

Anchorage's 5-year plan to solve homelessness

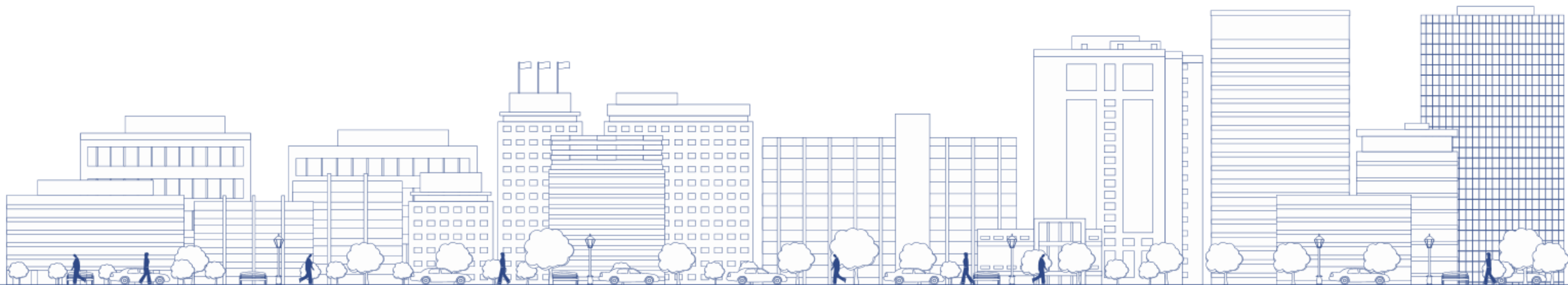
Anchorage Coalition to End Homelessness

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Anchored Home is an action-oriented guide to solving homelessness in Anchorage.

It lays out concrete steps and measurements on which to measure progress and provide accountability. Key strategies improve the use of data, expand opportunities for people experiencing homelessness and braid funding streams for individualized housing and supports. This plan places equity at the forefront, ensuring that those who have been displaced by inequitable systems and with the greatest need are matched with a person-centered housing solution that meets their individual needs.



HOUSING IS THE SOLUTION

A message from Alison Kear and Nathan Johnson

Strategies in Anchored Home 2023-2028 keep our focus on increasing the supply of and equitable access to affordable housing and tailored supports for people experiencing homelessness. The approach builds on the framework of the prior Anchored Home plan and aligns with federal goals and investments including the multi-year, interagency roadmap “[All In: The Federal Strategic Plan to Prevent and End Homelessness.](#)”

We envision a person-centered system of housing and tailored supports. Because we know the answer.

Housing is the solution to homelessness.

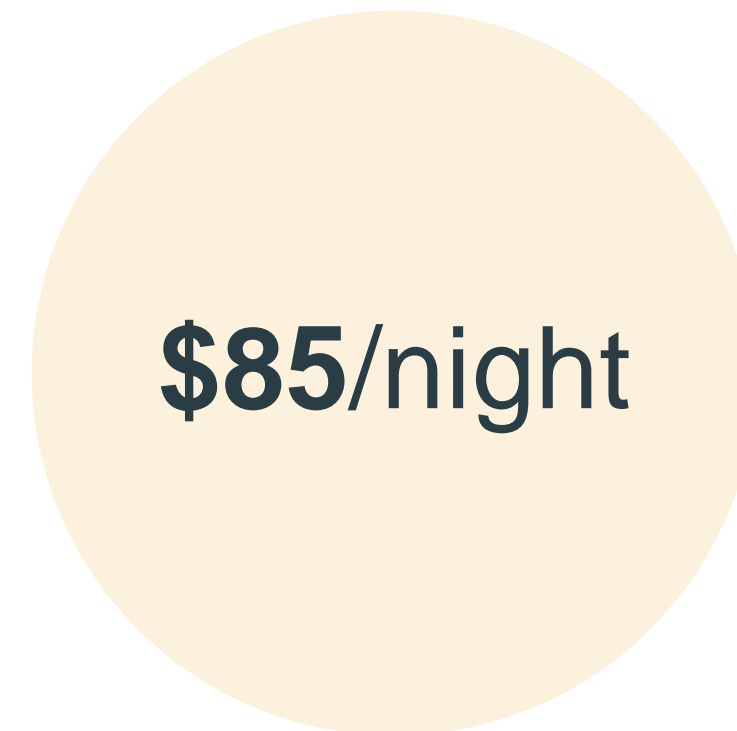


Alison Kear chairs the Anchorage Continuum of Care Advisory Council and Nathan Johnson chairs the ACEH Board of Directors.

