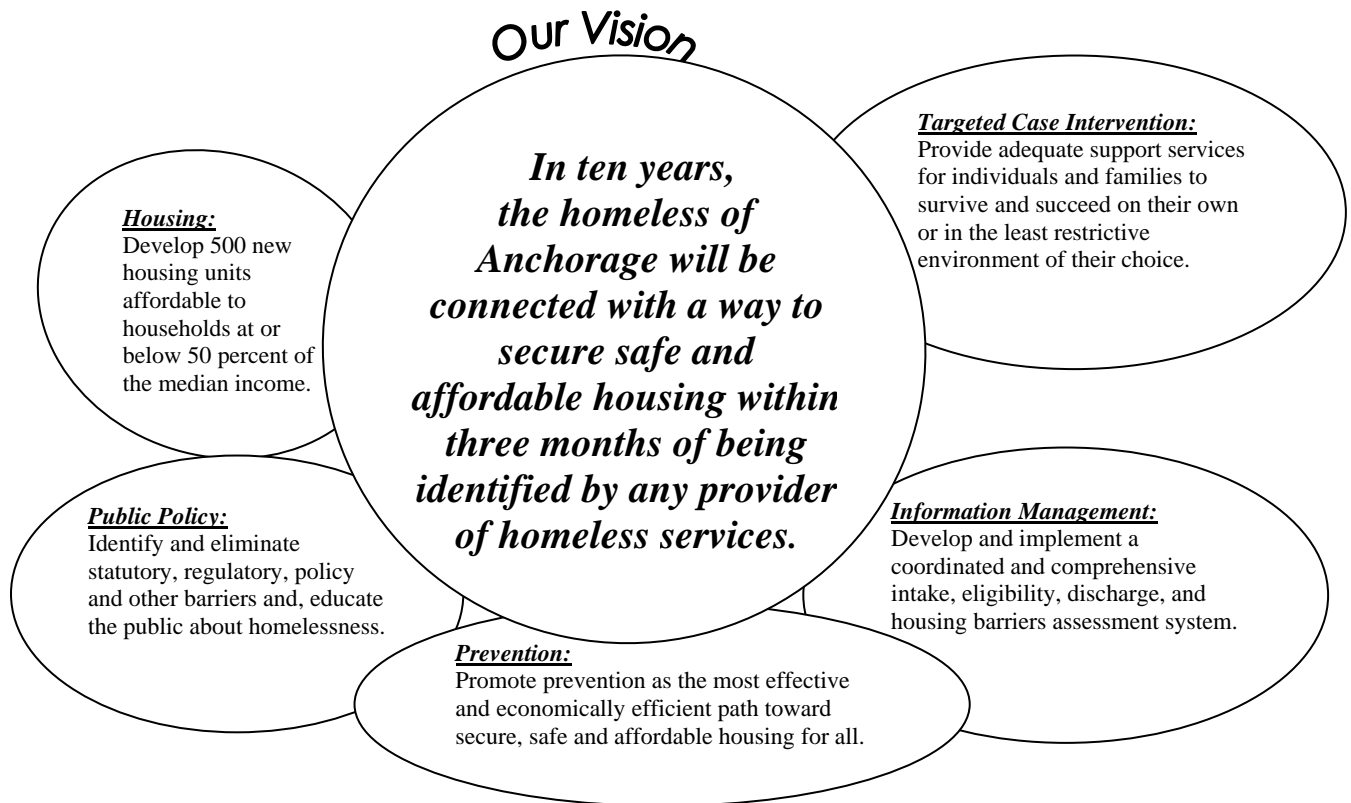
- Public
- PolicyHousing
- Prevention
- Targeted Case Intervention
- Information Management

Ten Year Plan Implementation

The Plan originally called for a five person Oversight Committee to ensure that the action steps were being accomplished. It became apparent after the passage of the Plan that there needed to be continual active work and oversight of the Plan in order to make significant progress on the Action Steps.

