

Section Eleven: **Housing and Community Development Delivery System**



The Housing and Community Development Delivery System

Gaps in the Institutional Structure

Housing and Community Development Delivery System Strategy

What Does This Section Contain?

This section of the Consolidated Plan describes the organizations that help carry out the Municipality's numerous housing and community development-related programs. It analyzes any existing gaps in the delivery system, and communicates a strategy to address the gaps.

What Does This Mean to Me?

This Section answers the following questions:

- What are the gaps in the Municipality's delivery system for housing and community development?
- How is the Municipality promoting a collaborative approach to help ensure a seamless delivery system for housing and community development programs and services?

The Housing and Community Development Delivery System

State agencies, local governments, nonprofit organizations, businesses, and financial institutions are all vital players in Anchorage's housing and community development delivery system. This section examines the effectiveness of the housing and community development system in the municipality and possible strategies to enhance collaboration.

Institutional Structure: The private, public, and nonprofit organizations through which the Municipality will carry out its Consolidated Plan.

Housing and Community Development Delivery System: The relationships of the organizations in the institutional structure and how they cooperate with each other to implement policies, programs, and projects to serve residents.

The Planning Department and the Community Development Division

As one of the primary Municipality agencies that carry out the Municipality's Comprehensive Plan,¹ the Planning Department is designated as the lead agency for the *Anchorage Housing and Community Development Consolidated Plan for 2003-2007*.

The Community Development Division plans, administers, implements, and monitors projects funded through the Municipality's formula entitlement funds from the U.S. Department of Housing and Urban Development. These entitlements include the Community Development Block Grant (CDBG) and HOME Investment partnerships (HOME) and Emergency Shelter Grants (ESG) programs. As the recipient of these funds, the Community Development Division is tasked with the responsibility for developing and carrying out the Consolidated Plan

CDD uses these and other funds to provide decent housing, create a suitable living environment, and expand economic opportunities throughout the Municipality. It also manages State and Federal workforce development programs under the Workforce Investment Act and the State Training and Employment Program.

Housing and Community Development Partners

Effective program delivery would not be possible, however, without the efforts of many other Federal, State and local partners. Leadership begins with the Municipality's elected officials, especially the Mayor and Assembly members. These officials approve all Consolidated Plan strategies, activities, substantial amendments, and contracts. Since they represent residents from different geographic areas, these officials also provide insight into the needs of Municipality residents.

The Mayor appoints members of the Community Development Division's advisory body, called the Housing And Neighborhood Development (HAND) Commission. CDD, with

¹ See the *Community Vision* section for more information on Anchorage 2020

advice from the HAND Commission, carries out policies and programs designed to help neighborhoods, whether they are places or groups of citizens sharing a common goal, achieve a high quality of life for all of the municipality's residents.

The Community Development Division is building strong working relationships with other organizations and programs that support these goals. It consults closely and coordinates activities with the following:

The Anchorage HUD Office—provides advice and assistance with statutory and regulatory requirements, technical assistance, training, and capacity building, helps with marketing and outreach efforts to promote community development and affordable housing.

Alaska Housing Finance Corporation (AHFC)—administers the public housing units and the Section 8 rental assistance programs in Anchorage; administers the State's technical assistance grant from HUD; provides critical statistical data. AHFC also administers Housing Opportunities for Persons with AIDS (HOPWA) statewide, including the Municipality of Anchorage where the majority of Alaskans with HIV/AIDS reside.

Alaska Neighborhood Housing Services (ANHS)—conducts neighborhood planning efforts, about which CDD has been informed and to which CDD has been invited to participate. These efforts feed into the Comprehensive Plan implementation strategies. Additionally, ANHS administers several loan and grant program targeting low- to moderate-income residents of Anchorage, including three programs administered on behalf of CDD.

University of Alaska Anchorage Russian Jack Community Outreach Partnership Center—implements community development and community organization initiatives.

Cook Inlet Housing Authority (a Regional Housing Authority based in Anchorage) — operates the Cook Inlet Housing Complex, comprised of three low rent-assisted housing projects for the elderly, disabled and handicapped; operates the Safe and healthy Home Program. This program offers emergency repairs, accessibility improvements, and weatherization upgrades for income-eligible homeowners. This is CIHA's home revitalization component and a key tool in its neighborhood revitalization program. It is not age-limited and is open to families.

