

Roadmap for Safety and Wellbeing

Anchorage Strategic Investment Plan for Alcohol Tax Revenue,
2024-2029



Assembly Work Session Draft

May 10, 2024



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Action Plan

Anchorage's Alcohol Tax

In April 2020, Anchorage voters approved creating a new revenue source to address some of Anchorage's most complex and pressing problems: a sales tax on alcoholic beverages sold in the Municipality. The ballot language states that, after payment of the costs of administering the tax, revenue be dedicated to:

1. Funding for police, related criminal justice personnel, and first responders;
2. Funding to combat and address child abuse, sexual assault, and domestic violence; and,
3. Funding for substance misuse treatment, prevention programs, detoxification or long-term addiction recovery facilities, mental and behavioral health programs, and resources to prevent and address Anchorage's homelessness crisis.

Relevant to all three issues is addressing inequity in our community. In many measures of individual and community health and safety in Anchorage there are persistent disparities. By targeting efforts to eliminate disparities, Anchorage will be safer and healthier for everyone.

Purpose of this Roadmap

Anchorage's Alcohol Tax has clearly defined uses, however, there are many ways to prevent and address these community issues. This roadmap draws from input from community experts, people with lived experience of the issues, other relevant plans, and best practice research to guide the Municipal Administration and Assembly to:

- Inform budgeting and disbursing each year's Alcohol Tax investments.
- Ensure community input, transparency, and efficient use of the funds.
- Make investments that address near-term issues and increase long-term safety and wellbeing.

Annual Allocation Process

This roadmap proposes significant changes to the process to allocate Alcohol Tax investments. The Administration and Assembly must commit to a transparent, predictable process to get positive results from Alcohol Tax investments. This section describes the most significant changes.

RECOMMENDED IMMEDIATE ACTIONS

1. Designate a municipal leadership position to coordinate and monitor implementation of this roadmap and oversee Alcohol Tax investments, including information gathering for budget development; this could be a new 'Community Safety and Wellbeing Director' or assigned to an existing position.
2. Determine ways to gather community and expert input on Alcohol Tax decisions throughout the year; this could be an existing board or committee.
3. Develop and agree to an annual process that starts at the beginning of the calendar year, captures data and lessons learned from the previous year, allows time for departments to complete procurement before the end of the calendar year, and aligns with the budget process for the Administration and the Assembly. Sample Annual Allocation Process included in Appendix A.
4. Determine how to use this strategic roadmap during the annual process and to set annual, or multi-year, priorities from the roadmap to guide Alcohol Tax investments.
5. Make necessary revisions to municipal procurement policies to support the annual allocation process, to allow for multi-year investments of Alcohol Tax revenues, allow funds allocated in one year to be spent in the following year, and provide clear guidance to municipal departments to implement revised policies.
6. Develop and implement an annual Communication Plan to build public awareness and understanding. Sample Communication Plan included in Section 4.

7. Identify other funding sources such as the Marijuana Tax, Opioid Settlement Funds, and private foundation funds that could be invested alongside Alcohol Tax funds to increase impact; meet regularly with a 'Funders Group' or other body to coordinate investments.
8. Communicate regularly with municipal department leaders to ensure understanding and agreement with annual process.

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Roadmap for Safety and Wellbeing

The Vision, Mission, and Values describe **WHY** we are investing Alcohol Tax funds.

WHY: Vision, Mission, and Values

<p>Vision</p>	<p>Investments will work towards the long-term vision: Safety and wellbeing for all in Anchorage.</p>
<p>Mission</p>	<p>Investments from the voter-approved Alcohol Tax will make measurable improvements to prevent and address the related issues of:</p> <ul style="list-style-type: none"> • Public safety, law enforcement, and emergency response; • Child abuse and neglect, sexual assault, and domestic violence; • Behavioral health¹; and, • Homelessness.
<p>Values</p>	<p>Investments will be guided by the following values.</p> <ul style="list-style-type: none"> • We value connection. <ul style="list-style-type: none"> ○ We understand that connections among family, friends, and neighbors create safety and wellbeing for all in Anchorage. • We listen and respond to all communities. <ul style="list-style-type: none"> ○ We listen to residents from all parts of Anchorage and make investments that respond to community priorities and build on strengths. • We understand that meeting basic needs is the first step. <ul style="list-style-type: none"> ○ We know that when all residents have safe housing, adequate food, access to health care, and quality education and employment our community is safer and healthier for everyone. • We try new things. <ul style="list-style-type: none"> ○ We innovate and test new approaches. • We do what we know works. <ul style="list-style-type: none"> ○ We use evidence to guide investments including traditional and cultural practices, quantitative data, successful approaches from other communities, and lived experience. • We measure what we do. <ul style="list-style-type: none"> ○ We set goals and track our progress to demonstrate results. • We make government accessible. <ul style="list-style-type: none"> ○ We make it easier to see how funds are spent, to access funds and see their impact. • We think long term. <ul style="list-style-type: none"> ○ We know big problems won't be solved quickly. We prioritize prevention and long-term wellbeing, and we invest in making a better future.

¹ Behavioral health is a general term “used to refer to both mental health and substance use” (SAMHSA-HRSA (2015))

The WHAT and the HOW of Alcohol Tax Investments

The two parts of this section describe **WHAT** Alcohol Tax revenues will be invested in, and **HOW** investments will be made. The Context section provides additional information and data about the goals and strategies.

WHAT: Goals and Strategies

Describes **what** Alcohol Tax revenues are invested in and the benefits we will see in our community.

WHAT: GOALS AND STRATEGIES

Implementing these goals and strategies will **prevent** and **address** the issues identified for Alcohol Tax investments:

- 1 Public safety, law enforcement, and emergency response
- 2 Child abuse and neglect, sexual assault, and domestic violence
- 3a Behavioral health
- 3b Homelessness

★ Starred strategies had the most support from community members engaged in this planning process.

GOAL 1: Everyone in Anchorage has access to safe, affordable housing.

Strategy	Suggested Measures	Designated Use
<p>★ Increase supply of housing and rental assistance funds for low-income households, especially households with young children.</p>	<ul style="list-style-type: none"> Reduce percentage of households with female head with children under 5 living in poverty.² Increase number of affordable units available for households with very low or low incomes (below 30 or 50 percent of median income).³ Reduce the number of households cost-burdened by housing (paying more than 30% of income on housing).⁴ 	2 3b
<p>★ Ensure Anchorage has an adequate supply of emergency shelter year-round. Ensure shelters are small-scale (150 beds or less), accommodate special needs of individuals, provide navigation to housing to all occupants. Provide options for shelter that are secular.</p>	<ul style="list-style-type: none"> Reduce number of unsheltered individuals.⁵ Reduce number of people who die outside.⁶ 	3a 3b
<p>★ Increase supply of transitional and supportive housing for people exiting shelter and corrections.</p>	<ul style="list-style-type: none"> Reduce the number of days between entrance to shelter and exit to housing.⁷ Decrease returns to homelessness and corrections.^{8,9} 	1 2 3a 3b

² US Census American Community Survey, 5-Year Estimate, Anchorage Municipality.
³ Anchorage Coalition to End Homelessness Data Dashboard.
⁴ Anchorage Coalition to End Homelessness Data Dashboard.
⁵ Anchorage Coalition to End Homelessness Data Dashboard.
⁶ Anchorage Police Department.
⁷ Anchorage Coalition to End Homelessness Data Dashboard.
⁸ Anchorage Coalition to End Homelessness Data Dashboard.
⁹ https://www.ajc.state.ak.us/datacommission/docs/reports/DAC_2023_Annual_Report.pdf

★ Increase navigation and case management for individuals experiencing homelessness, returning from incarceration, victims of crime, and those discharging from crisis care and residential treatment settings.

Provide flexible supports to help people gain stable housing such as first and last month's rent and security deposits, reliable transportation to access employment, and healthcare especially as income increases above Medicaid limits.

- Decrease returns to homelessness and corrections.
- Increase number of people with regular access to a primary care and behavioral health provider.¹⁰

1 2 3a 3b

★ Priority strategies

1 Public safety, law enforcement, and emergency response

2 Child abuse and neglect, sexual assault, and domestic violence

3a Behavioral health

3b Homelessness

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¹⁰ Alaska Behavioral Risk Factor Surveillance System (BRFSS), <https://alaska-dph.shinyapps.io/BRFSS/>.

GOAL 2: Everyone in Anchorage has access to steady income to support a basic quality of life.

Strategy	Suggested Measures	Designated Use
<p> Work with employers and businesses to increase pay to a living wage in sectors such as retail, health care, home care, restaurant, childcare, and other low-paid positions. Increase availability of paid parental leave, sick leave, transportation, and other benefits that support safe and well families.</p>	<ul style="list-style-type: none"> Reduce percentage of households with female head with children under 5 living in poverty. 	<p> </p>
<p> Make childcare and early childhood education affordable and accessible to help people maintain employment and housing.</p>	<ul style="list-style-type: none"> Increase number of childcare and early education slots.¹¹ Decrease percentage of monthly income households spend on childcare and early education. 	<p> </p>
<p> Support navigation and flexible supports to help people connect with vocational training and employment including reliable transportation.</p>	<ul style="list-style-type: none"> Reduce the percentage of families whose income in the past 12 months is below the poverty level.¹² Reduce recidivism to corrections among those released to the Municipality.¹³ 	<p>   </p>
<p>Support career exploration opportunities for young people particularly for those at higher risk for not completing high school or accessing post-secondary education and training.</p>	<ul style="list-style-type: none"> Increase participation from underrepresented groups in post-secondary education and training programs. 	<p>  </p>
<p>Increase on-the-job, vocational training and apprenticeships in sectors with demand for workers. For example, Providence, SCF, UAA, and APU could increase support for entry-level workers such as Certified Nursing Assistants and Peer Support Specialists to access certification and degree-programs.</p>	<ul style="list-style-type: none"> Reduce the percentage of families whose income in the past 12 months is below the poverty level. 	<p> </p>
<p>Support training to increase financial literacy and skills, such as not using Pay Day lending and maintaining enrollment in benefits.</p>	<ul style="list-style-type: none"> Reduce the percentage of families whose income in the past 12 months is below the poverty level. Reduce recidivism to corrections among those released to the Municipality. 	<p>   </p>
<p>Support individuals accessing vocational rehabilitation programs to help them re-enter the workforce.</p>	<ul style="list-style-type: none"> Reduce the percentage of families whose income in the past 12 months is below the poverty level. Reduce recidivism to corrections among those released to the Municipality. 	<p>   </p>
<p>Support community centers that connect individuals with job opportunities, small business supports, cultural activities, health information, and social connections.</p>	<ul style="list-style-type: none"> Reduce the percentage of families whose income in the past 12 months is below the poverty level. 	<p>   </p>
<p> Priority strategies</p>	<p> Public safety, law enforcement, and emergency response</p>	<p> Child abuse and neglect, sexual assault, and domestic violence</p>
	<p> Behavioral health</p>	<p> Homelessness</p>

¹¹ Anchorage Health Department, Childcare Licensing.

¹² US Census American Community Survey, 5-Year Estimate, Anchorage Municipality.

¹³ https://www.ajc.state.ak.us/datacommission/docs/reports/DAC_2023_Annual_Report.pdf

GOAL 3: Everyone in Anchorage has access to whole-person health care and supports.

Strategy	Suggested Measures	Designated Use
<p>★ Increase access to family-centered, culturally relevant behavioral health services. Ensure some secular services are available.</p>	<ul style="list-style-type: none"> • Reduce number of days people seeking services wait until entering care. 	2 3a
<p>★ Increase access to Substance Use Disorder treatment services and facilities, including immediate access to withdrawal management outside of inpatient settings.</p>	<ul style="list-style-type: none"> • Reduce the percent of adults needing but not receiving substance use disorder treatment.¹⁴ • Reduce the alcohol-induced mortality rate per 100,000 population.¹⁵ 	2 3a
<p>★ Increase behavioral health crisis care by investing in mobile and facility-based crisis programs.</p>	<ul style="list-style-type: none"> • Reduce the rate of teen suicide.¹⁶ • 24/7 coverage of mobile behavioral health crisis response teams dispatched by 9-1-1 dispatch, with full connectivity to Alaska Careline. • Maintain over 80 percent of individuals served by mobile teams in the community.¹⁷ • Reduction in officer-involved shootings.¹⁸ 	3a
<p>★ Ensure effective triage of crisis providers and referral networks for behavioral health services to help individuals, and their friends and family, connect with needed services.</p>	<ul style="list-style-type: none"> • Increase post-crisis follow-up and care coordination for frequent users of crisis services. • Reduce the rate of teen suicide. 	1 3a
<p>★ Deliver behavioral health care alongside physical health care through mobile delivery and in community locations (schools, libraries, mobile).</p>	<ul style="list-style-type: none"> • Reduce the percentage of adolescents (high school students in grades 9-12) who felt sad or hopeless enough every day for 2 weeks or more in a row that they stopped doing some usual activities during the past 12 months.¹⁹ 	1 3a
<p>★ Increase the number of mental health and substance misuse treatment beds at Anchorage Correctional Complex and Hiland Mountain Correctional Center.</p>	<ul style="list-style-type: none"> • Decrease recidivism to corrections among those released to the Municipality. 	1 3a 3b
<p>★ Promote prevention and early intervention with families at risk for maltreatment. Invest in culturally relevant, cohort models that support parents and children, build parenting skills, and connect with healthy peers and role models, and community resources.</p>	<ul style="list-style-type: none"> • Reduce the rate of repeated substantiated child maltreatment within last 12 months.²⁰ 	2 3a

¹⁴ <https://www.healthyalaskans.org/substance-misuse/#objective24>

¹⁵ <https://www.healthyalaskans.org/substance-misuse/#objective24>

¹⁶ https://epi.alaska.gov/bulletins/docs/b2020_05.pdf

¹⁷ Anchorage Fire Department

¹⁸ Anchorage Police Department.

