

# Anchorage Alcohol Tax Theory of Change: Funding Framework July 23, 2020

## Vision

Improved Safety and Wellbeing for All in Anchorage

## Funding Framework

We start with a simple principle: **for every dollar we invest in addressing today’s crises, we commit a matching dollar in long-term prevention.**

In other words: commit (approximately) equal shares of the new revenue to today (crisis response) and future generations (upstream prevention to improve wellbeing over the long term). This provides a balance between the two competing but equally important priorities, and dedicates new funding to prevention activities.

**We strongly recommend an equity lens be applied to all funding decisions:** intentionally designed and implemented to dismantle systemic racism, and elevate those who have been left out of decision-making, procurement processes and allocation of resources.

## A Dollar for Today, a Dollar for Future Generations

Funding Category	Now	Future	\$ (millions)	Prop 13 Bucket(s)	Notes
<b>DISMANTLE SYSTEMIC RACISM</b>					
Dismantle systemic racism & support systems change	✓	✓	\$0.5	All	Dedicated stream of funding for systems change: from community dialogues to staff training to technical assistance for process changes.
<b>COMMUNITY SAFETY</b>					
Citizen Review Panel	✓	✓	\$0.25	1	Community led, independent oversight and investigative body for police-involved incidents + potentially policies.
Restorative Justice initiatives		✓	\$0.5	1	Establish alternatives for resolving individual or community conflicts, and divert from court system.
Continuum of services for behavioral health crises	✓		\$1.5	1	May include trained response staff or teams, facility, crisis hotline. Example: proposed Crisis Now model.
<b>HEALTHY FAMILIES + PREVENTION OF VIOLENCE</b>					
Domestic violence, sexual assault (DVSA), child abuse and neglect crisis response	✓		\$2.0	2	Emergency housing, counseling and resources for survivors. Also related to preventing homelessness for youth, adults and families experiencing violence.
Promote healthy babies & families in first years of life		✓	\$2.0	2	Abundant evidence for promoting early childhood health. Includes home-based, pre-K.
<b>ACCESS TO SAFE HOUSING + RECOVERY</b>					
Shelter operations funding	✓		\$2.0	3	Emergency shelter and services for life and safety of people experiencing homelessness.
Treatment operations funding	✓		\$1.0	3	Mental health and substance misuse treatment programs.
Housing innovation fund		✓	\$1.0	3	Pilot or launch funding for new, small-scale projects to test concepts or establish well-proven models locally.
Treatment & recovery innovation fund		✓	\$1.0	3	Pilot or launch funding for treatment programs to establish; potential for sustainability via Medicaid
<b>PLANNING + COMMUNICATIONS</b>					
Long-term planning, evaluation, communications	✓	✓	\$0.25	All	Monitoring outcomes, exploring potential new funding priorities, communicate data.
<b>TOTAL</b>			<b>\$12 m</b>		

## **Funding Challenges That Informed These Recommendations**

- The new revenue is significant, but won't fix everything. How do we make the best strategic decisions, that will have the most immediate and/or most lasting impact?
- Prevention works, and has a strong return on investment (ROI). But it will take time to see meaningful improvement. How do we invest in the long term, and be patient waiting for results?
- Prevention is a great long-term investment, but we have people and communities in crisis today. How do we balance these two needs?

## **WHAT to Fund and HOW to Fund Are Equally Important**

The categories in the funding framework are intentionally broad, with many possible combinations of programs or priorities. Throughout the process, we heard two key themes:

1. **Racial equity and systems change are not an activity, but a paradigm shift.** The equity lens must be applied to every funding decision, including how projects or organizations are selected. Many organizations attested to the fact that how we allocate funds today, through competitive RFP processes or sole-source procurements gives advantage to those who have the most experience, expertise and prior success in securing funding—not necessarily the most impactful, promising or community-based ideas.
2. **“Nothing about us, without us.”** This phrase originated in the disability rights movement, and should be a universal principle. Individuals with lived experience of homelessness, racism and discrimination, substance misuse, adverse childhood experiences, and interpersonal violence were welcomed to this process as subject matter experts, and this product is infinitely better as a result. While these perspectives need to be prioritized in all areas of government, this is especially true in decisions about how public money is spent.

In addition to our recommendations for what to fund, we strongly urge the Assembly to fundamentally change how we decide, which will impact whose priorities are represented and who receives those funds.