HOMELESSNESS IS A HOUSING CRISIS

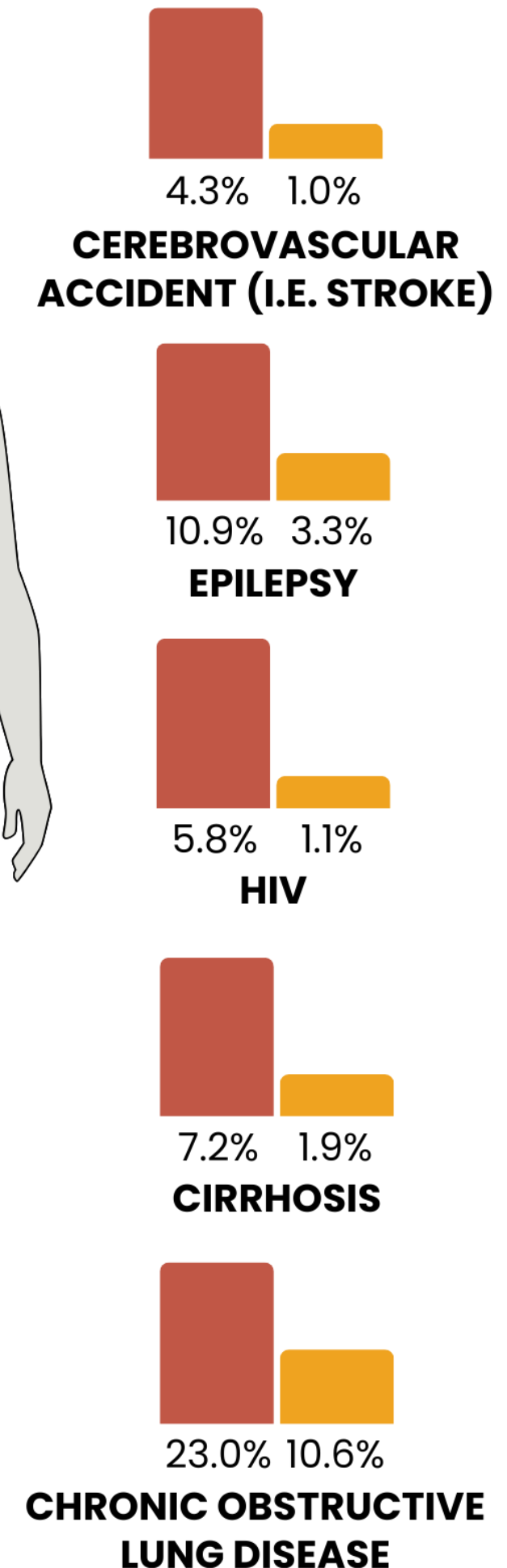
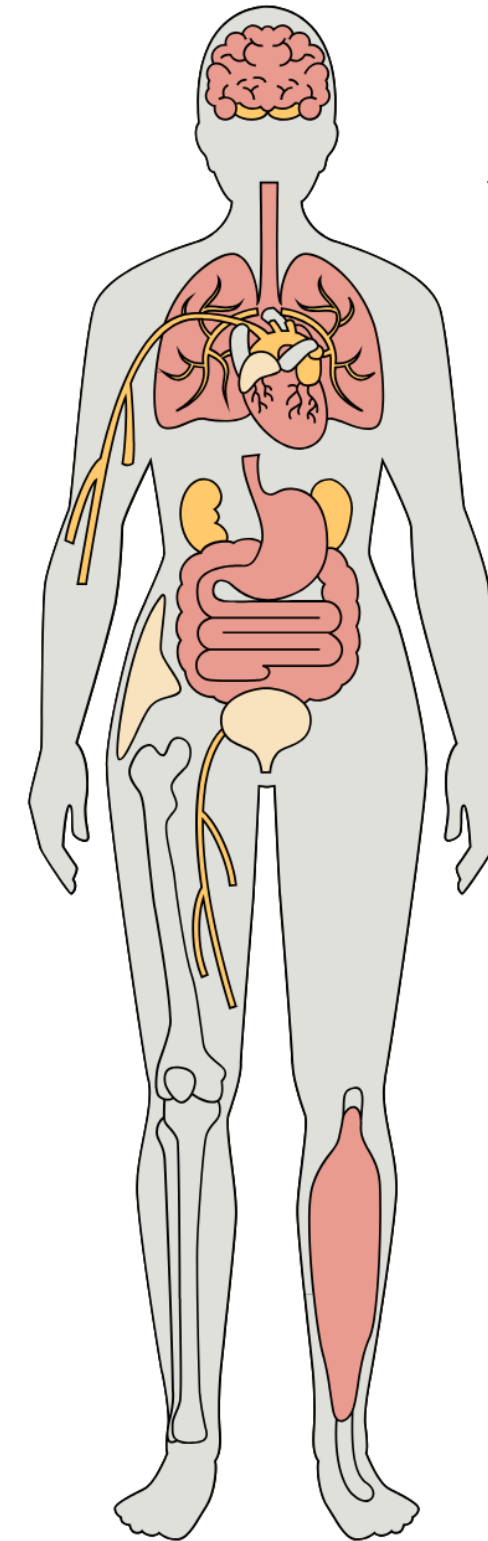
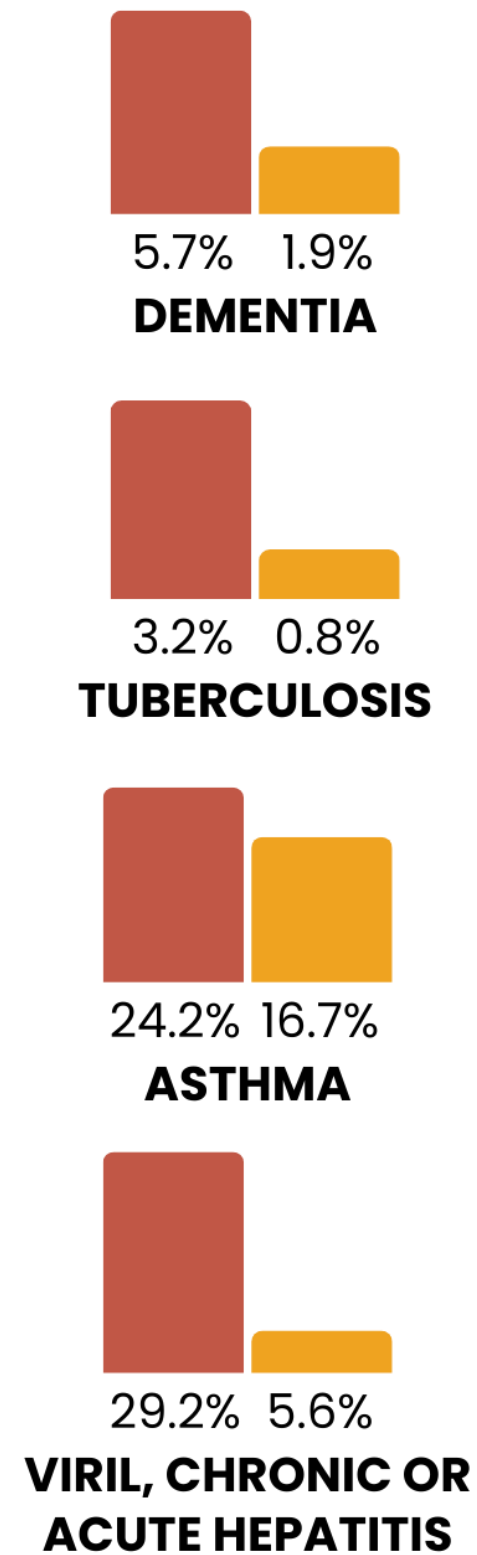