¹⁹ <https://www.healthyalaskans.org/priority-health-topic-mental-health/#objective13>

²⁰ <https://www.healthyalaskans.org/priority-health-topic-violence-prevention/#objective28>

GOAL 3: Everyone in Anchorage has access to whole-person health care and supports.

Strategy	Suggested Measures	Designated Use
<p>★ Invest in physical and behavioral health, specialized shelter, case management, funds to repair units, and other supports for people with complex health needs and challenges for maintaining housing and health services.</p>	<ul style="list-style-type: none"> Reduce number of unsheltered individuals. 	<p>1 3a 3b</p>
<p>★ Expand case management, navigation, peer support and flexible supports to help individuals to take all the steps to gain and maintain housing, employment, and health care.</p>	<ul style="list-style-type: none"> Reduce percentage of people who enter permanent housing who return to homelessness.²¹ 	<p>1 3a 3b</p>
<p>★ Support programs that provide nutritious foods, promote physical activity, educate about human development, healthy relationships and behaviors including sober living and events, especially for families with children, and Elders.</p>	<ul style="list-style-type: none"> Increase number of households who are food secure. Reduce the rate of substantiated child maltreatment within last 12 months.²² 	<p>2</p>
<p>★ Implement universal prenatal screening and consistent, supportive education about alcohol and other substance use during pregnancy.</p>	<ul style="list-style-type: none"> Focus on women ages 15-25 enrolled in Medicaid. 	<p>2 3a</p>
<p>Support training and skill-building in trauma-informed principles and practices for all behavioral health crisis providers, housing and homelessness staff, and all frontline responders.</p>	<ul style="list-style-type: none"> Reduction in violence and increase in customer satisfaction among people accessing crisis care. 	<p>1 3a 3b</p>
<p>Work with UAA and health care employers to attract and retain qualified behavioral health workforce, including certified peers and paraprofessionals.</p>	<ul style="list-style-type: none"> Number of unfilled positions for behavioral health providers. 	<p>3a</p>

★ Priority strategies
1 Public safety, law enforcement, and emergency response
2 Child abuse and neglect, sexual assault, and domestic violence
3a Behavioral health
3b Homelessness

²¹ Anchorage Coalition to End Homelessness, <https://www.aceh.org/data>

²² <https://www.healthyalaskans.org/priority-health-topic-violence-prevention/#objective28>

GOAL 4: Everyone in Anchorage has access to quality childcare, education, and training.

Strategy	Suggested Measures	Designated Use
<p> Increase access to free or affordable childcare and culturally relevant early education, and home visiting programs, quality programs for out-of-school times, especially with the change in school start times in 2024.</p>	<ul style="list-style-type: none"> • Increase readiness for Kindergarten among children from low-income households or living in specific zip codes.²³ • Increase access to quality out-of-school programs for school-age children and youth.²⁴ 	<p> </p>
<p> Support programs that provide 'adulting 101' to educate and support teens and young adults to understand healthy relationships, human development, career exploration, financial responsibility, and help to implement AK Safe Children's Act curriculum including Erin's Law and Bree's Law.</p>	<ul style="list-style-type: none"> • Reduce the percentage of adolescents (high school students in grades 9-12) who were ever hit, slammed into something, injured with an object or weapon, or physically hurt on purpose by someone they were dating or going out with during the past 12 months.²⁵ 	<p></p>
<p> Decrease barriers to high school completion and post-secondary education and training for students from groups with higher risk of not completing high school or entering post-secondary programs, especially young women.</p>	<ul style="list-style-type: none"> • Increase high school graduation rates specifically among female students from low-income household or living in specific zip codes.^{26,27} 	<p> </p>
<p>Help households with children maintain phone and internet services to support access to education, training, employment, connection to community resources.</p>	<ul style="list-style-type: none"> • Increase number of households with children with reliable access to phone and internet.²⁸ 	<p></p>

 Priority strategies

 1 Public safety, law enforcement, and emergency response

 2 Child abuse and neglect, sexual assault, and domestic violence

 3a Behavioral health

 3b Homelessness

²³ Anchorage School District. Alaska Developmental Profile. <https://education.alaska.gov/assessment-results/ADP/ADPResults?DistrictYear=2023-2024&DistrictId=5>

²⁴ Alaska Afterschool Network. <https://afterschoolalliance.org/AA3PM/data/geo/Alaska/benefits>

²⁵ <https://www.healthyalaskans.org/data/data-sources/#violence-prevention>

²⁶ Anchorage School District. https://public.tableau.com/app/profile/asdk12/viz/GraduationRate_16370266007000/ASDGradRateoverview

²⁷ Alaska Longitudinal Child Abuse and Neglect (ALCAN) Linkage Project, https://health.alaska.gov/dph/wcfh/Documents/mchepi/Key%20Findings_03_2021.pdf

²⁸ Anchorage School District registration data.

GOAL 5: People in Anchorage feel safe and connected to family, friends, neighbors, and their community.

Strategy	Suggested Measures	Designated Use
<p>★ Invest in community coalitions and organizations that implement culturally appropriate and evidence-informed approaches to prevention and intervention of domestic violence, sexual assault, and child abuse and neglect.²⁹</p>	<ul style="list-style-type: none"> • Reduce the incidence of reported or attempted rape in Anchorage.³⁰ • Reduce the rate of substantiated child maltreatment within last 12 months. 	1 2
<p>★ Invest in victim advocacy and case management for victims of domestic violence, sexual assault, and child abuse and neglect.</p>	<ul style="list-style-type: none"> • Reduce the incidence of reported or attempted rape in Anchorage. 	1 2
<p>★ Fully implement the Alaska Reentry Program that provides housing, employment, access to healthcare, and other supports.</p>	<ul style="list-style-type: none"> • Decrease recidivism to corrections among those released to the Municipality. 	1
<p>★ Invest in local organizations to partner with AFD and APD to recruit, train, support, hire, and retain qualified diverse applicants so that APD and AFD are fully staffed with a workforce that represents the communities they serve.</p>	<ul style="list-style-type: none"> • Community partners funded to assist with workforce recruitment and retention from specific communities where representation is currently lacking. • Number of vacant positions to ensure adequate staffing.³¹ • Using the data gathered annually by the Municipality, achieve targets set to increase diversity among APD and AFD workforce to match community demographics. 	1 2
<p>★ Improve law enforcement response to prevent and reduce methamphetamine use and quickly respond to suspected use in housing units.</p>	<ul style="list-style-type: none"> • Reduction in funds needed to mitigate damage from methamphetamine use in housing units annually. 	1 3b
<p>Invest in outdoor and indoor spaces and programs that bring people together such as community gardens and centers, street and park beautification, and other community projects.</p>	<ul style="list-style-type: none"> • Community members report increasing rates of safety and well-being in their communities. 	1 2
<p>Provide training and supports to business groups and businesses to improve safety and maintenance of street fronts and public spaces. Promote the Anchorage Chamber's Community Care Kit and trainings.</p>	<ul style="list-style-type: none"> • Increase in number of trainings for local business owners and employees in supporting people in crisis. 	1 3a 3b
<p>Invest in violence prevention activities working closely with local communities and UAA, Alaska Native Justice Center, APD, AFD.</p>	<ul style="list-style-type: none"> • Community partners funded and providing violence prevention services in prioritized communities. 	1

★ Priority strategies
1 Public safety, law enforcement, and emergency response
2 Child abuse and neglect, sexual assault, and domestic violence
3a Behavioral health
3b Homelessness

²⁹ 1) Promote Social Norms that Protect Against Violence, 2) Teach Skills to Prevent Sexual Violence, 3) Provide Opportunities to Empower and Support Girls and Women, 4) Create Protective Environments, and 5) Support Victims/Survivors to Lessen Harm, <https://www.healthyalaskans.org/priority-health-topic-violence-prevention/#objective29>

³⁰ <https://www.healthyalaskans.org/priority-health-topic-violence-prevention/#objective29>

³¹ Anchorage Police Department.

How can a single funding source like the Alcohol Tax affect these major issues?

By being invested alongside other funding sources! The Alcohol Tax can be used to make larger projects and initiatives happen and increase their impact, for example, by adding funding to make a housing development feasible, or investing in crisis services to fill the final gap or coming alongside marijuana tax funds to expand early childhood education access.

HOW: Process to Make Effective, Efficient, Transparent Investments

Describes **how** Alcohol Tax investments will be made, tracked, and reported to be accountable to the public.

HOW: MAKING EFFECTIVE, EFFICIENT, TRANSPARENT INVESTMENTS

Effective Investments: Alcohol tax funds are invested to implement this strategic roadmap and make measurable improvements in the issues the Alcohol Tax was created to address.

Action	Result
Use the goals and strategies of this roadmap to make Alcohol Tax investments. Determine priorities for investments among the goals and strategies in the roadmap annually or for multiple years.	<ul style="list-style-type: none"> Annually report on investments and links to the goals and strategies of this roadmap. Set a five-year schedule for updating this strategic roadmap.
Leverage Alcohol Tax funds with other public and private funds and allocate through existing processes to maximize impact.	<ul style="list-style-type: none"> By 2027, leverage a full match through other public and private funds, so that total annual investments are closer to \$30 million.
Balance investments in larger projects with support for smaller, targeted programs. Examples of large investments include helping fund new housing units, or expanding the number of households that can benefit from an existing program; examples of smaller programs include a prevention program for at-risk families or teens.	<ul style="list-style-type: none"> Develop an online dashboard to provide an annual analysis of investments showing the link to the strategic plan, amount, duration, and size of organization implementing the investment.
Make multi-year investments in promising programs so they become sustainable and demonstrate effectiveness. Invest Alcohol Tax revenue to test promising programs, especially those that wouldn't otherwise be funded. Identify renewal investments that may need continued support.	<ul style="list-style-type: none"> Number of multi-year investments in promising programs. Make program data available through an online dashboard. Amount of annual allocation to renewal investments.
Identify ways to continue funding successful programs with other funding sources, to sustain effective programs beyond Alcohol Tax investment.	<ul style="list-style-type: none"> Number of promising programs sustained beyond Alcohol Tax investments.

Efficient Investments: Alcohol tax investments are made through efficient and accessible processes.

Action	Result
<p>Designate a municipal leadership position to coordinate and monitor implementation of this roadmap, including information gathering for budget development. Invest in adequate staff and infrastructure to efficiently allocate and manage investments.</p>	<ul style="list-style-type: none"> By 2025, formal designation of leadership position for Alcohol Tax investments with associated budget to manage investments, evaluate and report on results.
<p>Identify ways to bring in community and expert input to guide investments and monitor implementation of the strategic roadmap. Include representatives from community and business partners, Assembly, alcohol industry, and MOA staff.</p>	<ul style="list-style-type: none"> By 2025, formal designation of advisory body to guide investments and monitor implementation.
<p>Set and follow an annual process to budget and allocate investments. Make the process clearly accessible to community partners and the public.</p>	<ul style="list-style-type: none"> By 2025, set and publicize a clear process and timeline for Alcohol Tax investments.
<p>Make necessary revisions to municipal procurement policies to support the annual allocation process, to allow for multi-year investments, allow funds allocated in one year to be spent in the following year, and provide clear guidance to municipal departments to implement revised policies.</p>	<ul style="list-style-type: none"> By 2025, draft, provide public review and Assembly approval for revised policies.
<p>For any funds that are distributed in grants, develop a consistent and simple application and proposal evaluation process, that uses this strategic roadmap for evaluating potential investments and removes barriers to participation, especially for smaller organizations.</p>	<ul style="list-style-type: none"> By 2025, launch a clear and accessible application and evaluation process for grant application process.
<p>Provide free technical assistance and language access to help apply for grants funded by Alcohol Tax investments.</p>	<ul style="list-style-type: none"> By 2025, develop capacity to provide technical assistance and language access for grant application process.
<p>Implement solutions to grant management challenges such as insurance requirements, reimbursement-only funding, and subcontracting requirements.</p>	<ul style="list-style-type: none"> By 2025, audit grant requirements, compare against municipal code, and revise policies, as needed, to address administrative challenges to effective investments.
<p>Develop an online portal and dashboard that shows available funds, spent funds, priorities and links to strategic roadmap, application processes, documentation requirements, timelines for funding decisions and applications, and other relevant information.</p>	<ul style="list-style-type: none"> By 2025, develop and launch an online portal and dashboard.
<p>Simplify data gathering and reporting requirements. Develop an evaluation plan based on this strategic plan with clear measures for reporting.</p>	<ul style="list-style-type: none"> By 2025, develop an evaluation plan and provide administrative capacity to implement it to monitor the results of this strategic plan.
<p>Develop and implement a consistent communications plan to publicize opportunities for investment and direct community partners to application and resources. Implement a feedback loop to gather input from community partners to improve processes.</p>	<ul style="list-style-type: none"> By 2025, develop and implement a communications plan. See Section 4 for draft communication plan. By 2025, develop a clear feedback loop to gather input to improve processes.

Transparent Investments: Report regularly to the public and build understanding and accountability.