## **Specific Recommendations**

1. **The Assembly should identify general intent and desired outcomes** for the proposed funding streams, including any allocated directly to the Municipality or Anchorage School District.
2. **Delegate the decision making to subject matter experts**, to the extent possible, consistent with state and local law. This includes individuals with lived experience, and organizations, communities and individuals with demonstrated expertise in understanding what works. Immediately after the 2021 funding decisions have been made, form an oversight body to monitor implementation, from reviewing data and reporting, to evaluating potential future uses of the funds, to providing an oversight role to keep recipients of the funds accountable for results.
3. **Consider alternative stewards for allocating funds, whose grantmaking processes are centered around equity and community impact.** If provided clear guidelines, intended outcomes and demonstrated understanding of their responsibility for allocating public funds, non-government funders could provide more flexible, community-centered and culturally appropriate ways to prioritize projects. This can include criteria such as:
  - What neighborhood, population, community or mission does the organization serve?
  - What percent of the applicant's board is composed of Black, Indigenous and other People of Color? (or, people with lived experience; people in recovery; people experiencing homelessness; others as appropriate to the funding category)
  - Does the project operationalize equity?

### Example Projects, Prioritized by Subject Matter Experts in Anchorage

The Assembly requested a list of specific, actionable projects that are likely to have short- and long-term positive impacts on the outcomes identified in the logic model, and are consistent with the voters' intended uses of alcohol tax funding.

The table below summarizes many projects that participants in this process brought to the table. Some are more detailed than others. Some are new, some are programs with established success rates but new to Anchorage, while others represent expanding a program that is already working. Projects prioritized by the group are marked (\*) and listed first. Similar projects are grouped together, where feasible. Many of these projects fit in multiple categories; some are duplicated in multiple categories, but many others may overlap. Attached is a more detailed table; project numbers correspond to the detailed table.

#	Project	Timeframe of Impact	Funding Needed	Bucket 1	Bucket 2	Bucket 3
Dismantle systemic and built-in racism & support systems change			Total: \$0.5m	✓	✓	✓
02	* Oversight council for alcohol tax funding allocation, composed of people with lived experience, with authority to allocate funds.	Future	TBD	✓	✓	✓
69	* Training and formal structure to incorporate voices with lived experience in decision-making	Future	TBD		✓	✓
68	* Training and workforce development among people with lived experience, to support peer-based programs	Future	TBD	✓	✓	✓
04	* Alaska Native Dialogues on Racial Equity <i>See also #74 YWCA Connect Program</i>	Future	TBD	✓	✓	✓
03	* Advocates in Residence youth program	Future	TBD		✓	✓
09	* Community doers gathering: support for workers and advocates to dismantle systemic racism, support resilience of workforce	Both	TBD	✓	✓	✓
10	* Community resource centers (programs / facilities) based in neighborhoods with higher risk factors, promoting protective factors	Now	TBD		✓	
73	Youth employment, career-path programs	Future	TBD		✓	✓
78	Youth Task Force support funding	Future	\$50,000			✓
34	Home Base program: cultural learning, understanding roots & history, mentorship and scholarship prep academy	Future	\$200,000	✓	✓	✓
74	YWCA Connect, Social Justice Program <i>See also #04 Alaska Native Dialogues</i>	Future	\$200,000	✓	✓	✓
58	Reparations (intentional redistribution of resources to address past wrongs) for communities of color in Anchorage	Both	TBD	✓	✓	✓
42	Mandatory cultural and trauma-informed training for all APD staff	Both	TBD	✓		
60	Revive Anchorage Community Police Relations Task Force to increase dialogue between APD and communities of color	Both	\$250,000	✓		
39	Increase racial, ethnic and other dimensions of diversity within APD staff and ASD SROs	Future	TBD	✓		
50	APL Peer to peer resource program (training, certification, employment)	Both	\$40,000			✓