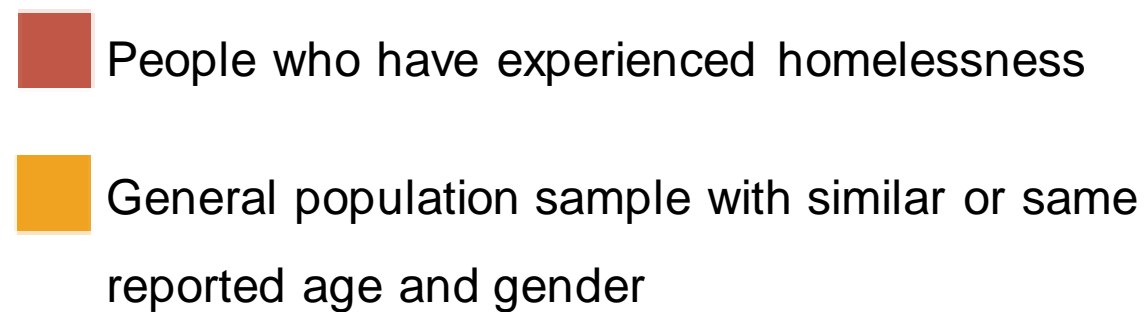
Studies show that systemic failures are the root cause of homelessness. **People fall into homelessness because they cannot find housing they can afford.**