Action	Result
Provide regular reports to the public on Alcohol Tax investments through accessible media.	<ul style="list-style-type: none">• Create a brief annual report and update the website to show where funds went and the link to impact goals.• Rebrand the “Reimagine Anchorage” website and link directly from the Municipality website.
Make information about the Alcohol Tax more accessible for non-English speakers.	<ul style="list-style-type: none">• Translate information into the five most spoken languages in Anchorage.
Track public opinion on the Alcohol Tax.	<ul style="list-style-type: none">• Survey the public annually about beliefs, preferences, and support for the Alcohol Tax. Publish results.
Invest in public-facing communications.	<ul style="list-style-type: none">• Invest in annual public-facing communications about the Alcohol Tax to increase transparency and build support for the Alcohol Tax.
Invest in communications with the alcohol industry and other key partners.	<ul style="list-style-type: none">• Provide at least annual updates to alcohol industry partners

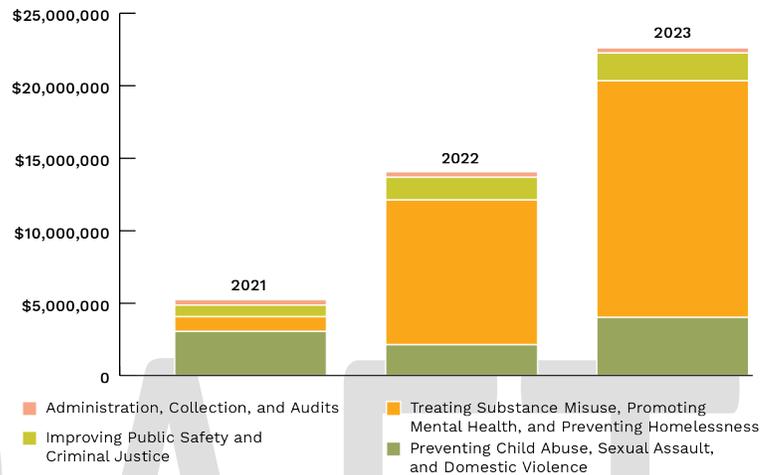
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Context

Investments to Date

In 2021, less than \$6 million of alcohol tax revenue was spent out of \$13,226,604 collected. In 2022, just over \$14 million of alcohol tax funds were allocated out of \$15,248,599 collected.³² In 2022 another challenge arose: over 70% of revenue was spent in one of the three designated uses: preventing and treating behavioral health issues and homelessness, with most of these funds specifically to address homelessness. Organizations seeking grants funded by Alcohol Tax revenues reported challenges with the processes to apply for, spend, and report on funding, especially smaller, newer, and more diverse organizations. In 2023, carryover funds from previous years were disbursed along with current year revenues. In 2024, spending will likely return to levels similar to 2022.

Figure 1: Anchorage Alcohol Tax Revenue Expenditures by Use, 2021-2023



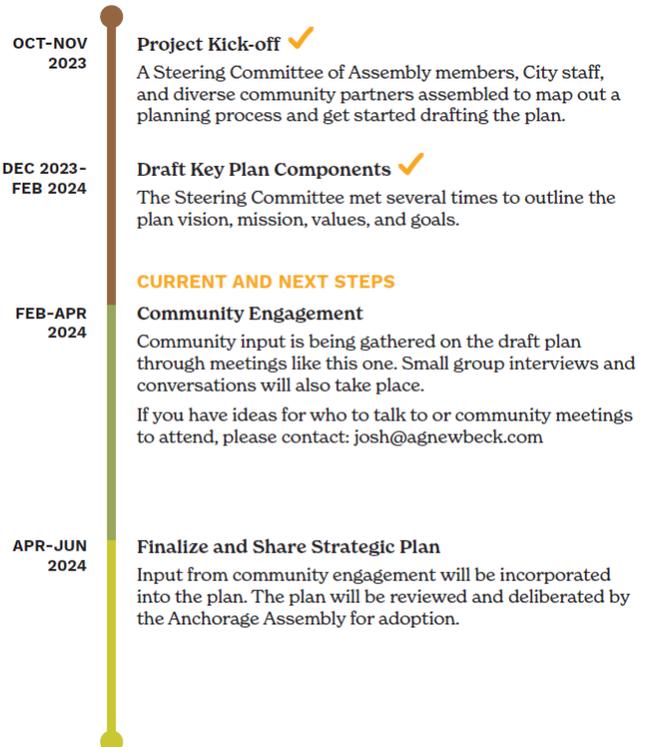
Roadmap Process

A steering committee of community members, Assembly members, and representatives from organizations that advocated to create the Alcohol Tax, developed this roadmap, supported by staff from the Municipality of Anchorage and contractor, Agnew::Beck. See Appendix B for a list of steering committee members and contractors.

This plan draws from public input and from other plans to invest in strategies that Alaskans support. See Appendix C for References and Suggested Metrics.

The steering committee and Agnew::Beck staff gathered input from the community through presentations and focus groups and a survey fielded from February 14 to May 1, 2024. See Appendix D for Community Engagement and Survey Results.

The draft plan was presented and reviewed at a Work Session with the Anchorage Assembly on May 10, 2024. The final draft of the plan was presented to the Anchorage Assembly and adopted in June 2024.



³² Tax summaries 2021-2022, <https://www.muni.org/Departments/finance/treasury/programtaxes/AlcoholTax/Documents/tax-summary-2022.pdf>

Baseline Community Data

In many ways, Anchorage is a thriving city, but we also face big challenges: working age people have moved away, housing is expensive and hard to find, public spaces don't feel safe to many residents, and we have persistently high rates of family violence. These demographic data describe community conditions:

- Anchorage, Alaska's largest city, has lost about 11,500 residents since 2017 due to declining birth rates and out-migration.³³
- Anchorage is a diverse city. 70 percent of the population identifies as white (alone or in combination with another race); 13 percent identify as Alaska Native/American Indian; 13 percent as Asian; 10 percent as Hispanic/Latino; 8 percent as Black; 4 percent as Native Hawaiian/Pacific Islander; and 4 percent as 'other race'.³⁴
- Anchorage has a high median household income, but white Anchorage residents are significantly less likely to have incomes below \$25,000 and significantly more likely to have incomes above \$100,000 compared to other racial groups. Likewise, nine percent of Anchorage residents have incomes below the poverty line, but a person is more than twice as likely to live below poverty level if they are not white.³⁵
- Single parent households experience poverty at much higher rates. 44 percent of households led by a single female with children under age 5 experienced poverty in 2021.³⁶
- Anchorage has not kept up with the need to construct and renovate housing units. We need to catch up with projected demand for 6,600 units in the next decade: 2,000 new units to relieve overcrowding and demand for new homes, and 4,600 to renovate or replace older units.³⁷ High costs, stagnant rents, and lack of sufficient subsidy to make projects pencil all decrease supply and make housing unaffordable for many.³⁸
- Wages are not keeping up with basic living costs. Childcare continues to be a significant challenge for families: for a single child under age 6 the average annual cost is \$15,460 in 2021.³⁹
- Alaska has some of the highest healthcare costs in the United States, which limits access to preventive care and early intervention for serious health issues.
- High school graduation rates have dropped following the COVID-19 pandemic, from 84 percent in 2018 to 81.7 percent in 2020. Persistent disparities exist in attendance, graduation, and dropout rates, and are highest for Alaska Native students, students with disabilities, students experiencing homelessness, and most significantly, students living in foster care.⁴⁰
- In 2021, Alaska's rate of child maltreatment of 15.2 children per 1,000 was almost double the national rate of 8.1 children. Neglect is the type of maltreatment in 74 percent of cases in Alaska.⁴¹
- Before the age of ten, 38 percent of children born in Alaska will be reported to child welfare. Alaska researchers identified low maternal age, public benefits as a source of income, and having a mother who did not complete high school, as most likely to increase the risk of involvement with child protection.⁴²
- Fifty percent of Anchorage women report experiencing violence in their lifetime, with 42 percent reporting experiencing Intimate Partner Violence.⁴³
- Both the total crime rate and the violent crime rates have decreased in Alaska since 2018 however Alaska's rate of violent crimes by population is 758.9, while the U.S. rate is 380.7. Similarly, while the number of rape offenses reported to police was at its lowest point since 2016, Alaska's sexual assault rate is three times the national average.⁴⁴

³³ Anchorage Economic Forecast Report, <https://aedcweb.com/wp-content/uploads/2024/02/2024-Economic-Forecast-2.23.24.pdf>

³⁴ U.S. Census American Community Survey, 5-Year Estimate, 2016-2021

³⁵ U.S. Census American Community Survey, 2015-2019 5-Year Estimate

³⁶ U.S. Census American Community Survey, 5-Year Estimate, 2016-2021

³⁷ Housing Alaskans, Analysis by Agnew::Beck, 2023, <https://housingalaskans.com/facts>.

³⁸ <https://housingalaskans.com/facts>

³⁹ thread estimate for 2021 costs based on escalation from 2019 data.

⁴⁰ Anchorage School District.

⁴¹ <https://childtrends.org/publications/state-level-data-for-understanding-child-welfare-in-the-united-states>

⁴² Parrish et al. (2011) doi: 10.1016/j.amepre.2011.02.022; Cumulative Incidence of Child Maltreatment in Alaska, ALCANLINK, Jared W. Parrish PhD Senior Epidemiologist DHSS, DPH, WCFH, MCH-Epidemiology, April 18, 2017.

⁴³ University of Alaska Anchorage, Alaska Victimization Survey, <https://www.uaa.alaska.edu/academics/college-of-health/departments/justice-center/avs/avs-results/regional-results.cshhtml>.

⁴⁴ Alaska Department of Public Safety, Crime in Alaska 2022, <https://dps.alaska.gov/getmedia/143c5db6-6206-4fd8-b45e-7a0cbb7f611e/Crime-in-Alaska-2022>

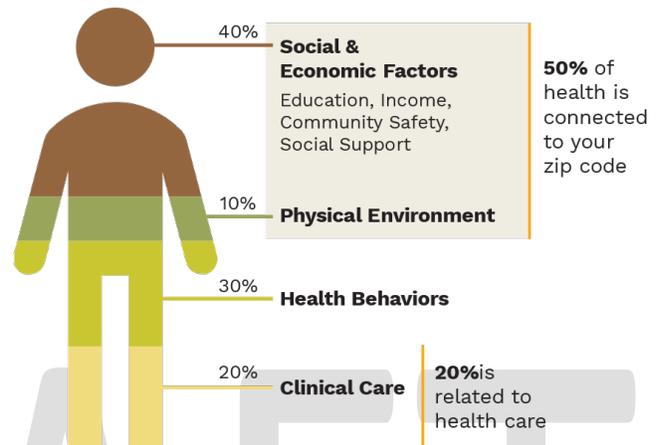
Investing in Prevention

Every person's health and safety depend on the wellbeing of families, schools and workplaces, access to healthy foods and activity, housing, and employment, being able to gather with friends and family, and being free from discrimination.⁴⁵ Many communities are focusing on the basics to improve the health and wellbeing of Americans, especially people with past traumas and other challenges which make them vulnerable to poor health.⁴⁶

When we strengthen families, make affordable housing available to all, and ensure all households can meet their basic needs, we will see a reduction in the issues that voters want the Alcohol Tax to address. When opportunity is available to all we will see disparities diminish.

Today, it can be hard for families to meet basic needs. The current minimum wage of \$11.73 per hour is well below what's needed to support a family in Anchorage. As of February 2024, for a household with two adults working full-time and one child, a living wage hourly rate is \$23.36 per hour; for a single adult working full-time with two children, a living wage hourly rate is \$53.30 per hour.⁴⁷ Of the jobs where opportunity is growing in Alaska at an above-average rate, most are low-wage work that pays well below \$25 per hour.⁴⁸ If a household also must pay for childcare, on average this will cost \$15,460 per year in Anchorage.⁴⁹ Working families are left with few good options.

To increase financial stability for families, income levels must cover the expenses of raising children. Without supporting basic stability for all families, we will struggle to address the downstream effects of these fundamental problems.



PREVENTING ADVERSE CHILDHOOD EXPERIENCES (ACES)

Adverse Childhood Experiences (ACEs) are potentially traumatic events that occur in childhood (0-17 years) such as experiencing violence, abuse, or neglect; witnessing violence in the home; and having a family member attempt or die by suicide. Also included are aspects of the child's environment that can undermine their sense of safety, stability, and bonding such as growing up in a household with substance misuse, mental health problems, or instability due to parental separation or incarceration of a parent, sibling or other member of the household. An estimated 62 percent of adults surveyed across 23 states reported that they had experienced one ACE during childhood and nearly one-quarter reported that they had experienced three or more ACEs. ACEs can have negative, lasting effects on health, wellbeing, and opportunity.

Figure 2 summarizes the effective strategies and approach that national and Alaska-specific researchers and community-based experts have identified to prevent ACEs and that have informed this plan.⁵⁰

⁴⁵ Adapted from Frieden TR. A Framework for Public Health Action: The Health Impact Pyramid. *AM J Public Health*. 2010; 100(4): 590-5.

⁴⁶ Robert Wood Johnson Foundation, A New Way to Talk About the Social Determinants of Health. <https://www.rwjf.org/en/insights/our-research/2010/01/a-new-way-to-talk-about-the-social-determinants-of-health.html>

⁴⁷ Amy K. Glasmeier, "Living Wage Calculator," Massachusetts Institute of Technology, 2024. Accessed on April 14, 2024, <https://livingwage.mit.edu/counties/02020>.

⁴⁸ National Low Income Housing Coalition, Out of Reach (2019)

⁴⁹ thread estimate for 2021 costs based on escalation from 2019 data.