In 2007 the Anchorage Coalition on Homelessness was formed. The Coalition was created by combining the original Oversight Board for the Plan with a group meeting in Anchorage known as the Homelessness Services Forum. An Executive Oversight Board for the Coalition was delegated to provide guidance on the Plan and direction to the Coalition. The Executive Oversight Board annually reviews the steps in the Plan and updates the working draft.

The mission of the Anchorage Coalition on Homelessness is to be a network of businesses, non-profits and community members who provide a continuum of support to prevent homelessness and connect the homeless to safe, secure and affordable housing. The Coalition is a voluntary membership body that invites all members of the community to come and be apart of this group.



Public Policy

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

Action Group: Plan Oversight Policy

Action Steps

Proposed Accomplishment Year	Original Plan Reference	Summarized Action Step	Status Update: 2008		
			Assigned	Underway	Complete
Year 1 (2005)	1.1.a	Mayoral Appointed Oversight Board Appointed			Mayor
	1.1.b.	Senior Level Homelessness Staff. Appointee in the Mayor's Office.			Mayor/Diane DiSanto
	8.1.c	Checking In. Annually, or more often, Executive Oversight Board will complete a review of the Plan. Review will include a summary of accomplishments and suggestions for Plan updates. Based on this review, the Executive Oversight Board will provide an update to and invite feedback from the HAND Commission, Mayor, Assembly and Federation of Community Councils.			EOB Ongoing
Year 3 (2007)	1.3.a	Oversight Board Transition. Original five member Oversight Board transitioned to Executive Oversight Board for the Anchorage Coalition on Homelessness.			EOB
	3.3.d.	Service Providers' Meetings. Bimonthly meeting of the Anchorage Coalition on Homelessness to provide community "feedback" to fine-tune policies, identify gaps and redundancies in services, assess changing homeless risks, and share ideas on best practices.		ACH	
	8.3.a	Best Practices. Continue to research best practices and additional funding opportunities to further the action steps developed by the Task Force.		EOB	
Year 5 (2009)	1.5.a	Executive Oversight Board Reassessment. Executive Oversight Board completes a re-assessment of Plan on Homelessness.	EOB		
	4.5.b.	Community-Wide Buy-In. Priorities and objectives identified by the Anchorage Coalition on Homelessness 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.	EOB		
Year 10 (2014)	1.10.a	Executive Oversight Board Reassessment. EOB completes a re-assessment of Plan on Homelessness.	EOB		

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Action Group: Public Communications

Action Steps

Proposed Accomplishment Year	Original Plan Reference	Summarized Action Step	Status Update: 2008		
			Assigned	Underway	Complete
Year 1 (2005)	1.1.c.	White Paper		EOB	
	1.1.d.	Speakers' Bureau. Create a community speakers' bureau with partners and people who are homeless to promote ACH activities among community entities; train the speakers' bureau members.			RurAL CAP
	1.1.f.	Review Plan. Create, review, and implement an annual communications and public policy strategy.			EOB
	2.1.d.	ASD Link to Housing First. Educate/engage School Board on housing issues and pursue a School Board resolution.			ASD
	3.1.c.	Common Definition of Homelessness. Voice support at the U.S. Conference of Mayors for creating a single definition of homelessness for use in all McKinney Act programs.			Mayor
	4.1.b.	State Funding. The Municipality and its partners will work with the State's Interagency Council on the Homeless, Governor's Council on Homelessness, legislators and stakeholders to assure those making funding decisions understand the impact of those decisions.			EOB
Year 3 (2007)	1.3.b. and 1.3.d	Public Communication Campaign. Maintain and expand public communication campaign, including speakers bureau.	EOB		
	1.3.c.	Update White Paper and Power Point Presentation	EOB		
	1.3.d.	Maintain and expand speakers' bureau			
Year 5 (2009)	1.5.b.	Public Communication Campaign.			
	1.5.c	Update White Paper			
	1.5.d.	Maintain and expand speakers' bureau			
Year 10 (2014)	1.10.c	Update White Paper			