Alaska Department of Commerce and Economic Development—administers the state's CDBG program, collaborates in joint training and capacity-building activities with the Community Development Division.

Anchorage Department of Health and Human Services and Alaska Division of Public Health, Office of Epidemiology—offers information on the nature and extent of lead-based poisoning incidents.

Community Councils and the Federation of Community Councils—help assess and prioritize neighborhood needs and planning strategies.

Other partners in the housing and community development delivery system include:

- Abbott Loop Community Church
- Abused Women's Aid in Crisis Alaska Humanities Forum
- Akeela House
- Alaska Center for the Blind & Deaf
- Alaska Children Services
- Alaska Health Fair
- Alaska Legal Services
- Alaska Psychiatric Institute
- Alaska Women's Resource Center
- Alaska Youth & Parent Foundation
- Alaskan AIDS Assistance Association
- Alzheimer's Association
- American Cancer Society
- American Diabetes Association
- American Lung Association
- American Red Cross
- Anchorage Armed Services YMCA
- Anchorage Center for Families
- Anchorage Community Mental Health
- Anchorage Community YMCA
- Anchorage Homebuilders Association
- Anchorage Housing Initiatives
- Anchorage Literacy Project
- Anchorage Mutual Housing Association
- Anchorage Neighborhood Health Center
- Anchorage Neighborhood Housing Services
- Anchorage Police Department
- Anchorage Senior Center
- Anchorage Senior Living, Inc.
- Arc of Anchorage
- ASSETS, Inc.
- Bean's Cafe, Inc
- Ben Lomond, Inc
- Big Brother/Big Sister
- Booth Memorial Youth & Family Services
- Bootstraps of America
- Boys & Girls Club of Greater Anchorage
- Boy Scouts of America

- Camp Fire - Alaska Council
- Catholic Social Services
- Center for Drug Problems
- Challenge Alaska
- Child Care Connection
- Christmas in May
- Chugiak Children's Services
- Chugiak Senior Center
- Consumer Credit Counseling Services
- Cook Inlet Housing Authority
- Covenant House
- Department of Military & Veterans Affairs
- Elmendorf AFB Youth Activities
- Elder Services, Inc
- Food Bank of Alaska
- Ft. Richardson Youth Services
- Habitat for Humanity
- Hoffman Management Company
- Hope Cottages
- Hospice of Anchorage
- I A M Cares
- Kinnear Park Apartments
- Lutheran Social Services
- Mabel T. Caverly Senior Center
- Mental Health Trust Authority
- Anchorage Municipal Libraries
- National Bank of Alaska
- National Senior Volunteer Corps
- Nine Star Enterprises
- Planned Parenthood of Alaska
- Rural Community Action Program
- Southcentral Counseling Center
- Salvation Army
- University of Alaska Small Business Develop Center
- McKinnell Emergency Family Services
- Southcentral Foundation
- Standing Together Against Rape
- Suburban Land Sales Corp.

- Susitna Girl Scout Council
- United Way
- U.S. Federal Housing Administration
- Veterans Administration
- Victims for Justice
- Volunteers of America
- YWCA

Faith-Based Organizations

Recently, there has been great recognition and value given to the contributions of faith-based organizations (FBOs) in providing social services. In the past, FBOs have been particularly visible in providing food, clothing, and shelter to individuals and families in need. However, more recently faith-based organizations have also taken on a (new) role in helping encourage housing and community development; consider: fourteen percent of community development corporations (CDCs) are faith-based. The activities of World Changers Ministries and Habitat for Humanity in providing homeownership and rehab opportunities are well known throughout Anchorage.

Moreover, the significance of faith based organizations in the United States is underlined by President George Bush's creation of the Office of Faith-Based and Community Initiatives. This initiative expands the role of faith based organizations, by requiring Cabinet agencies to create their own Center for Faith-Based and Community Initiatives to work in tandem with the White House OFBCI, to make federal grants available to Faith-Based and Community Initiatives nationwide. Agencies include the following Federal Departments: Health and Human Services; Housing and Urban Development; Department of Labor; Justice; and Education.

The Mission of the Community Development Division and the HAND Commission

The Planning Department's Community Development Division is one of the primary entities that carry out the vision of Anchorage 2020.² As advised by the Housing and Neighborhood Development (HAND) Commission, CDD carries out policies and programs designed to help neighborhoods, whether they are places or groups of citizens sharing a common goal, achieve a high quality of life for all of the Municipality's residents.