⁵⁰ Centers for Disease Control and Prevention (2019). Adverse Childhood Experiences (ACEs) Prevention Resource for Action: A Compilation of the Best Available Evidence. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention.

Figure 2: Evidence-based Strategies to Prevent ACEs

Preventing ACEs	
Strategy	Approach
Strengthen economic supports to families	<ul style="list-style-type: none"> • Strengthening household financial security • Family-friendly work policies
Promote social norms that protect against violence and adversity	<ul style="list-style-type: none"> • Public education campaigns • Legislative approaches to reduce corporal punishment • Bystander approaches • Men and boys as allies in prevention
Ensure a strong start for children	<ul style="list-style-type: none"> • Early childhood home visitation • High-quality child care • Preschool enrichment with family engagement
Teach skills	<ul style="list-style-type: none"> • Social-emotional learning • Safe dating and healthy relationship skill programs • Parenting skills and family relationship approaches
Connect youth to caring adults and activities	<ul style="list-style-type: none"> • Mentoring programs • After-school programs
Intervene to lessen immediate and long-term harms	<ul style="list-style-type: none"> • Enhanced primary care • Victim-centered services • Treatment to lessen the harms of ACEs • Treatment to prevent problem behavior and future involvement in violence • Family-centered treatment for substance use disorders

ADDRESSING INTERGENERATIONAL TRAUMA AND BUILDING ON COMMUNITY STRENGTHS

Adverse experiences affect whole communities and can lead to serious lifelong health issues. Indigenous Alaska communities have experienced intergenerational trauma caused by colonization where traditional languages, cultural practices, self-determination and self-sufficiency, and family bonds were deeply harmed. Communities experienced epidemics that killed many family members; children were forcibly removed to boarding schools where their language and culture was forbidden and where abuse was common; ancestral rights to occupy traditional lands and to hunt, fish, and gather were denied; traditional family and community structures and governance were ignored and assaulted.^{51, 52}

Anchorage is also home to many people who have moved here from across the United States and the world, bringing with them diverse languages, cultural practices and beliefs, and sometimes their own traumatic histories. The Black American community has been part of the United States since before its founding, yet experienced centuries of brutal enslavement, trauma, and dislocation caused by racist laws and practices. Community traumatic experiences are part of individual and family histories and continue to affect people today.

Communities who have experienced collective trauma over generations developed strengths and ways of resistance against unjust laws and practices so they could survive and thrive. For example, when European settlers first came to Alaska, about 90,000 people were already living here. The Indigenous population declined to 32,996 in the 1880 Census and dropped even further until in 1960 when the Alaska Native population was just over 40,000 people.⁵³ Since that time, the Alaska Native population has more than tripled to 145,816 people today.⁵⁴ Self-governance, comprehensive health care, economic development, revitalization of traditional cultural practices, community structures, and languages, are just some of the ways that Alaska Native people have survived and thrive today. By building on strengths and learning from what works, we can work together to address historical harms and build safe, well communities in Anchorage.

⁵¹ Understanding Intergenerational Trauma in Alaska, ANTHC Learning Channel. <https://www.youtube.com/watch?v=NxTnoBdyfkw> Accessed April 23, 2024.

⁵² U.S. Substance Abuse and Mental Health Services Administration. Understanding Historical Trauma and Resilience when Responding to an Event in Indian Country. <https://store.samhsa.gov/sites/default/files/pep22-01-01-005.pdf> Accessed April 23, 2024.

⁵³ Alaska Economic Trends, Alaska Department of Labor and Workforce Development, April 2013; accessed April 14, 2024 at <https://live.laborstats.alaska.gov/trends-magazine/2013/April/alaska-s-native-population>

⁵⁴ <https://worldpopulationreview.com/state-rankings/native-american-population>

THE WAY FORWARD TO SAFETY AND WELLBEING

Today, many vibrant and self-governing community groups and organizations are addressing legacies of trauma and are building upon the strengths that help communities survive and thrive. Many organizations have developed expertise in how to address and prevent the issues the Alcohol Tax was created to solve. Their leadership and input helped develop this plan and must be part of the process to implement it.

To address the community issues identified in the Alcohol Tax, we can invest in addressing the social and economic factors that are commonly at the root of these issues. By going upstream from the issues, we can create long-term positive change for Anchorage.

Focusing on...



...will help us address...



...and will meaningfully reduce the issues voters prioritized for the Alcohol Tax.



Sample Annual Communications Timeline and Tactics

Overview and Objectives

The public supports the goals of the Alcohol Tax, but most Anchorage residents do not know how Alcohol Tax revenue is being spent. Focusing on increasing public awareness serves mutually reinforcing objectives: building public trust that funds are well spent and providing accountability to the Municipality to earn that trust.

Current Public Understanding of Alcohol Tax Expenditures

In January of 2024, Alaska Survey Research conducted a survey of 722 Anchorage residents to measure levels of awareness and support of the Alcohol Tax.

Key findings of the research:

- When asked what Alcohol Tax revenue is spent on, only 3.1% reported that they were “confident” they knew where the funding is going. 28.2% reported having a “general sense” of where the funding is going. 68.7% reported that they were not sure or had no idea where the funding is going.
- 60% of survey respondents believe the Alcohol Tax revenue goes into the general fund, rather than dedicated to specific purposes.
- Most survey respondents continue to support the Alcohol Tax. When informed about where the funding is going, support grows by over 10%. Addressing child abuse and domestic violence is especially popular.

For the full survey results see Appendix E.

Communication Goals

Improving public awareness will require making information about the Alcohol Tax available and sharing that information with the public. Moving the needle on public awareness requires time and financial investment. This recommended communications plan recognizes that it should be implemented in the most cost-effective manner possible, to minimize Alcohol Tax dollars diverted from their primary purpose.

The intent of this communications plan is to provide a template for a low-cost and effective strategic communications effort that should be repeated on an annual basis. Executing the plan will require effective tracking and reporting of Alcohol Tax expenditures. Basic assets like a public facing website and communications collateral already exist and can be updated. Ultimately, the success of these efforts should be evaluated by tracking public awareness of Alcohol Tax expenditures.

Communication Goals	Suggested Measures
Increase public awareness of how Alcohol Tax dollars are spent	<ul style="list-style-type: none"> • Public polling that tracks levels of public awareness in a consistent way from year to year
Increase awareness among Municipality officials and staff about how Alcohol Tax dollars are spent	<ul style="list-style-type: none"> • Assembly and administration officials have access to digestible reporting on alcohol tax funded expenditures
Increase awareness among key stakeholders about how Alcohol Tax dollars are spent	<ul style="list-style-type: none"> • Survey of alcohol retailers, first responders, behavioral health providers, and public health and safety policy advocates
Connect investments with outcomes	<ul style="list-style-type: none"> • Public reporting on outcomes is sufficient to give policymakers the information needed to evaluate the effectiveness of investments over time.

SAMPLE ANNUAL TIMELINE AND TACTICS

Month	Tasks	Notes
Jan - Mar	Gather Information – Publish a brief report on Alcohol Tax expenditures	Include how Alcohol Tax dollars were spent and outcomes achieved from the expenditures.
Jan - Mar	Gather Information – Collect success stories	Gather written or video testimonials from programs that demonstrate effective use of Alcohol Tax dollars.
Jan - Mar	Gather Information – Measure outcomes	This plan offers many potential metrics to track progress on the issues addressed by the Alcohol Tax and will require the implementors of the plan to select their priority targets and track progress over time. A metric of success of whether the accountability plan is successful is if policymakers and the public understand not only success stories, but investments that were not successful in achieving their planned objective.
Apr	Website - Update public-facing website	Include high-level and detailed breakdown of how Alcohol Tax dollars were spent, success stories, and key metrics.
Apr	Internal Outreach – Share Alcohol Tax update with Municipality Staff	Use internal communication tools like staff emails, the internal internet, and staff meetings to announce the update to the Alcohol Tax website and encourage staff to learn and share where funds are going.
Apr	Direct Outreach - Develop and share communications collateral for partners	Develop a concise one-pager that gives partners information to share.
Apr	Earned Media Launch - Pitch news stories	Brief reporters that cover Municipality activity on key accomplishments from the previous year of Alcohol Tax spending. Increase likelihood of coverage by lining up compelling messengers to highlight direct impact of the Alcohol Tax.
Apr	Earned Media Launch - Submit an op-ed	Submit an op-ed highlighting the primary accomplishments of the Alcohol Tax from the previous year and announcing the updated website for residents to learn more. The op-ed could be authored by an Assembly Member, a grant recipient, or a key community supporter such as Recover Alaska.
May – Jun	Direct Outreach - Deploy Assembly Members, Municipality staff, and partners to community gatherings	Take advantage of meetings that individuals already attend to add an Alcohol Tax update, including community council meetings, Rotary meetings, organization meetings, Assembly Meetings and Work Sessions.
May – Jun	Direct Outreach – Develop and share communications collateral with alcohol industry	Communicate with the public directly in the places they are paying for the tax, including by distributing communications collateral to willing bars, breweries, and restaurants. Initial communications campaigns distributed posters and coasters with QR codes to the website.
May – Jun	Direct Outreach – Share social media template with grantees and request sharing	Take advantage of the many direct beneficiaries of the Alcohol Tax to communicate with their direct networks. Encourage organizations or departments to share what the Alcohol Tax dollars allowed them to accomplish.
May – Jun	Direct Outreach - Make information about the Alcohol Tax more accessible for non-English speakers.	Translate basic materials such as the one-pager and share with groups that interface with non-English speaking members of the community such as ESL programs, the Alaska Literacy Program, and RAIS.
May – Jun	Earned Media Launch – Update the community via radio programs	Identify spokespeople willing to engage in programs such as Hometown Alaska or call into a talk radio program.
May – Jun	Paid Communications – Publish digital ads that drive traffic to the Alcohol Tax Website	Use ads to generate wider attention to the updated website and highlight success stories. Digital ads can reach many unaware residents in a cost-effective manner.
May – Jun	Paid Communications – Consider additional communications tactics	Depending on the budget, the Municipality could consider sponsoring a short radio PSA, adding an insert to another mailer going out to residents, or alternative paid communications channels.
Jul	Research – Public awareness survey	Conduct a survey measuring public awareness of how the Alcohol Tax dollars were spent. Ideally a survey would use similar questions and methodology from year to year to measure change over time.

SAMPLE COMMUNICATION MATERIALS



Appendices

- A. Sample Annual Allocation Process
- B. Steering Committee Members
- C. Alaska Plan References and Metrics
- D. Community Engagement and Survey Results
- E. Alaska Survey Research polling results
- F. Sample Evaluation Rubric

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A. Sample Annual Allocation Process

Sample Annual Allocation Process

The designated ‘Community Safety and Wellbeing’ leader in the Administration would lead the following process, in collaboration with the designated advisory body, the Assembly, private-sector funders, and community partners, which includes business representatives.

RECOMMENDED IMMEDIATE ACTIONS

1. Designate a municipal leadership position to coordinate and monitor implementation of this roadmap and oversee Alcohol Tax investments, including information gathering for budget development; this could be a new ‘Community Safety and Wellbeing Director’ or assigned to an existing position.
2. Determine ways to gather community and expert input on Alcohol Tax decisions throughout the year; this could be an existing board or committee.
3. Develop and agree to an annual process that starts at the beginning of the calendar year, captures data and lessons learned from the previous year, allows time for departments to complete procurement before the end of the calendar year, and aligns with the budget process for the Administration and the Assembly.
4. Determine how to use this strategic roadmap during the annual process and to set annual, or multi-year, priorities from the roadmap to guide Alcohol Tax investments.
5. Make necessary revisions to municipal procurement policies to support the annual allocation process, to allow for multi-year investments of Alcohol Tax revenues, allow funds allocated in one year to be spent in the following year, and provide clear guidance to municipal departments to implement revised policies.
6. Develop and implement an annual Communication Plan to build public awareness and understanding.
7. Identify other funding sources such as the Marijuana Tax, Opioid Settlement Funds, and private foundation funds that could be invested alongside Alcohol Tax funds to increase impact; meet regularly with a ‘Funders Group’ or other body to coordinate investments.
8. Communicate regularly with municipal department leaders to ensure understanding and agreement with annual process.

SAMPLE ANNUAL PROCESS

Month	Tasks
January – March	<ul style="list-style-type: none"> • Review investments and priority strategies from previous year. • Consult municipal department leaders for input on priority strategies. • Consult this plan to determine if priority strategies should be updated or continued. • Determine priority strategies for the upcoming budget year, or multiple years’, investments.
April	<ul style="list-style-type: none"> • Implement Communications Plan during second quarter including publishing a brief report on the previous year’s Alcohol Tax investments, stories, and outcomes. • Estimate total Alcohol Tax revenue for the upcoming budget year. • Identify which investments will continue into the upcoming budget year. • Identify amount available for new investments. • Determine which investments will be allocated to municipal departments. • Determine which investments will be allocated to community partners through a Request for Grant Proposals (RFGP). Provide budget amount and authority to develop and publicize the RFGP before June to ensure time for grant agreements to be executed by the end of the calendar year.
May	<ul style="list-style-type: none"> • Develop and publicize a Request for Letters of Interest (RFLOI) and evaluation rubric to solicit new ideas for investments with community partners to implement priority strategies in the upcoming calendar year. • RFLOI would ask for the following: Project description; link to the strategic plan goals and priority strategies; timeline; capital and operational cost estimate; project sponsor and partners; funding requested, and funding secured from other partners.