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Information Management

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

Action Group: Data Management and Coordination

Action Steps

Proposed Accomplishment Year	Original Plan Reference	Summarized Action Step	Status Update: 2008		
			Assigned	Underway	Complete
Year 1 (2005)	3.1.b.	Infrastructure and Support for Coordinated Housing First Approach. Develop a partnership between United Way 211 and HMIS to provide infrastructure to the community that supports common resource referrals, intake and training and technical assistance			
	3.1.a.	Coordinated Assessments. Develop assessments for use in HMIS by the community such as common intake, eligibility, discharge (includes evictions), and self-sufficiency assessments (expands HMIS beyond "Service Point") in Year 1.		ACH/DHHS	
	1.1.e	Ensuring Participation. The Mayor's Office, ACH and the Affordable Housing Partnership take leadership roles in endorsing broad-based participation in developing and sustaining HMIS			DoN
	7.1.c.	Housing Point. Identify resource for implementing "Housing Point" or similar system for maintaining a community-wide inventory of housing units on a real-time basis.			AHFC
Year 3 (2007)	7.3.c.	Housing Point. Housing Point or similar is implemented.		AHFC	
	1.3.e.	Endorse participation in HMIS and 211.			
	5.3.b. 4.3.a.	Services and Funding Responsive to Need. Through aggregation of HMIS data 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			
	3.3.e.	ASD and Housing First Link. 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			
Year 5 (2009)	3.5.a.	Common assessment system is fully integrated into the electronic and web-based Homeless Management Information System (HMIS)			
	4.5.a.	HMIS Participation. 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.			
Year 10 (2014)	3.10.a.	Dial 2-1-1. Coordinate resources to provide for a "2-1-1" statewide telephone information system.		United Way	

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Action Group: Checking In

Action Steps

Proposed Accomplishment Year	Original Plan Reference	Summarized Action Step	Status Update: 2008		
			Assigned	Underway	Complete
Year 1 (2005)	8.1.a	Affordable Housing Inventory. Alaska Affordable Housing Partnership is the conduit for sharing information on gains and losses in Anchorage affordable housing units at each quarterly meeting.			HUD
Year 3 (2007)					
Year 5 (2009)					
Year 10 (2014)					

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Housing

Provide safe, secure, and affordable housing for all.

Action Group: Permanent Housing Production and Preservation

Action Steps

Proposed Accomplishment Year	Original Plan Reference	Summarized Action Step	Status Update: 2008		
			Assigned	Underway	Complete
Year 1 (2005)	6.1.a.	Housing Production. Create 20 new affordable housing units.			Community Wide
	7.1.d.	Maximize 811 Program Housing Production. 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.		AAHP	
	6.1.e.	Mobile Home Parks. Convene a subcommittee of the HAND Commission to address the status of mobile home parks and manufactured housing in Anchorage.			DoN/ HAND
	6.1b	HOME. Dedicate HOME Investment Partnerships Program funds from the Municipality of Anchorage to production of affordable rental housing units.			DoN/ HAND
Year 3 (2007)	6.3.a.	Housing Production. Create 140 additional affordable housing units.			
	6.3.b.	Affordable Housing Developers. Identify developers willing to build housing units available and affordable to individuals and families at or below 50% of AMI.			
	6.3.c.	Mobile Home Parks. Create a mechanism to assure manufactured housing and mobile home parks remain viable, long-term affordable housing option.			
Year 5 (2009)	6.5.a.	Housing Production. Create 140 additional affordable housing units.			
	6.5.b.	Land for Housing. Dedicate publicly owned lands for affordable housing development.			
	6.5.e.	Mobile Home Parks. Stabilize at least one mobile home park as a viable, long term affordable housing option in Anchorage.			
Year 10 (2014)	6.10.a.	Housing Production. Create 200 additional affordable housing units.			