Housing not only provides people with a platform for a better life, it's also better for the bottom line.



Homelessness and health are connected.

Disabilities and medical issues can lead to job loss and increase risk of homelessness. Health issues worsen for unhoused people.





Coordinated Street Outreach

- Street outreach teams identify and connect with those living outdoors

Better Emergency Shelter

- Emergency cold weather shelters now include a focus on housing.

Incentives for Landlords

- Landlords receive financial incentives to offer apartments and work through issues.

Housing Focused

- Anchorage believes housing with supports is the solution to homelessness.

PROGRESS SINCE 2018



OUR COMMUNITY'S PLAN

Anchored Home 2023-2028 incorporates community feedback and builds on our prior plan to take the work to the next level.



The Anchorage Coalition to End Homelessness will report back to the community on challenges and progress through data updated regularly on its website.



COMMUNITY ENGAGEMENT PROCESS

- Initial launch: Jan. 15, 2023
- Feedback solicited: over 5 months
- Engagement channels:
 - Presentations across Anchorage:
 - Loussac Library, BP Energy Center, Anchorage community councils and Catholic Social Services leadership team
 - Social media outreach
 - Email communication (1,800+ ACEH subscribers)
 - Surveys at emergency shelters, supportive housing, Complex Care and 3rd Avenue Resource & Navigation Center

FEEDBACK RECEIVED

- 212 responses from shelter surveys
- 100 responses from service providers and the U.S. Interagency Council on Homelessness
- 12 responses from the general public

All of the feedback informed the plan.

STRATEGIC DIRECTIVES

Our community will work collaboratively across systems and organizations.

HOUSING

Expand engagement, resources, and incentives for the creation of new safe, affordable and accessible housing.

SUPPORTIVE HOUSING FOR COMPLEX NEEDS

Increase the supply and impact of permanent supportive housing for individuals and families with complex service needs.

SUPPORTIVE SERVICES

Increase the use of evidence-based service delivery across all program types.

DATA

Strengthen the capacity of state and local governments, tribes, Native-serving organizations and nonprofits to collect, report and use data.

COORDINATION

Improve information-sharing with public and private organizations at the federal, state and local level.

EQUITY

Promote equity and seek ways to expand partnership to include people with lived experience; ensure meaningful participation and compensation for their time and expertise.

FUNDING

Increase access to housing and homelessness funding and coordinate and leverage funding opportunities with existing federal, state, local and philanthropic funding.

SYSTEM PERFORMANCE MEASURES

These measures help our community set baselines and goals.

IMPROVE

Organizations will better identify, engage, collaborate with and rehouse people experiencing unsheltered homelessness, including through a Housing First approach.

REDUCE

The average length of homelessness will decline through an improved Coordinated Entry system — the community's by-name list of individualized needs. A current, community-wide list provides a framework to coordinate resources.