June-July	<ul style="list-style-type: none"> • Community Safety and Wellbeing leader and advisory body review proposed allocations to municipal departments, proposed renewal investments from previous years, and LOIs received from partners. Using the publicized evaluation rubric, the LOIs are reviewed and ranked. • Based on these results, develop a draft budget of Alcohol Tax investments for the upcoming budget year.
August-September	<ul style="list-style-type: none"> • Review and revise the draft budget with Assembly, Department directors, community partners.
October 1st	<ul style="list-style-type: none"> • Submit as part of the municipal budget to the Assembly.
October-December	<ul style="list-style-type: none"> • Assembly work sessions and public review. • Budget finalized.

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B. Steering Committee Members

Steering Committee Members

Name	Affiliation
Celeste Hodge Growden	Alaska Black Caucus
Trevor Storrs	Alaska Children's Trust
Karen Bronga	Anchorage Assembly
Daniel Volland	Anchorage Assembly
Anna Brawley	Anchorage Assembly
Alexis Johnson	Anchorage Health Department
Kimberly Rash	Anchorage Health Department
Tamiah Liebersbach	Anchorage Health Department
Mino Minaei	Bridge Builders
Tafilisaunoa (Tafi) Toleafoa	Pacific Community of Alaska
Tiffany Hall	Recover Alaska
Foot	Youth Alaska Action Board on Housing and Homelessness
Royal Kelley	Youth Alaska Action Board on Housing and Homelessness
Clare Ross	Staff to Anchorage Assembly
Jennifer Veneklasen	Staff to Anchorage Assembly

Contractor Support

Name	Affiliation
Thea Agnew Bembem	Agnew::Beck Consulting, Inc.
Tanya Iden	Agnew::Beck Consulting, Inc.
Josh Hemsath	Agnew::Beck Consulting, Inc.
Lisa Fousek	Agnew::Beck Consulting, Inc.
Savannah Alfieri	Agnew::Beck Consulting, Inc.
Ira Slomski-Pritz	Ship Creek Group

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C. References and Suggested Metrics

References and Suggested Metrics

1. US Census American Community Survey, 5-Year Estimate, Anchorage Municipality.
2. Alaska Healthy Alaskans 2030
<https://www.healthyalaskans.org/substance-misuse/#objective24>
<https://www.healthyalaskans.org/priority-health-topic-violence-prevention/#objective28>
<https://www.healthyalaskans.org/priority-health-topic-violence-prevention/#objective29> 1) Promote Social Norms that Protect Against Violence, 2) Teach Skills to Prevent Sexual Violence, 3) Provide Opportunities to Empower and Support Girls and Women, 4) Create Protective Environments, and 5) Support Victims/Survivors to Lessen Harm.
<https://www.healthyalaskans.org/priority-health-topic-violence-prevention/#objective29>
<https://www.healthyalaskans.org/data/data-sources/#violence-prevention>
3. Alaska Behavioral Risk Factor Surveillance System (BRFSS).
<https://alaska-dph.shinyapps.io/BRFSS/>
4. Anchorage Health Department, Childcare Licensing
5. Alaska Department of Health, Division of Public Health, Epidemiology
https://epi.alaska.gov/bulletins/docs/b2020_05.pdf
6. Anchorage Fire Department, Mobil Crisis Response Team, monthly data share and annual reports.
7. Alaska Criminal Justice Data Analysis Commission, Annual Report, November 1, 2023
https://www.ajc.state.ak.us/datacommission/docs/reports/DAC_2023_Annual_Report.pdf
8. Anchorage Coalition to End Homelessness
<https://www.aceh.org/data>
9. Anchorage School District, Alaska Department of Education and Early Development
<https://education.alaska.gov/assessment-results/ADP/ADPResults?DistrictYear=2023-2024&DistrictId=5>
https://public.tableau.com/app/profile/asdk12/viz/GraduationRate_16370266007000/ASDGradRateoverview
10. Alaska Afterschool Network
<https://afterschoolalliance.org/AA3PM/data/geo/Alaska/benefits>
11. Alaska Longitudinal Child Abuse and Neglect (ALCAN) Linkage Project,
https://health.alaska.gov/dph/wcfh/Documents/mchepi/Key%20Findings_03_2021.pdf
12. Anchorage Economic Forecast Report,
<https://aedcweb.com/wp-content/uploads/2024/02/2024-Economic-Forecast-2.23.24.pdf>
13. Centers for Disease Control and Prevention (2019). Adverse Childhood Experiences (ACEs) Prevention Resource for Action: A Compilation of the Best Available Evidence. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention.
<https://www.cdc.gov/violenceprevention/aces/index.html>

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D. Community Engagement and Survey Results

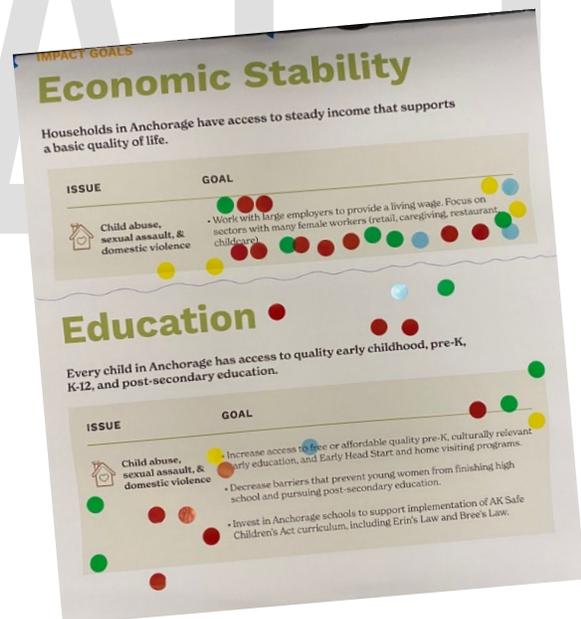
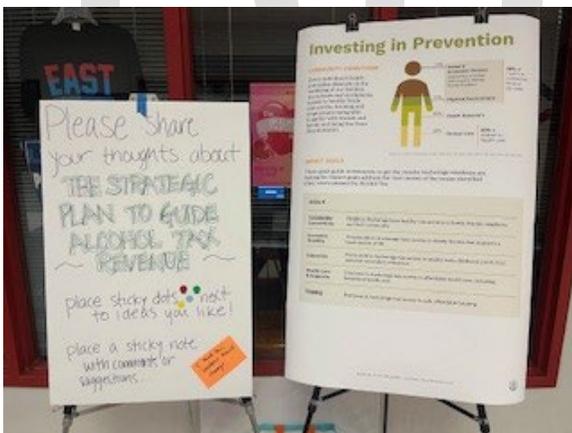
Community Engagement and Survey Results

COMMUNITY EVENT PRESENTATIONS

FEBRUARY 10, 2024, BETTYE DAVIS AFRICAN AMERICAN SUMMIT

The Alcohol Tax Strategic Plan steering committee hosted a booth at the Summit. Attendees stopped by the booth between 12:30p.m. to 5p.m. to learn about the Plan. Sticky dots and notes were provided for people to engage with posters and indicate which of the goals and strategies of the plan they liked the most. It's estimated about 20 unique individuals stopped by and viewed the posters. The goals with the highest number of dots from this event are:

- **21 dots.** Economic Stability: Work with large employers to provide a living wage. Focus on sectors with many female workers (retail, caregiving, restaurant, childcare).
- **20 dots.** Were placed to indicate general agreement with all the goals related to Health Care & Supports, child abuse, sexual assault, and domestic violence.
- **17 dots.** Housing: Increase supply of affordable housing units and rental assistance funds for households with young children. (Focus on female head of household with children under five, about 600 households in Anchorage annually.)
- **15 dots.** Were placed to indicate general agreement with all the goals related to Education.
- **10 dots.** Housing: Increase supply of rental housing for extremely low- and low-income households and workforce.



FEBRUARY 15, 2024, BARTLETT CLUB LUNCHEON

The Bartlett Club asked for a member of the steering committee to present at their lunch meeting. Karen Bronga, Anchorage Assembly Member presented to a room of about 75 people. The group had the following questions:

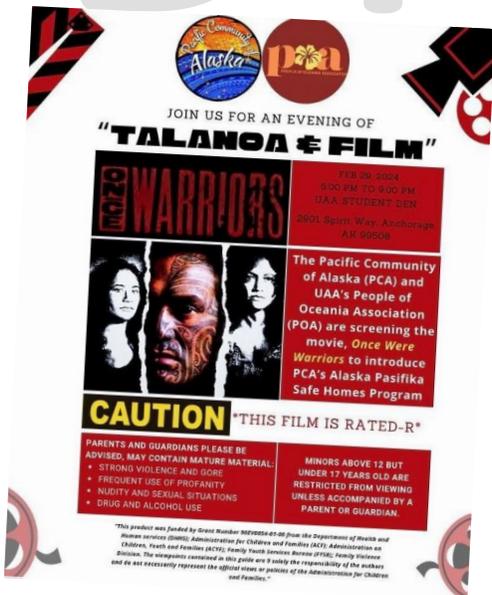
- Can money go to a private entity or is it only available for nonprofits?
- What is the maximum and minimum grant size?
- Is there a known number of Anchorage experiencing mental health issues?
- Would a job training center for entry-level jobs be eligible for funding?
- At \$1500 a night at API, how much of that could be broken down into building costs, staff costs, etc. Is there a breakdown that anyone could share?



FEBRUARY 29, 2024, ONCE WERE WARRIORS FILM SHOWING – PCA SAFE HOMES PROGRAM LAUNCH

The Alcohol Tax Strategic Plan steering committee hosted a table at this evening event. Approximately 30-40 people were in attendance. Several stopped by the table to learn about the Alcohol Tax and engage with the posters to indicate which of the goals and strategies of the plan they liked the most. Those with the highest number of dots were:

- **4 dots.** Community Connections: Invest in community coalitions to enact culturally appropriate programming that prevents rape, teen dating violence, and domestic violence.
- **4 dots.** Education: Decrease barriers that prevent young women from finishing high school and pursuing post-secondary education.
- **4 dots.** Education: Invest in Anchorage schools to support implementation of AK Safe Children’s Act curriculum, including Erin’s Law and Bree’s Law.



MARCH 5, 2024, UMOJA COWORKING LUNCH

Steering Committee member Tafilisaunoa Toleafoa (Tafi) organized to have a presentation about the Alcohol Tax strategic plan at the monthly luncheon of Umoja CoWorking tenants. About 17 people attended and learned about the plan and provided input. It was a robust discussion that focused on the importance of prevention and distributing the revenue of the alcohol tax equitably and transparently across the community. The following goals and strategies from the plan received the greatest number of dots.

- **7 dots.** Community Connections: Fully implement the Alaska Reentry Program that provides housing, employment, access to healthcare, and other supports.
- **6 dots.** Housing: Increase supply of affordable housing units and rental assistance funds for households with young children. (Focus on female head of household with children under five, about 600 households in Anchorage annually.)
- **6 dots.** Transparency & Accountability: For any Alcohol Tax revenue that is granted, ensure a clear, simple, and equitable application process.



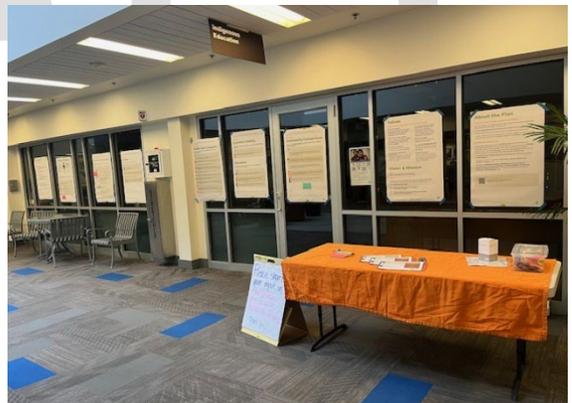
MARCH 19, 2024, ANCHORAGE ASSEMBLY MEETING LOBBY



Municipal staff coordinated for project team members to set up a table and the posters in the lobby of the Anchorage Assembly chambers on the night of a regular assembly meeting. A few attendees of the Assembly meeting stopped by the booth to ask questions and share their input on the posters. The strategy that was of most interest was to fully invest in mobile crisis intervention teams.

APRIL 9, 2024, ANCHORAGE SCHOOL BOARD MEETING LOBBY

The project team coordinated with the Anchorage School Board to have a presence in the lobby outside of a regular school board meeting. A project team member also presented to the school board about the plan and shared information about how to respond to the survey. Several attendees of the school board meeting stopped by the table and posters to learn about the plan. One elementary school student asked a lot of great questions to work to understand the strategies and vote. The issues of most interest at this event were:



- **4 dots.** Community Connections: Invest in community coalitions to enact culturally appropriate programming that prevents rape, teen dating.
- **5 dots.** Economic Stability: Work with large employers to provide a living wage. Focus on sectors with many female workers (retail, caregiving, restaurant, childcare).
- **4 dots.** Housing: Increase supply of affordable housing units and rental assistance funds for households with young children. (Focus on female head of household with children under five, about 600 households in Anchorage annually.)
- **3 dots.** Health Care & Supports: Increase access to behavioral health crisis care for adolescents and adults through mobile and facility-based crisis programs.

APRIL 22, 2024, MAKE IT MONDAY FORUM, CHAMBER OF COMMERCE

Assembly Members Bronga and Brawley presented at the Anchorage Chamber of Commerce’s Make It Monday event. The Assembly Members shared information about the alcohol tax, the progress on the planning process, and how to respond to the survey. After the event, several attendees visited the posters to share their feedback. Additionally, Alaska News Source covered the presentation and shared information on how to respond to the survey.⁵⁵ The issues of most interest at this event were:



- **3 dots.** Community Connections: Fully implement the Alaska Reentry Program that provides housing, employment, access to healthcare, and other supports.
- **3 dots.** Housing: Increase supply of rental housing for extremely low- and low-income households and workforce.