#	Project	Timeframe of Impact	Funding Needed	Bucket 1	Bucket 2	Bucket 3
63	Support policy change in community, including priorities of SMEs with lived experience	Future	TBD		✓	✓
53	Planning and analysis for alternatives to school resource officers (SROs) in ASD schools	Future	\$200,000	✓		
85	Funding support for grant-writing assistance to BIPOC organizations and others without access to dedicated development resources	Both	\$150,000	✓	✓	✓
87	Youth advocacy and empowerment through story-telling	Both	TBD	✓	✓	✓
Citizen Review Panel				✓		
14	* Create a Citizens Review Panel/Board for independent oversight and investigation of police-involved incidents	Now	\$250,000	✓		
Restorative Justice initiatives				✓		
59	* Restorative justice framework, to transform public safety and justice approach in Anchorage. Example: Circle Peacemaking	Both	\$500,000	✓		
Continuum of services for behavioral health crises				✓		
23	* Expand capacity of 72-hour detox centers, with connection to housing to support recovery	Now	TBD	✓		✓
17	* Crisis Now proposal: crisis call line, stabilization center, peer-based model	Now	\$1.5 mil	✓		✓
21	* Embed social worker or trained behavioral health staff with ADP Downtown Ambassadors	Now	\$60,000	✓		
16	Crisis debrief or response protocols for front-line care workers	Now	TBD	✓	✓	✓
57	Reorganize or integrate existing crisis response teams (CORE team, mobile intervention team, etc.) within Muni to ensure coordination	Now	\$60,000	✓		
89	Community Outreach, Referral, and Education (CORE) Team	Both	\$1.7M	✓		
DVSA / child maltreatment crisis response					✓	
06	* Anchorage Domestic Violence and Sexual Assault Prevention Network	Now	\$700,000	✓	✓	
38	Increase number of Empowering Choice housing vouchers for DVSA survivors	Now	\$516,300		✓	✓
62	Staff a behavioral health specialist / case manager at AWAIC shelter to support DVSA survivors	Now	\$125,000		✓	✓
15	Crisis counseling center for survivors of DVSA / child maltreatment	Now	\$150,000		✓	✓
05	Anchorage Alliance on Violence Prevention	Now	TBD		✓	
07	Civil legal representation for DVSA survivors	Now	TBD	✓	✓	
31	Expand Willa's Way transitional housing program for DVSA survivors	Now	\$250,000		✓	✓
81	Provide shared office space for tribal governments to conduct social services business in Anchorage	Now	\$600,000 (or rent share)		✓	
82	Family-centered service to promote self-determination and choice of services, in place	Now	TBD		✓	✓

#	Project	Timeframe of Impact	Funding Needed	Bucket 1	Bucket 2	Bucket 3
	of system determining interventions Model: Whanau-Ora, New Zealand + Maori					
	Promote healthy babies & families in first years of life				✓	
18	* Darkness to Light program, child sexual abuse prevention	Future	\$250,000	✓	✓	
29	* Expand pre-K in Title I schools (clear waitlist)	Both	\$3.1 mil		✓	
25	* Expand Head Start / Early Head Start services	Both	TBD		✓	
12	* Comprehensive mental health education curriculum for K-12, all grades	Both	\$3.1 mil		✓	
27	Expand or better integrate fee-based and Title I eligible pre-K programs, include diverse kids in same classrooms	Both	TBD		✓	
33	Focused interventions to mitigate negative impacts of COVID-19 on student learning, during medium- to high-risk operations	Both	TBD		✓	
24	Expand Family Wellness Warriors program	Future	\$200,000		✓	
36	Implement risk-based behavioral health reimbursement for home based family services	Future	\$300,000		✓	
52	Period of Purple Crying program: reduce shaken baby syndrome via educating during pregnancy	Future	TBD		✓	
30	Expand state-funded healthy relationships program for youth (includes Fourth R program)	Future	TBD		✓	
19	APL Early Literacy Coordinator	Future	\$150,000		✓	
41	Literacy and remediation education services for children involved with OCS	Future	TBD		✓	
26	Expand Imagination Library program providing books to new families with young children	Future	\$200,000		✓	
22	Establish an Anchorage Children's Cabinet (advisory group on children's issues)	Future	TBD		✓	
32	Facilitate Attuned Interactions (FAN) Training	Future	\$30,000		✓	
	Shelter operations funding					✓
45	* Operations funding for 3 shelters and treatment facility proposed for purchase.	Now	\$2 mil			✓
70	* Transitional housing and supports for people returning from corrections system (reentry)	Now	TBD			✓
13	* Coordinated shelter intake, connecting all shelter providers to streamline access to services	Now	TBD			✓
64	* Support rental subsidies, rapid rehousing and short-term housing for people experiencing homelessness	Now	TBD			✓
01	* Additional funding for family-based shelters, e.g. McKinnell House, to provide programming for resident families, encourage family stabilization	Both	\$800,000 to \$1 mil			✓
46	Operations funding for client-centered, coordinated shelter system: includes day services, relationship building, overnight beds/units	Now	TBD			✓