PREVENT

Support from state, tribal and local partnerships will help keep people from homelessness when they exit public systems, such as child welfare, prisons and mental health institutions.

INCREASE

Improved access to affordable housing, health care and person-centered supportive services will help more people stay housed.

PERFORM

Continuum of Care will grow capacity to use data to measure and track system performance.



ANCHORED HOME STRATEGIC DIRECTION

HOUSING, SUPPORTIVE HOUSING & SUPPORTIVE SERVICES

Expand engagement, resources, and incentives for the creation of new safe, affordable, and accessible housing.

Increase the supply and impact of permanent supportive housing for individuals and families with complex needs.

Increase the use of evidence-based service delivery across all program types.

METRICS

- Number of people experiencing homelessness.
- Length of homelessness.
- Percentage of people exiting to permanent housing destinations.
- Percentage of people experiencing homelessness exiting to HUD or other subsidized housing programs.

HOUSING, SUPPORTIVE HOUSING & SUPPORTIVE SERVICES

ACTION 1: Support additional housing as identified in annual gap analysis.



- **Goal:** Actively support the creation of 150 housing units a year.
- **Baseline:** In 2023, the Anchorage Coalition to End Homelessness along with partners participated in the creation of 120 housing units that helped fill the identified gap for people experiencing homelessness.

ACTION 2: Strengthen subsidy programs and vouchers to increase affordable housing.



- **Goal:** Increase subsidy and voucher access to people experiencing homelessness by 50%, concurrent to the need identified in the annual gap analysis for permanent supportive housing.
- **Baseline:** Currently, there are no set-asides of Housing Choice Vouchers for people experiencing homelessness. In Anchorage there are 164 vouchers for project-based subsidized units (rental and supportive funding stays with the unit) and 137 vouchers for sponsor-based subsidized units (rental and supportive funding stays with the provider). Total Anchorage vouchers allocated through the Moving to Work Plan: 6,177.

ACTION 3: Engage all sectors for donations of resources, land or property for affordable housing.



- **Goal:** Establish and formalize 100 partnerships with non-homelessness service provider partners through education and shared objectives.
- **Baseline:** Currently, there are no formalized partnership structures between the Continuum of Care (CoC) or ACEH and non-homelessness partners throughout Anchorage or the State of Alaska.

ACTION 4: Improve access to health care and person-centered supportive services as part of housing.



- **Goal:** Increase integration of homelessness and health care services through no less than four formalized partnerships.
- **Baseline:** Currently, there are no formalized partnerships between health care and homelessness services entities.

ACTION 5: Coordinate robust street outreach to unsheltered people with a Housing First approach.



- **Goal:** Increase street outreach services to house at least 150 people experiencing unsheltered homelessness each year.
- **Baseline:** Currently, ACEH coordinates street outreach and reports metrics on a quarterly basis, but number of individuals housed is not one of them. Going forward this will be a metric.



ANCHORED HOME STRATEGIC DIRECTION

DATA & COORDINATION

Strengthen the capacity of state and local governments, tribes, Native-serving organizations, and nonprofits to collect, report and use data.

Improve information-sharing with public and private organizations at the federal, state and local level.

METRICS

- Number of people experiencing homelessness.
- Length of homelessness.
- First-time homeless.
- Number of veterans experiencing homelessness.
- Number of families experiencing homelessness.
- Number of supportive-services-only programs.
- Percentage of people exiting to permanent housing destinations.

ANCHORED HOME STRATEGIC DIRECTION
DATA & COORDINATION

ACTION 1: Expand the use of Coordinated Entry housing needs assessments within the MoA.



- **Goal:** By 2028, 90% of homelessness service providers and 60% of emergency health care service providers will use Coordinated Entry; 90% of funders will require Coordinated Entry for purposes of programmatic referrals for homelessness services, establishment of access points, or both.
- **Baseline:** Currently 62% of homelessness service providers and 0% of emergency health care service providers use Coordinated Entry; 60% of funders require Coordinated Entry for purposes of programmatic referrals or access points.

ACTION 2: Identify who is prioritized by subpopulation and document resources and tracking exits to housing.