SURVEY RESULTS

Agnew::Beck created an online survey to accompany in-person engagement events February 14 to May 1, 2024. Posters displayed at each event were recreated in an online survey and promoted using a QR code printed on handouts and posters. The strategies survey respondents viewed were those drafted prior to focus groups, other engagement sessions, and steering committee meetings, therefore the list of strategies at the end of the fielding period did not include those created in response to community input. The following table displays the results at the time the survey closed on May 1, 2024.

Goal Area and Strategy	Umoja Coworking	Assembly Meeting	School Board	Make It Monday	Survey as of 5/3/2024	TOTAL COUNT	Percent of Respondents
Housing: Increase supply of affordable housing units and rental assistance funds for households with young children. (Focus on female head of household with children under five, about 600 households in Anchorage annually.)	6	1	4	2	392	425	53%
Housing: Ensure Anchorage has adequate supply of emergency shelter year-round.	1	1	0	2	413	421	53%
Housing: Rapidly move individuals in emergency shelter into housing.	1	1	0	0	232	236	29%
Housing: Increase supply of rental housing for extremely low- and low-income households and workforce.	4	1	0	3	399	419	52%
Economic Stability: Work with large employers to provide a living wage. Focus on sectors with many female workers (retail, caregiving, restaurant, childcare).	3	1	5	0	349	381	48%

⁵⁵ <https://www.alaskasnewsresource.com/2024/04/23/anchorage-leaders-ask-public-weigh-alcohol-tax-spending/>

Goal Area and Strategy	Umaja Coworking	Assembly Meeting	School Board	Make It Monday	Survey as of 5/3/2024	TOTAL COUNT	Percent of Respondents
Health Care & Supports: Implement universal prenatal screening and consistent, supportive education about alcohol and other substance use during pregnancy.	0	0	0	0	243	243	30%
Health Care & Supports: Increase access to family-centered, culturally relevant behavioral health services.	4	0	1	1	253	260	32%
Health Care & Supports: Promote early intervention with families at risk for maltreatment. Identify families screened out of OCS and make connections to address their needs.	0	0	0	0	273	274	34%
Health Care & Supports: Invest in community organizations to implement evidence-based approaches to sexual assault prevention.	0	0	0	0	243	244	30%
Health Care & Supports: Deliver behavioral health care alongside physical health care and other services at community locations (schools, libraries).	4	0	1	1	381	389	49%
Health Care & Supports: Increase access to Substance Use Disorder treatment services and facilities.	0	0	0	1	406	409	51%
Health Care & Supports: Work with UAA and health care employers to attract and retain qualified behavioral health workers, including certified peers and paraprofessionals.	1	0	0	0	282	285	36%
Health Care & Supports: Increase access to behavioral health crisis care for adolescents and adults through mobile and facility-based crisis programs.	1	1	3	1	313	321	40%
Health Care & Supports: Fully invest in Mobile Crisis Response Teams for people in behavioral health crisis.	3	2	1	1	349	356	44%
Health Care & Supports: Increase availability of mobile health care and supports to individuals living in supportive housing.	1	0	0	1	230	235	29%
Health Care & Supports: Increase the number of mental health and substance misuse treatment beds at Anchorage Correctional Complex.	2	0	0	2	344	353	44%
Education: Increase access to free or affordable quality pre-K, culturally relevant early education, and Early Head Start and home visiting programs.	5	0	1	1	385	397	50%

Goal Area and Strategy	Umoja Coworking	Assembly Meeting	School Board	Make It Monday	Survey as of 5/3/2024	TOTAL COUNT	Percent of Respondents
Education: Decrease barriers that prevent young women from finishing high school and pursuing post-secondary education.	3	0	2	1	244	254	32%
Education: Invest in Anchorage schools to support implementation of AK Safe Children’s Act curriculum, including Erin’s Law and Bree’s Law.	0	1	2	1	299	307	38%
Community Connections: Invest in community coalitions to enact culturally appropriate programming that prevents rape, teen dating violence, and domestic violence.	4	1	4	0	333	354	44%
Community Connections: Fully implement the Alaska Reentry Program that provides housing, employment, access to healthcare, and other supports.	7	0	1	3	359	378	47%
Community Connections: Work with the Chamber of Commerce, Visit Anchorage, and local businesses to provide staff training and supports to improve safety and maintenance of street fronts and public spaces.	0	0	0	0	232	233	29%
Community Connections: Use community crime data and work closely with UAA, Alaska Native Justice Center, APD, AFD, and local communities to conduct violence prevention activities.	0	0	0	0	238	239	30%
Community Connections: APD and AFD workforce should look like the communities they serve. Invest in local organizations to partner with AFD and APD to recruit, train, support, hire, and retain qualified diverse applicants.	0	0	0	0	247	248	31%
Transparency + Accountability: Make the fund allocation process transparent and accessible	0	0	0	0	-	0	0%
Transparency + Accountability: For any Alcohol Tax revenue that is granted, ensure a clear, simple, and equitable application process	6	0	0	1	-	6	28%
Transparency + Accountability: Simplify data gathering and reporting requirements	3	0	0	0	-	3	12%
Transparency + Accountability: Support promising programs, so they can be proven effective	0	0	0	0	-	2	0%
Transparency + Accountability: Identify ways to continue funding successful programs with other funding sources, so that new programs and initiatives can be invested in and tested	0	0	0	0	-	0	0%

Goal Area and Strategy	Umoja Coworking	Assembly Meeting	School Board	Make It Monday	Survey as of 5/3/2024	TOTAL COUNT	Percent of Respondents
Transparency + Accountability: Get funds out in a timely manner	4	0	0	0	-	4	16%
Transparency + Accountability: Make sure Alcohol Tax funds are allocated proportionately to all the issues identified in the Charter	0	0	0	0	-	0	0%
Transparency + Accountability: Regularly report back on the Alcohol Tax	0	0	0	0	-	5	0%
Transparency + Accountability: Make information about the Alcohol Tax easy to find	1	0	0	2	-	1	12%
Transparency + Accountability: Make information about the Alcohol Tax accessible for non-English speakers	0	0	0	0	-	0	0%
Transparency + Accountability: Track public opinion on the Alcohol Tax	0	0	0	0	-	0	0%
Transparency + Accountability: Communicate to the public about spending and progress	0	0	0	1	-	0	4%
Transparency + Accountability: Invest in communications with the alcohol industry and other key partners	0	0	0	0	-	0	0%
Total Count	64	10	25	25	1409	1473	0
Estimated Participants	13	2	5	5	752	801	100%

FOCUS GROUPS

During March and April 2024, the consulting team facilitated online, and in-person focus groups with coalitions and groups with specific expertise in the areas that the Alcohol Tax is intended to fund. During each focus group, we reviewed the plan process and the full contents of the draft plan by reviewing the survey together and gathering input on each of the goal areas of the plan. A summary of the feedback follows. The attendees also were encouraged to take the survey and to share the link with their organizations and networks.

YOUTH ALASKA ACTION BOARD ON HOUSING & HOMELESSNESS

- Homelessness should be its own category separate from substance misuse issues. Homelessness does not necessarily cause substance misuse, nor do all individuals who experience homelessness have issues with substances or mental health concerns. This is a correlation not causation.
- Support the focus on female head of household identified on issues related to DV/SA; however, this is an issue for men, too.
- Ensure the option for multi-year funding.
- Related to the strategy “make sure there’s adequate supply of emergency shelter,” not all emergency shelter is good. We should not support the large warehouse model like Sullivan Arena. We should support smaller shelters with access to housing.
- Early education and living wage are critical issues.
- Make sure we have substance misuse treatment options that aren’t religious.
- It would be exciting if community-based groups could help manage grant funds and help distribute funds.
- Link up with the Indigenous data group that’s been meeting related to Missing and Murdered Indigenous Persons (MMIP).
- Important to have a “check back process” where we re-engage with the organizations who are providing feedback on this plan.

ANCHORAGE EQUITY COMMITTEE OF THE ASSEMBLY, MARCH 28, 2023

- Strategic Plan to Guide Alcohol Tax Revenue Presentation, Tanya Iden
- Discussion
 - Is there an appropriation of specific amounts for each of the 'buckets' or designated uses?
 - Tanya: No, not yet that is part of what the plan will guide. It's important to help allocate funds, but also don't want to hamstring the Assembly too tightly. We don't want to miss the opportunity to support a great project if it comes up one year.
 - Code reference of Alcohol Tax:

Section 14.07. - Alcoholic beverages retail sales tax.

- Who administers the funding?
 - Tanya: We have heard a lot about how challenging the grant process has been so far with dispersing alcohol tax funding through grants; this is a small portion of the revenue; much of the revenue has been allocated by the Assembly directly. One of the suggestions we have heard is that the Equity Committee help to review grant proposals.
 - There are so many municipal requirements that have been added to the grant agreements, insurance requirements, etc. put a damper on the process being accessible. They interfere with one of the main goals which is to build community and bring in new partners and being inclusive. The same old organizations will get the funding if these requirements are kept.
 - Tanya: there are some grants that are given out by the Mayor's office that seem easier.

- Our organization is negotiating with funders on the insurance requirements, e.g. another small organization is spending \$7000 to be eligible for small amounts of funding, this is a one-person operation.
- Did you look back at the way money has been given so far and what has worked well or not? AHD funded a program called Fresh Box that worked really well for getting fresh fruits and vegetables from Grow North Farms to keep money in the community and fresh fruits and vegetables for marginalized communities.
- It is also a problem that grants are reimbursable so if you don't have cash on hand you can't do the work in order to get reimbursed.
- Tanya: We are doing a focus group with the 'implementers' to share what we have heard to date and to discuss what can be done to do it better: like set up a pot of money that we trust organizations to spend well and look for results from that. Also, will have focus groups with the alcohol industry, Tribal interests, behavioral health and crisis providers, Alaska Alliance for Violence Prevention.
- When does the plan need to be implemented?
 - Tanya: Goal is to wrap up the outreach in April and prepare a draft of the plan for review and approval by the Assembly in May/June. There will be a later phase of communications about the plan and the alcohol tax generally that will happen June and beyond.
- Please complete the survey at <https://www.surveymonkey.com/r/MOAAIcTaxStratPlanFeedback>
- Please share the survey for others to complete.
- A lot of emphasis right now on community health workers in the state, is there a strategy to promote that?
 - Tanya: Yes, there is a mobile health strategy and an integrated care in community settings, but please add that input in the survey. We gathered a lot of strategies from existing community-supported plans. Input we have received so far is that we need preventive health services, we need to support victims of crimes. We have been tallying the level of support for different strategies and the two that have jumped to the top are encouraging living wage in sectors with high participation from female workers, and increase in affordable housing and rental units.
- Alaska research shows that the race of the family is not the factor that increases risk for involvement in child protection; other factors create the risk and race itself is not a predictor. Research can be found here: https://health.alaska.gov/dph/wcfh/Documents/mcheipi/ALCANLink_Brief_Overview.pdf
- Would preventive health include for people who are uninsured and underinsured?
 - Tanya: Yes. The plan is organized around the community conditions that most affect our health and safety, and people seem to understand that and appreciate that approach that focuses on prevention.
- Many people are working full-time for companies making a huge profit and don't make enough to live dignified lives because they don't get a livable wage. People are on Medicaid and public assistance, and we are subsidizing those companies by allowing them not to pay a wage that allows for dignity.

ANCHORAGE ALLIANCE FOR VIOLENCE PREVENTION

- Economic Stability
 - Connect employment with training to increase skills of people who enter the workforce and help them to build skills and increase wages. For example, connect the University of Alaska Schools of Social Work and Nursing to entry-level workers in healthcare such as Certified Nursing Assistants and Peer Support Specialists and increase access to certification and degree-programs.
- Health Care and Supports

- Biggest need is navigation and helping a person take all the steps it takes to gain and maintain housing, employment and health care.
- Increase referral networks for behavioral health providers, friends and family of individuals in need, to help people connect with needed services.
- Showed the group the Anchorage Chamber of Commerce Community Care Kit; this should be printed and shared widely <https://www.anchoragechamber.org/carekit/>
- The scope of Anchorage Safety Patrol (ASP) is too narrow; for example, ASP will come to the library to assist someone and if they are not intoxicated enough or are intoxicated with substances other than alcohol, the ASP will not assist or transport them.
- Anchorage Police Department 9-1-1 and Anchorage Fire Department 3-1-1 dispatch staff need better triage criteria and education to dispatch the right resource to assist people in crisis. Mobile Crisis Team are sometimes not dispatched if the person is intoxicated.
- Careline will refuse to assist if the person calling is a family or friend of someone in crisis, and not the person themselves.
- Friends trying to assist someone with access safe detox from alcohol and other substances were not able to access care. Emergency departments will often not admit people requiring withdrawal management and waitlists for other programs are prohibitive.
- Increase access to withdrawal management for alcohol and other substances outside of hospital settings.
- All services related to behavioral health crisis must be trauma-informed; all crisis response providers need training and education to ensure a trauma-informed response.
- Increase access to substance use disorder treatment at Hiland Mountain Correctional Center.
- Increase access to substance misuse treatment that is not religious.
- Housing
 - Add transportation and employment to this goal.
 - Provide flexible supports to help people gain stable housing such as first and last month's rent and security deposits, and to secure reliable transportation to access employment.
 - Provide emergency shelter that is not religious.