#	Project	Timeframe of Impact	Funding Needed	Bucket 1	Bucket 2	Bucket 3
11	APL Community Resource Coordinator	Now	\$340,000			✓
37	Implement scan card system for all agencies and clients at shelters, day centers and other points of access	Now	\$2,500			✓
48	Outreaching Lives project, homelessness outreach and support services	Now	TBD			✓
77	Increase shelter capacity for older transition age youth (age 21-24), and dedicated shelter for youth under 18	Both	\$1 mil (capital), \$500,000		✓	✓
80	Provide basic services (e.g., shower, hygiene facilities) for people experiencing homelessness	Now	TBD			✓
Treatment operations funding						✓
20	* Eliminate current barriers to entering treatment, including waitlist	Both	TBD			✓
45	* Operations funding for treatment center proposed for purchase in summer 2020.	Now	\$1 mil			✓
47	* Operations funding for updated Clitheroe treatment center (drug and alcohol treatment)	Now	\$1 mil			✓
Housing innovation fund						✓
67	* Sustainable funding and incentives for permanent supportive housing	Now	TBD			✓
35	Host homes programs for adults, youth, older people, variety of possible combinations	Both	TBD		✓	✓
43	Net 2 Ladder program, an employment program for people experiencing homelessness	Now	\$300,000			✓
51	Peer-to-peer mentor programs to build relationships among families, neighbors, community	Future	TBD			✓
71	Village to Village home sharing + neighbor program	Both	TBD			✓
55	Pooled funding for landlords/property managers to address additional cleaning or damages in unit turnover	Now	TBD			✓
79	Navigation Center for Transition Age Youth, with drop-in services and referral to other programs	Both	\$200,000		✓	✓
75	Scale up Youth Homelessness Demonstration Project: permanency navigators, rapid rehousing for youth experiencing homelessness	Both	\$500,000		✓	✓
76	Add 22 studio apts (micro-units) at Covenant House	Both	\$ 2 mil		✓	✓
83	Physical facility or equivalent network of services for Indigenous people Model: Chief Seattle Club, Seattle	Now	TBD			✓
Treatment & recovery innovation fund						✓
68	* Training and workforce development among people with lived experience, to support peer-based programs	Future	TBD	✓	✓	✓
20	* Eliminate current barriers to entering treatment, including waitlist	Both	TBD			✓

#	Project	Timeframe of Impact	Funding Needed	Bucket 1	Bucket 2	Bucket 3
40	Launch or pilot funding for potentially-sustainable new behavioral health services supported by 1115 Medicaid waiver services	Both	\$1 mil			✓
28	Expand or replicate Chanlyut program, a reentry recovery and employment program	Now	TBD			✓
86	Programs to promote physical activity for people in recovery, in corrections or after release. Example: Running Free Alaska	Now	TBD		✓	✓
49	Panel or structure for encouraging innovation, new models, models focused on root causes, and operational improvements	Future	TBD	✓	✓	✓
Long-term planning, evaluation, communications				✓	✓	✓
84	Invest in long-term planning and partnership with Alaska tribes to jointly determine long-term use of tax funds	Future	TBD	✓	✓	✓
44	Ongoing public campaign to build community readiness and support for positive change	Future	TBD	✓	✓	✓
08	Community dashboard of key indicators	Future	\$500,000	✓	✓	✓
54	Polling, focus groups and other targeted outreach to learn from and brainstorm with people with lived experience: underrepresented community voices.	Future	TBD		✓	
61	Set aside funds for long-term planning and evaluation of progress	Future	TBD	✓	✓	✓
49	Panel or structure for encouraging innovation, new models, models focused on root causes, and operational improvements	Future	TBD	✓	✓	✓
65	Support social norms change in community	Future	\$75,000	✓	✓	✓
Other Ideas						
56	Rental assistance funds for families at risk of eviction	Now	TBD			✓
66	Sustain and grow adequate funding for critically-important services	Both	TBD	✓	✓	✓
72	Water quality testing and monitoring in local waterways	Future	TBD	✓		