- **Goal:** 100% of people identified in the HPRS by all relevant subpopulations with Coordinated Entry assessment completed within 14 days consistent with HUD and AKHMIS standards.
- **Baseline:** 93% of current Coordinated Entry assessments have all relevant subpopulation information in HMIS consistent with HUD and AKHMIS standards.

ACTION 3: Identify effective ways of collecting data on subpopulations that are historically undercounted.



- **Goal:** Identify up to five methods that collect subpopulation information in a trauma-informed manner.
- **Baseline:** Baseline: Currently there is one method for identifying this subpopulation information.

ACTION 5: Expand data gathering from public systems to ensure those at risk of homelessness are prioritized for housing interventions upon exit.



- **Goal:** Formalize relationships with no fewer than 100% of state and local public agencies and 60% of local organizations that oversee prisons, health care, and child welfare to integrate Coordinated Entry into discharge planning for individuals at risk of homelessness.
- **Baseline:** Baseline: Currently there are no formalized relationships that meet the goal.



ANCHORED HOME STRATEGIC DIRECTION

PROMOTE EQUITY

Promote equity and seek ways to expand partnerships to include people with lived experience, ensuring meaningful participation and compensation for their time and expertise.

METRICS

- Number of people experiencing homelessness.
- Length of homelessness.
- Percentage of people exiting to permanent housing destinations.
- Returns to homelessness.
- Percentage of people exiting into HUD and other subsidized housing programs.

ANCHORED HOME STRATEGIC DIRECTION
PROMOTE EQUITY

ACTION 1: Strengthen and expand meaningful opportunities for professional development and mentoring focused on supporting people with lived experience



- **Goal:** Increase number of CoC lead organization staff and Advisory Council members who have lived experience by 50%.
- **Baseline:** Currently 30% of the CoC lead organization staff have self-identified lived experience; 20% are executive- or director-level positions. 20% of the Advisory Council members have self-identified lived experience; of the decision-making members, 40% have lived experience.

ACTION 2: Provide ways for meaningful opportunities for professional development and mentoring that support people with lived experience



- **Goal:** Make available not less than four training/mentoring opportunities for individuals with lived experience to support increased participation and leadership within the CoC and CoC lead organization.
- **Baseline:** Currently there are no specific training/mentoring opportunities identified and marketed directly to individuals with lived experience

ACTION 3: Create to allow recipients to use funds to compensate people with lived experience participating on boards or councils.



- **Goal:** Identify at least one funding source at each government level to use on an annual basis for lived experience compensation.
- **Baseline:** Currently only the HUD CoC Annual Planning Grant includes compensation for people with lived experience as one of its stated terms.



ANCHORED HOME STRATEGIC DIRECTION

INCREASE FUNDING & COORDINATION

Increase access to housing and homelessness funding and coordinate and leverage funding opportunities with existing federal, state, local and philanthropic funding.

METRICS

- Number of people experiencing homelessness.
- Length of homelessness.
- First-time homeless.
- Percentage of people exiting to permanent housing destinations.

ANCHORED HOME STRATEGIC DIRECTION
INCREASE FUNDING & COORDINATION

ACTION 1: Braid and leverage system assets to create funding plans to support housing opportunities and support services



- **Goal:** Align funding opportunities in purpose, application requirements and timing to the greatest extent possible to streamline and coordinate funding opportunities and formalize those alignments.
- **Baseline:** Currently there are no formal agreements aligning funding.

ACTION 2: Investigate new funding sources to increase resources for housing and support services.



- **Goal:** Identify funding resources at the federal and state level outside of HUD, Municipal government and philanthropy that can be used for housing and support services.
- **Baseline:** Currently there are few, if any, identified regularly available funding sources outside of those directed for housing and homelessness access to address housing and homelessness.

ACTION 3: Engage all sectors for possible donations of resources, land or property for affordable housing.



- **Goal:** Establish and formalize 100 partnerships with non-homelessness service provider partners through education and shared objectives.
- **Baseline:** Currently, there are no formalized partnership structures between the Continuum of Care (CoC) or ACEH and non-homelessness partners throughout Anchorage or the State of Alaska.