ANCHORAGE COALITION TO END HOMELESSNESS

- Mission statement
 - Remove verbs in the three purpose statements.
 - Prevention and addressing for each of the three issues.
- Community Connections
 - Make this goal more specific to community safety, that people feel safe and are safe in their neighborhoods.
 - Add Anchorage Downtown Partnership to strategy about working with businesses to clean up store fronts and public spaces.
 - Add a strategy related to small community centers with access to community resources, such as employment and supports, health information, cultural activities for people build connections and support.
- Health Care and Supports
 - Move the first strategy related to prenatal exposure to alcohol and other substances down further on the list.
 - Add a strategy related to person-centered navigation provided by peers to help people who are newly housed connect with employment, health care, other supports, and maintain support to maintain housing.
 - Support promotion of sober living and events.
- Housing
 - Add to strategy related to emergency shelter that all shelter should navigate people to housing, and that all shelters should be small-scale, approximately 150 beds or less, and when possible

- should accommodate specific needs such as assistance with disabilities, couples, women, Elders, etc.
- Alcohol Tax funding should support the goals and strategies in the updated Anchored Home plan.
- Use Alcohol Tax funds to provide flexible supports that help people maintain housing and employment.
- Add transportation as a basic need.
- Ensure that Alcohol Tax funds increase access to housing as the primary way to prevent homelessness and repeat homelessness.
- Education
 - Add support for maintaining phone, Internet access, a physical address.
 - Add education on financial literacy and budgeting for maximizing benefit from limited incomes, such as not using Pay Day lending and maintaining enrollment in benefits.
 - Add strategy related to helping people increase skills and employment through vocational training, trades, apprenticeships.
- Economic Stability
 - Making childcare affordable and accessible is critical for helping people maintain employment and housing.
 - Add transportation for maintaining employment including public transit, pedestrian and bicycle safety year-round.
- Accountability and transparency
 - How can the Anchorage Health Department be used as a backbone for funding and coordinating the resources to effectively solve the big issues the Alcohol Tax is designed to address?
 - How can the marijuana tax proceeds dedicated to childcare and early education be leveraged effectively?
 - Ensure that funds can be used flexibly to fill gaps and help people gain stability and security.

BEHAVIORAL HEALTH CRISIS CARE PROVIDERS

Focus group members were from Providence Health and Services, Southcentral Foundation, VOA-Alaska, and Anchorage Fire Department (AFD) Mobile Crisis Response Team.

Priorities for Funding:

- Anchorage Safety Patrol (ASP) is starting an on-call social worker to help people to navigate resources and assist.
- AFD would like to do more for community paramedicine such as a high utilizer program for frequent users of the emergency departments, providing mobile medical care, supporting psychiatric medical providers in the community, trying to get into shelters, meet people in their homes, to provide mobile integrated health services; we would like to be able to transport clients to appointments, help them secure benefits, and provide that mobile navigation and support (similar to the support that ACT and ICM provide);
- AFD would like to provide more victim advocacy and case management for victims.
- Funds to support the first three years for new programs such as behavioral health crisis centers.
- Support for emergency transportation.
- Prevention
 - Support for post-discharge from residential behavioral health treatment or crisis services to help people step-down; a social worker who can help navigate post-discharge.
- SCF has had huge success with Intensive Case Management (ICM) partnered with housing. We had a lot of learning at first, and now we provide case management first to help people succeed in housing, treatment, and employment; ICM is provided on the street, in a mobile vehicle with behavioral and medical together, like the mobile crisis team; without housing, food, and essentials, getting treatment doesn't help; we need to help people meet basic needs, and access care for medical and behavioral

needs. The more we can provide pre-crisis, it helps open people to treatment, to housing, and helping people find stability with medication is huge.

- Invest in lower levels of care short-term and long-term, focus on youth and young adults; mobile case management, basic needs: transportation.
- For young adults ages 18-24 age we often help them get into meaningful employment, but then they lose Medicaid, and it is difficult to maintain behavioral health care in outpatient settings. Young adults struggle in programs, becoming independent, homelessness at that age, victimization, so investing here has a big return on investment. Case management helps keep people in lower levels of care. Expand outpatient services.
- Layer on subsidies for needed services for people who have higher needs.
- Provide support for housing repairs when people damage units. We have had some landlords who are no longer willing to rent to participants; SCF has Home for Good partnership that helps cover costs of repairs to units or hotel rooms.
- Recognition and pay increases for people doing direct service provision. This is hard work, and the wages are not competitive. Agencies calibrate pay to what Medicaid will pay; increased a couple of dollars at ARCH (residential treatment center for youth) and was able to retain staff; address workforce shortages in clinicians.
- We have seen issues with housing vouchers, people served by different agencies, need more flexibility.
- Economic stability, support families with transportation, direct client assistance, childcare, car repairs, rent, utilities, food, help people keep custody of children, tap into all the regular supports.
- Paid parental leave helps for retention, childcare stipend for employees, entry level staff use own vehicles, offer mileage reimbursement but doesn't cover the cost.

Does lowest paid staff at your agencies make less than \$21/hour? It's difficult to raise the lowest wage level because then every level needs to go up. Takes time to transition to this. Alcohol tax funding could make three-year funding available for raising the lowest wage to \$21/hour.

How to deploy the funding?

- Use a larger RFP to start new or expand existing programs instead of a lot of smaller opportunities.
- Supplement funding to expand existing programs.
- Provide larger grants to organizations that can provide services; AMHTA grants are really simple and a good template to use for a new RFP.
- Allow multi-year funding, grant management burden is high: slow kick-off, reimbursement, flexibility with funding to fill in gaps where Medicaid won't cover; provide a subsidy for needed programs for people who don't have a payer: such as outpatient behavioral health.

COOK INLET TRIBAL COUNCIL AND SOUTHCENTRAL FOUNDATION

- Vision and Mission
These look good.
- Values
 - Add that we will use a “variety of evidence including traditional and cultural practices.”
 - Like the focus on basic needs, critical
 - Making it easy to see how, understanding who and how can apply.
 - Treatment, not easy to apply for funds, how can providers get funded to expand?
 - I don't think there has been an RFP for treatment services
 - Separate out BH and homelessness because hard to see spending on behavioral health so far because it is counted together with funds to address homelessness
 - Basic needs are very important
 - Government more accessible
 - Don't think CITC has accessed any funding
 - What has been the outreach to apply for funds?
 - Listen and respond to all communities

- What does this look like to the everyday citizen of Anchorage?
- Which forums and communities are we talking with?
- How do we get good feedback?
- Surveys are hard
- Finding ways to relate to different age groups is important, people make connections in different ways, especially younger generation; need to use different methods, social media, QR codes, events, CITC continuing to work on it.
- Could work with funded partners to gather input from their communities
- Goals and Strategies
 - Housing
 - Great strategies, needed
 - Missing: for unsheltered, those with behavioral health diagnoses and tied to basic needs and Social Determinants of Health (SDOH), lack of transitional housing for individuals and Permanent Supportive Housing (PSH); low-income voucher programs for individuals
 - Substance Use Disorder (SUD) Treatment providers: safe transitional housing and PSH are in short supply; providers say they are places that prey on the vulnerable, we wouldn't send our family there.
 - No barrier shelter for people with behavioral health needs and other barriers, felony charges, housing
 - Economic Stability
 - Lack of affordable childcare is a barrier to employment
 - Reliable transportation, access to transportation
 - Training opportunities are pretty plentiful
 - Navigation and reducing barriers to access training
 - CITC has a new navigation team, so many things coupled with gaining employment
 - On the job work experience opportunities, apprenticeships and training while working
 - Healthcare sector has stability and growth
 - Continue to work in this area, offer as a training area, training programs with connections with employers.
 - Training people with employer in mind, worked with ANTHC and SCF.
 - Career exploration for younger people, looking at different careers
 - Recruitment
 - SCF had 28 dental hygienist positions open last year and now they are all filled
 - CMA positions are filling
 - Other positions that are still open and hard to fill
 - Vocational rehabilitation, supporting individuals to get back into the workforce
 - Large employers can do this, help people get peer certification so they can be employed, admin support training program, on the job, look at other careers where they can progress
- Education
 - Does it include vocational training, add 'and training'
 - Why the focus on young women? This is to ensure that we focus on the designated uses for the alcohol tax, in this case child abuse prevention and domestic violence prevention.
 - We definitely support young women, but we use a focus on whole family wellness and prevention.
 - Support individuals from groups that are disparately impacted, prevent young individuals who are part of higher risk groups, more vulnerable, lower graduation rate, target individuals with risk factors for not finishing high school.
 - Add strategy related to childcare.
 - Add afterschool childcare, challenges related to changing school start times, employers, childcare.

- Domestic Violence/Sexual Assault: Tribal Prep, young adult program for healthy relationships, sex education, career exploration, financial responsibility, 'adulthood 101', students ages 16-19, afterschool program, AK Youth Military Academy, direct and open, no shame, safe space, prevention.
- Health Care and Supports
 - Goal: health care is fine, whole person, whole family wellness
 - Alcohol tax funds need to be used to address trauma, mental health, behavioral health services
 - Like mobile crisis response
 - Invest in programs like Intensive Case Management (ICM), Assertive Community Treatment (ACT) these programs work but we need more of them, they are not financially sustainable on Medicaid billing revenue alone if we want to serve all who need this level of support
 - Supportive housing, people can't succeed without supports, wraparound supports for people in housing
 - Support people to be safely housed in the community
 - Work with UAA and APU and healthcare employers and vocational workforce developers
 - Promote early intervention, add 'prevention and early intervention'
 - CITC child and family services, we used to mostly work on reunification and now we are focusing more on prevention
 - It really helps families to see new role models
 - In last two years, CITC growing prevention services, not just parenting 101, but taking a cohort of parents to do cultural activities like berry picking and hooligan fishing, we are sharing culture with the whole family, healthy and active, connecting with families who have similar challenges, creating a peer group, seeing how staff provide coaching for families, kids having a great time with their families, learn traditional skills and practices, community building, research-based, role modeling.
 - Families share frustrations and learn together how to parent differently: for example, parents whose first response is to yell at their children can see other parents and talk together about how to handle situations. Develops real-life skills and supports.
- Overall comment, remove the program talk, and lower the reading level, this is not the right language if we want to share this plan with the whole community.

COOK INLET HOUSING AUTHORITY (CIHA)

- When we talk about housing it is often too compartmentalized.
 - In 2007, CIHA's average resident was 60-80% AMI, now 50-75% are coming to us unhoused, outcomes are dramatic.
 - LIHTC, a financing instrument CIHA uses to develop new housing, is designed for workforce housing, not supportive housing. It doesn't have an ongoing operational or service component.
 - Jurisdictions bring the funding for the operations and supportive services component.
- Does a person have a safe place to put their head at night?

Behavioral health or coming out of homelessness, significant trauma, not successful without a lot of support.

 - Pre-pandemic looked at people coming to housing out of homelessness, saw that at the 6-month mark people begin to struggle with behaviors, failing out of housing, lack of resources to support. The second jump is at 2 -2.5 years in tenancy, not sure why, as significant as the initial bump.
 - Population needs ongoing support.
 - Love to see tax focus on not just adding units, but keeping people who gain housing, housed and successful.
 - Case managers need higher wages so they don't move on every 6 months.
 - **Flexibility** is key to address the one thing that might kick them out of housing: vehicle repair, utility shut-off, eviction prevention, don't need a ton of support but need a hand-up to stay housed, inexpensive way to avoid evictions.

- Challenge was lack of "stickiness" between family and housing, services followed the person but needed to be associated with the unit.
- CIHA piloted 4 units for Home for Good, 3 were contaminated with meth the fourth the person assaulted a neighbor.
- Needs a close tie between the housing and the infusion services with the housing
- Tend to think of supportive housing as PSH or complex care but there is a whole spectrum.
- Failing to do what is needed for those who need consistent light interventions, social touchstones, lighter CM and navigation, connection to resources, keep people in housing longer.
- What are the priorities?
 - Biggest bang for the buck
 - Navigation function
 - #1 consistent funding for innovative projects e.g. specialized complex care shelter
 - Complex care shelter would be a story to feature in the communications strategy.
 - Muni needs to be realistic about how much funding is needed and for how long.
 - Educate taxpayers about what it is doing, what it has accomplished.
- CoC process good example of a funding process
 - Process for renewal funding
 - Prioritize sustainability but give some runway
 - Process for new projects
 - Clear published criteria
 - Community partners help rank
 - Clear set of guidelines
- Administration needs to be effective
 - For example, we were awarded CDBG and HOME funds, 20 months ago funding was announced, just signed the grant agreement with the Muni
 - Management level leadership at AHD is struggling
 - Need strong leadership in AHD
- Community spaces
 - The Nave
 - Community lost something when people go to church less, lost a space for support
 - Neighborhoods aren't closely connected, especially for renters
 - Hard to draw people out of their homes unless you have something to offer them
 - Nave is having some small successes
 - Focus not on building new centers but activating the spaces you have
 - Mix pure social and events connecting to services, community movie night to watch a movie, bring the kids,
 - Then job fair, come to that, build the relationship
 - Give away professional clothing
 - Not just access services but a safe place with trust in
- Elders
 - Most significant prevention for homelessness was addressing food security, helped them to pay for rent, utilities
- Behavioral health
 - Meth is a giant problem for housers, \$40-80K to rehab a unit contaminated with meth
 - Mitigation: prevent meth use will preserve housing and resources, suspected meth use will take weeks to get legal action and police support
 - APD not enough staff
 - Law enforcement must prioritize issues that free up housing
 - AFD Mobile Crisis Response Team is so awesome, deescalate so many situations, thoughtful investment of resources
 - Escalating since 2018, CIHA spent \$1m last year for remediation, 20-24 units per year

- Private landlords aren't testing for it, no set practice for remediation under AK law unless it is a meth production site, contamination from use can be as high as production
- How can we address meth epidemic here? Not produced locally, crime prevention,
- No APD unit that is focused on this, no consequence to contamination, unit is being passed on and kids being exposed to it
- Could be charging people could be preventing imports
- Address fentanyl with public health strategies and meth use with environmental change
- Innovation
 - Use some of the funds to learn and inform how other regs and projects should operate
 - Federal and state funding don't often support pilots e.g. Path to Independence learned so much, working better, helped to improve the CE system, flexibility

MUNICIPALITY OF ANCHORAGE STAFF: FINANCE AND PROGRAM STAFF

Focus group participants included representatives from Treasury, Purchasing, Anchorage Health Department, Budget and Finance. For this focus group the discussion was less about the impact goals and more about the Transparency and Accountability goals. Questions the group deliberated:

- Funding disbursement methods (add to department budgets, give out through grant programs, Assembly allocates to big projects, others?)
What way is preferable, most efficient, best, pros/cons?
When the funds were not fully given out in the initial year, what were the barriers? How remedied?
- Are there ways to build in flexibility? What are the mechanisms?
- Do you have thoughts on who/which dept is best to own this plan? Who's responsible?