The mission of The Community Development Division, as advised by The HAND Commission, is: "to help all the Municipality's neighborhoods and residents participate fully in the social, cultural and economic life of the Municipality."

² Anchorage 2020 is explained in the "Community Vision" section of the Consolidated Plan.

Gaps in the Institutional Structure

Consolidated Plan requirements include an examination of how organizations in the municipality that “deliver” housing and community development (called the institutional structure). This examination includes identifying the gaps in the institutional structure and developing strategies to address the gaps. Anchorage can only achieve its Comprehensive Plan goals and Consolidated Plan strategies if its institutional structure is complete.

As the lead agency for the *Anchorage Housing and Community Development Consolidated Plan for 2003-2007*, the Community Development Division desired to gain a better understanding of the gaps and potential strategies needed for collaborative long-term planning. The ideas of the Municipality’s housing and community development organizations are crucial to an accurate gaps analysis of the institutional structure. They are even more important to the development and implementation of strategies to overcome the gaps. Therefore interviews, town meetings, and working groups included questions or comments concerning the current gaps in the local delivery system for housing and community development. They also discussed preliminary components of strategies for filling the most troublesome gaps.

Gap in the Institutional Structure: A missing component, such as an organization, a relationship, a service, a project, or an activity.

Common Themes

Several primary themes and issues emerged from the group meeting and interviews. These themes and issues provide a good starting point in understanding the gaps in the housing and community development delivery system. They also provide a foundation for developing workable, collaborative strategies to fill the gaps.

1. Public Education Gap: The lack of knowledge among the public and lower income clients arose as a common need. The most common gap cited was knowledge of the available resources, services, and programs for lower income people and persons with special needs. This lack of knowledge occurred among clients, employers, and service providers.

2. Unmet Housing Needs: Almost all providers mentioned an urgent need for affordable housing spread out across the Municipality, especially supportive housing for lower income people and persons with special needs. People mentioned that under-served housing needs include persons with both substance abuse and mental illness, including the dually diagnosed, persons needing assisted or supportive living arrangements, and former offenders. According to written testimony provided by Rural CAP, Inc., that organization’s experience in placing “graduates” of their Homeward Bound program points to a need for service-enriched housing for formerly homeless persons.

3. Lack of Children-Centered Services: Services and programs related to children in lower income families repeatedly arose as a theme. Lack of quality childcare surfaced as a gap in all discussions. Other child-related issues included the lack of the following items: a

children's primary prevention program, training for childcare providers, childcare at non-traditional hours, mental health and substance abuse treatment services and facilities for children and mental health prevention for children.

4. Need for More Services for Persons with Special Needs and the Homeless: Such needs include mental health and substance abuse treatment services and facilities, long-term care facilities and services for low-income persons, transportation for the low-income elderly and low-income residents, transitional housing with supportive services for homeless persons with multiple diagnoses, and homeless shelters with services for children.

5. Communication/Coordination among Organizations: This theme arose in many forms. It includes lack of communication between specific groups and the overall community of service providers, such as the need for stronger relationships between all types of organizations involved in housing and community development (neighborhood groups, church groups, nonprofit agencies, and government agencies). Lack of a working group on affordable housing was cited as a gap. Participants pointed to many reasons for this lack of communication and coordination, such as the division of Municipality programs and the division of Federal, State, and local grant programs as a barrier. In addition, confidentiality laws reduce information sharing between service providers and contribute to a lack of good referrals.

Housing and Community Development Delivery System Strategy

The themes and gaps that emerged from the interviews, working groups, and town meetings provide the basis for cooperative strategies to fill gaps in the municipality's housing and community development system. As lead entity for Anchorage's Consolidated Plan, the Community Development Division's focus on the institutional structure should be a broad strategy of coordination, empowerment, and communication with the public, private, and nonprofit sectors.

Priority Strategy for the Housing and Community Development Delivery System:

Encourage collaboration among the organizations providing housing, community development, and economic development programs and services in the Municipality.

The Community Development Division has an opportunity to take an active leadership role in many of the areas above. These areas include vision, communication and coordination, education, and outreach.

The Community Development Division, with advice from the HAND Commission, will continue to develop and communicate its vision and mission. This will allow its partners to better understand CDD's role in the housing and community development delivery system.