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Action Group: Expanding Housing Production Incentives/Addressing the Market

Action Steps

Proposed Accomplishment Year	Original Plan Reference	Summarized Action Step	Status Update: 2008		
			Assigned	Underway	Complete
Year 1 (2005)	6.1.c.	Appropriate Housing Production Incentives. 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.		HAND AAHP	
	6.1.h.	Economic Development and Housing Link. 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.		DoN	
	2.1.a. and 5.1.f.	Capital Funds for Dispersed Facilities. Encourage funders to consider additional funding to allow for higher capital costs associated with dispersing facilities throughout Anchorage.			
	6.1d.	Municipal Development Authority. Create a development authority within the Municipality of Anchorage from the current Heritage Land Bank.			ACDA
	4.1.c.	Affordable Housing Funds. Research models for new affordable housing resources, like a Housing Trust Fund, Bed Tax contributions, and tax credits to hotels that house homeless families during the school year.		AMHTA	
Year 3 (2007)	4.1.b.	Appropriate Housing Production Incentives. Encourage funders to incorporate funding preferences that encourage affordable one- and four-bedroom units within the Municipality of Anchorage.		HAND	
	2.3.e	Title 21/Fair Housing. Title 21 will be consistent with the Federal Fair Housing Act. Zoning barriers will be reduced for permanent supportive housing and transitional housing projects.		ACH	
	6.1.f.	AHFC Funding for Housing. Encourage the State of Alaska to allow AHFC to direct more/all of its resources to affordable housing.		ACHH	
	4.3.c.	Housing Trust Fund. Create a Housing Trust Fund that contributes to affordable housing locally.		AMHTA	

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Housing

Provide safe, secure, and affordable housing for all.

Year 5 (2009)	6.5.c.	Inclusionary Housing Ordinance. Encourage all developers to set aside a percentage (i.e. 2%) of total development as affordable housing units.			
	6.5.d.	Appropriate Housing Production Incentives. Create incentives through local tax breaks or other means to encourage affordable four-bedroom units	AAHP HAND		
Year 10 (2014)	6.10.b.	Mixed Income Housing. Build incentives and partnerships that create mixed-income housing developments across the Municipality			
Year 10 (2014)	6.10.c.	Continue year five action steps			

Action Group: Subsidizing Rent

Action Steps and Status

Proposed Accomplishment Year	Original Plan Reference	Summarized Action Step	Status Update: 2007		
			Assigned	Underway	Complete
Year 1 (2005)	7.1.b.	Housing Choice Vouchers and Public Housing. 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.		EOB	
Year 3 (2007)	7.3.b.	Project Base Housing Choice Vouchers. 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.		AHFC	
Year 5 (2009)					
Year 10 (2014)					

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Action Group: Specialized Transitional Housing

Action Steps

Proposed Accomplishment Year	Original Plan Reference	Summarized Action Step	Status Update: 2007		
			Assigned	Underway	Complete
Year 1 (2005)	7.1.e	Transitional Housing. Identify gaps (#beds) in successful transitional housing programs in Anchorage for youth, victims of domestic violence and the chronic homeless.			CoC
Year 3 (2007)	7.3.e	Transitional Housing. Expand transitional housing options as identified in 7.1.e.			
Year 5 (2009)					
Year 10 (2014)					

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Targeted Case Intervention

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

Action Group: Coming In

Action Steps and Status

Proposed Accomplishment Year	Original Plan Reference	Summarized Action Step	Status Update: 2008		
			Assigned	Underway	Complete
Year 1 (2005)	5.1.e.	Anonymous Mail and Voice Mail Options. Encourage all emergency and transitional housing programs to provide mail addresses and telephone messaging systems for use by clients that are unrecognizable as the location of a homeless shelter or a social services provider.			
	2.1.a.	Daytime Respite/One-Stop Engagement. Reduce the day-time impact of the homeless on neighborhoods by providing a daytime respite area at Bean's Café or other like-location.			Beans
Year 3 (2007)	2.3.a.	Daytime Respite/One-Stop Engagement. Reduce the day-time impact on neighborhoods by moving Crossover House (ACMHS's Homeless Outreach Program), or other appropriate facility back downtown and open access to all homeless Alaskans.		ACMHS	
Year 5 (2009)	2.5. A 3.5.b.	Daytime Respite/One-Stop Engagement. New Crossover House, or other appropriate entity, is the central HHS gathering station and is open 24 hours a day.	ACMHS		
Year 10 (2014)	2.10.a				