Input provided:

- So far, there has been a lot of direct appropriation through assembly action and managed by the Anchorage Health Department. In the first year, we disbursed grants by each of the designated uses. More recently, it was almost direct appropriation to specific organizations. We run into a struggle where entities don't know when they were going to receive funds. It's a lot of work for the staffing that we have. We only have one full-time person to work the alcohol tax grants and contracts and it is a lot of work.
- System as a whole is restrictive. There are timing issues of when we receive the funds. A lot of moving parts for a very small team. A lot of tracking, helping grantees understand what they can and cannot use the funds for.
- We understand people want to have flexibility – understand that the insurance requirements are a big deal. We work with our insurance manager and sometimes we can be flexible and sometimes cannot.
- Funds must be used within January to December timeline.
- Municipality owns this plan, and the Anchorage Health Department has been responsible for disbursing funds. Will AHD be responsible for managing this strategic plan?
- There has been an incomplete understanding about the funds, they lapse at the end of year. People get upset that we don't give out the full grant to a grantee at the beginning of the grant. But we also didn't want to put small organizations in the position of having to pay back the funds if they used them incorrectly.
- Assembly members make promises and plans with the community organizations, but AHD is often not part of those conversations. We are responsible to disburse the funds and we work with the grantee very closely. Hundreds of hours working with grantees. Better planning beforehand could curb misunderstandings.
- It would be helpful to put clear parameters in place. Clarification in a written document that all individuals could follow. It can be a living document to meet the needs, with goals for each of the designated uses. Right now, that changes very often. A rubric or workflow would be helpful and it would need to be updated by someone. Some sort admin assistant that pulls the team together.

- It would be better to use a competitive process for respondents to meet the goals. It's really hard when the implementation of the work is taken away from departments and is taken on by Assembly.
- This year we only had \$330,000 to give out in grants. A consistent budget that we can depend upon. Like we have 2 million in this bucket for the next 2-3 years to grant out. The constant changes for the past several years has been hard. The direct appropriation is off track for the best way to set up the use of these funds. There has been a lot of focus about how to get the funds out the door but less about what we want them to accomplish in the community.
- We also do not have enough staff. There has been open hostility from the Assembly about our professionalism, our knowledge, our capability. We are just in a no-win situation.
- The intent for some of the funds with early intervention is to reduce ACEs scores over time – things aren't changing as quickly as some of the members want and it reflects poorly on the health department. But it will take years to see the decline in homelessness, ACEs, etc. Becomes how fast you can execute. Give it to another entity and then they realize that they must adhere to certain procedures due to it being government money.
- Team at AHD will without a doubt bend over backwards to help any entity be successful. All we hear is how inept we are in getting it out the door. But we're working with purchasing, OMB, risk management, etc. We're one small piece of this huge pie.
- There is a rule in government accounting – set up as few funds as possible. Anchorage has like 119 funds. Alcohol tax is particularly challenging because we must intuit what the assembly is thinking about where funds would go. It sure causes a lot of confusion and push back. There are no written rules to follow for administering the funds.
- The desire is to get that money out into the community and get it working. There is a process to how we gather the funds in treasury and it can be hard to get hard fast number of actual funds ready to be dispersed. Usually some degree of miss – w/in 2% of estimates. There can be friction when there are delays.
- It would be simpler to give the funds to the department to grant out. We need to revise and simplify the process and clear up the misinformation. We can have a clear process like state and federal government agencies do every year for decades.
- Nothing else gets disbursed this way. This is the only one that is causing so much confusion and drama. I get ten e-mails a day on this pot of money.
- I think it goes back to the initial time when people thought the AHD didn't get the funds out quickly. If we were to receive a pot of funds, go through the competitive process, convene a group of individuals to review, make sure some funding goes to smaller non-profits and that they are competing against other smaller non-profit organizations. The AHD team worked to create the equity that's needed.
- Provide technical assistance to entities to access as a free service. Make sure there is transparency and equity.
- The process should be allocating the funds to the AHD and specify an amount per designated use, provide a rubric for assessing proposals. We would convene an evaluation committee of 6-8 employees across the Municipality and rank the applications. We would then disburse the funds.
- Looking at the goals "support promising programs" seems very subjective. Maybe there's more concrete way to evaluate.
- For the second goal, to continue funding and get other sources, this requires a lot of forecasting. This all happens in a very short turn around at the end of the year when it is hard to find the other funding sources because they may be already allocated.
- Regularly report back, what do you spend the alcohol tax on and what do you have to show for it? Where have the non-profits really excelled at a program? Maybe this is happening and I haven't seen it. Some of these buckets are very broad.
- AHD is very committed to equity. But I do think because this is funding from the government there are rules and policies and procedures that we have to follow. The insurance issues – some groups don't have the processes in place for financial management of government funds. If you want to set aside funds for really small pilot project using government money might not be the best pot of funds.

- AHD needs enough funds set aside for the staffing structure. Need infrastructure to manage the funds. We don't have staff to provide the technical support for grantees.
- We need more funds set aside for language access.
- AHD has only \$45,000 for equipment, supplies, phone bills, etc. We have a bunch of money coming into the department and going directly out the door. Could support staff to update website, put together reports, do outreach.
- Invest in the infrastructure needed to effectively allocate the funds. Electronic applications – this is an example of infrastructure that would help – but it does have a cost.
- What are the things we need to put money aside for to be able to do these accountability goals? I've been at the department under three different administrations and we've had a lot of collaboration in the past and now they look at us as enemies even though we're the same people who have been here. We really care about these services. We want to do a good job. We are trying to do the best job we can and it's hard to do that if we're not working on the same team.
- Alcohol tax has become very political on both sides and that has damaged the ability to effectively use the funds. We feel like we're giving them out piecemeal. We want to be on the same page. If there is a more concrete strategic plan we need a working group that is established to keep the plan moving forward and updated.
- To manage and update the plan we need to involve the Assembly through members or a regular committee.
- We've done it in the past like how we work on the Anchored Home plan as a community. Same page as we move forward, hit milestones.
- Shift the strategic plan steering committee to an internal working group. Assembly member or committee per designated use might get people involved.

ALCOHOL INDUSTRY REPRESENTATIVES

For this conversation the group was focused on the following questions:

- Are customer service staff asked about the alcohol tax, do you provide any training on how to answer questions about the tax?
- Do you need any communications or information from the City on how the alcohol tax works and what it is doing?
- Do you have any concerns or suggestions about your interface with the city and collecting the tax?
- How would you like to be involved in understanding investments and the impact of investments?
- Do you have any feedback on how funds are being used?

Input gathered:

- Relief to business owners for collecting the tax would be ideal to offset the cost business owners for collecting the tax.
- 80% of sales at many businesses are credit card purchases. Credit cards charge 3% on the total bill, including the tax – this adds up for businesses.
- Book keeping time is another cost for businesses to collect the tax.
- Before spending funds on how great the tax has been, let's provide relief to business owners.
- We were told that the industry would be at the table with audit review – we'd like to know what is happening. We'd like a regular communication channel.
- Perhaps a central location where information is shared every 6 months or annually
- Curious what the collateral "cheers to you, Anchorage" is meant to do.
- Sense that the "cheers to you" materials are not really being used – not clear why.
- We have heard from some of our customers that the tax is charged in Anchorage and then also charged in Bethel – "double-charged" on rural orders. MOA has said that not only do rural local taxes have to be applied but also the MOA tax has to be applied.
- Another issue of double taxation. In AK a bar can purchase alcohol from a distributor tax free, but if they're running low they sometimes pick up wine/beer from a package store – the don't get exempt from

the tax at the package store and then have to charge the tax for the drink they make with the products from the package store.

- Customers know about the tax. In the package stores the tax has been around long enough that we don't have to explain it. People from outside sometimes ask. We haven't had push back – but sometimes questions.
- Consumers know about it, not worried about how to talk about it.
- More interested about the scope of what the tax is going to.
- Could we get a copy of the ordinance. Curious. Would like to see what the tax was for, what the tax has been spent on. I'm interested to see the measurable results
- I would like to be involved. When I look at this I put my auditor hat on – How much has been raised and where is it going. We pay several thousands a year in credit card fees generated from the tax.
- I think a report of how it's being spent would be fantastic. Back when this was being voted on/proposed. We were one of the few retailers who came out in support of the tax – we recognize there's a social cost to this industry.
- Our members are less interested in knowing about how much money is being spent and more about how many people are being served, where did the money go, what agency. The percent of allocation doesn't really do much for me –
- Please send me a list of who is on the steering community
- People really want the details. Where did it go – to the coalition, to a houser, to a program? The industry is very interested and we want to know.
- The more transparent, the more information we have coming forward, the better. Anchorage is having a horrible situation with the homeless population. We are all compassionate, but what are we showing to people, what do we show to tourists?
- As part of the statute – the city does send a report with everything broken down – every year. You can see a line-by-line detail on how the money is spent.

<https://www.muni.org/Departments/budget/OperatingArchive/Documents/2024/2024%203%20as%20of%202024-04-11%20Alcohol%20Tax.pdf>

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E. Alaska Survey Research Polling Results

Alaska Survey Research Polling Results

Full survey results available in separate report.

SURVEY DETAILS

FIELDING DATES: January 13-17, 2024

SAMPLE SIZE: 722 Anchorage 18+ adults (including 589 likely voters)

MARGIN OF ERROR: +/- 3.6% at 95% confidence (+/- 4.0% LV)

WEIGHTING: Data was weighted to Alaska population proportions by age, race, gender, education level, party affiliation and 2020 vote for President

FIELDING METHODOLOGY: Text-to-online

DATA ANALYSIS: SPSS

RESEARCH DIRECTOR: Ivan Moore



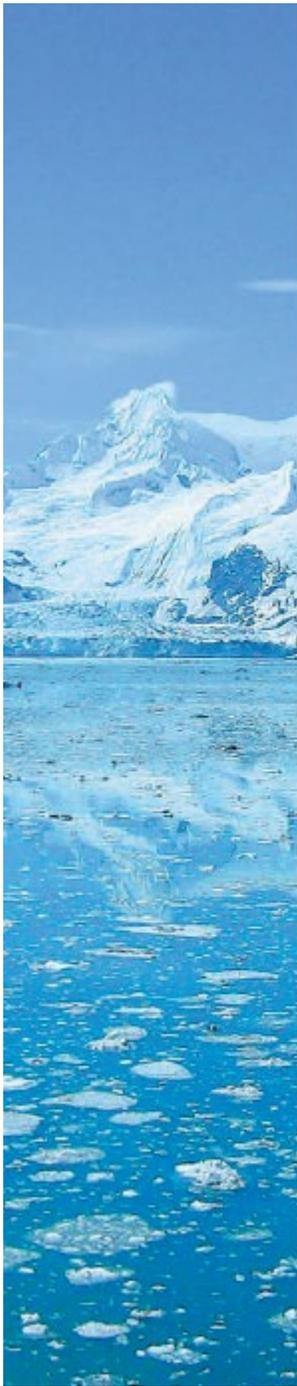


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F. Sample Evaluation Rubric

Sample Evaluation Rubric

The following questions can be used during the investment analysis and budget development process each year to determine ongoing and new investments:

- Among the goals and strategies identified in this roadmap, what are the current top community concerns?
 - Does the alcohol tax currently address this concern?
 - Are there other funds/groups who are already working well on this concern?
 - If it isn't being adequately addressed, how can the alcohol tax be used to make transformative change in this area? Who are potential partners or matching funders?
- What were the goals and metrics for last year's alcohol tax? Did we meet our goals?
- What are important issues in our community that aren't being currently addressed that the alcohol tax could be used to address?
- What are our goals for next year's alcohol tax?
- What was the percentage allocated to the each designated use last year? Do we want to continue that allocation? Is there a better way to allocate this year to meet current needs?
- Which projects in the budget are long-term and which are short-term? Do we need to rebalance our investments from short to long or vice versa?
- What is the percentage of the budget that was allocated to competitive grants vs. designated recipients? Do we need to rebalance our investments from competitive to designated or vice versa?
- If the above discussion leads to major changes to the budget, how do we create an offramp for the projects currently funded that will not receive funding going forward?
- What are the measures of success for next year's alcohol tax projects?

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