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Action Group: Reaching Out

Action Steps and Status

Proposed Accomplishment Year	Original Plan Reference	Summarized Action Step	Status Update: 2008		
			Assigned	Underway	Complete
Year 1 (2005)	2.1.b.	High Impact Camp Outreach. 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.			RuralCAP
Year 3 (2007)	2.3.b	High Impact Camp Outreach. Continue program to bring together case managers in efforts to identify permanent housing for homeless occupying high-impact "camps."			
	2008 Amendment	Reducing Camp Impact on Community. Continue program to clean-up garbage left by campers and encourage groups to stop feeding campers outside of facilities or designated areas.		ABBRA	
	2008 Amendment	Project Homeless Connect. The Coalition will hold a Project Homeless Connect event at least annually in order to provide one-stop shop services to persons that are homeless. The Coalition will continue its support of Stand Down.			ACH
	5.3.d	Mobile Case Management. 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.			
	2.3.c and 5.3.e	Mobile Case Management/Beyond Shelter. Reach families living in non-housing, such as cars, or who can't get into shelters through mobile case managers.			ACH Beyond Shelter
	2.3.d	ASD Link to Housing First. ASD will develop outreach and referral system to be coordinated with student enrollment.	ASD		
Year 5 (2009)	2.5.b	Same as 2.3.b.			
	2.5.c	Mobile Case Management. Mobile case managers continue outreach to cars and camps (2.3.c).			
Year 10 (2014)	2.10.b				

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Action Group: Oversight Social Services/Case Management

Action Steps and Status

Proposed Accomplishment Year	Original Plan Reference	Summarized Action Step	Status Update: 2008		
			Assigned	Underway	Complete
Year 1 (2005)	5.1.a.	Case Management Inventory. Inventory case management resources currently available.			CSS/UAA

Targeted Case Intervention

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

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	5.1.b.	Timely Case Management. Identify where (for example, which shelters) clients are receiving case management within 72 hours of admission and where they are not.			
	5.1.c.	Case Management Client Reach. Identify which homeless groups are currently receiving case management and which are not.		CSS/UAA	
	5.1.d.	Case Management Inventory Analysis. Identify gaps/redundancies in case management.			
Year 3 (2007)	5.3.a.	Coordinated Assessments. All case managers are assessing clients' housing barriers, using common elements/form			
	5.3.c.	Infrastructure and Support for Coordinated Housing First Approach. Housing assessments and resources training for case managers established and maintained in order to implement Housing First strategies.			
Year 5 (2009)	5.5.a.	Continuation of Year Three			
Year 10 (2014)	5.10.a.				

Prevention

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

Action Group: Prevention

Action Steps

Proposed Accomplishment Year	Original Plan Reference	Summarized Action Step	Status Update: 2008		
			Assigned	Underway	Complete
Year 1 (2005)	4.1.d.	Prevention. Identify, coordinate and advocate for top priority service prevention.	CoC (EOB)		
	4.1.e	Emergency Housing Fund. Develop an Emergency Housing fund from public and private donors for homeless prevention.			
Year 3 (2007)	4.3.d	Emergency Housing Fund. 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.			
	7.3.a.	Hard to House. Change admittance and eviction criteria in rental subsidy programs (especially Public Housing and Housing Choice Vouchers) 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.	AHFC/AMHTA Bridge Home		
	7.3.c.	Tenant Education. Tenant-education/"good tenant" certification and guarantee program established.	AHFC/ACH		
	7.3.d.	Eviction Prevention. 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.			
	7.3.g.	Housing Choice Voucher Landlord Participation. AHFC's landlord outreach program encourages Housing Choice Voucher acceptance and promotes eviction prevention strategies (mediation, problem solving, negotiation).			
Year 5 (2009)					
Year 10 (2014)					

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