



# Strategic Action Plan to Solve Homelessness in Anchorage: 2018-2021

October 2018





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Anchorage Coalition to End  
**Homelessness**

Dear neighbor,

We are proud to present *Anchored Home: 2018 to 2021*, our strategic roadmap to a time and place where homelessness in Anchorage is rare, brief and one-time. Anchored Home emphasizes four pillars: 1. Prevention and Diversion, 2. Housing and Support Systems, 3. Public Health and Safety, and 4. Advocacy and Funding. We recognize that our community, like all communities, has both a moral and a fiscal responsibility to solve homelessness and care for our people. We also recognize that our community has its own unique character and distinct qualities that require a plan that reflects our values and our goals. This plan reflects those responsibilities and circumstances.

As Alaskans, we know that success requires us to take down barriers and work together. *Anchored Home* depends on partnerships with the public, private and non-profit sectors, to make Anchorage safe and supportive for all people who live here. We envision an Anchorage that links those who live with homelessness to basic and long-term support and opportunities. This is an Anchorage where the community has sufficient social supports to give everyone in this city an opportunity to live sheltered, in safety and with access to health services.

Anchorage, like many cities, is already paying a price for a sparse social service network and inadequate investment in prevention and long-term solutions. We are contending with chronic issues related to poverty and the failure to provide comprehensive behavioral health supports. Though the support of the state and federal governments is greatly appreciated, we cannot rely only on either the state or federal government to provide the support that our community needs.

*Anchored Home* is Anchorage's community plan. It is rooted in the work and vision of the people of our community. It is our strategic roadmap for the next three years, and we are committed to achieving this vision. We invite you to read the plan, participate in conversations and forums over the next three years, and to make a personal commitment to put this plan into action. Together, we can make sure that Anchorage represents values and vision, actions that make a difference, and a safer, stronger community.

A blue ink signature of Ethan Berkowitz, written in a cursive style.

Ethan Berkowitz  
Mayor, Municipality of Anchorage

A blue ink signature of Jasmine Khan, written in a cursive style.

Jasmine Khan  
Executive Director,  
Anchorage Coalition to End Homelessness

## Collaboration and Input

Everyone in the community has a role to play in ensuring that homelessness for people in Anchorage is a rare, brief and one-time experience. Many partners have contributed to Anchored Home and are committed to working together to achieve its goals. Many community members have shared their perspectives and commitment to finding solutions.

### Anchored Home Leaders and Funders



The community engagement process, development and revision of the plan were supported by Agnew::Beck Consulting, funded by the Alaska Mental Health Trust Authority.

### Partners, Participating Organizations and Community Voices

Agnew::Beck Consulting, Inc.  
AK Red, LLC  
Alaska AFL-CIO  
Alaska Children's Trust  
Alaska Coalition on Housing and Homelessness  
Alaska Council on the Homeless  
Alaska Criminal Justice Commission  
Alaska Department of Corrections (DOC)  
Alaska Department of Health and Social Services (DHSS)  
Alaska Food Policy Council  
Alaska Grassroots Alliance  
Alaska Housing Finance Corporation (AHFC)  
Alaska Legislature  
Alaska Mental Health Trust Authority (the Trust)  
Alaska Mill and Feed  
Alaska Native Tribal Health Consortium (ANTHC)  
Alaska Trails  
Alaska Veterans Foundation  
Allen & Peterson Cooking + Appliance Center  
Anchorage Assembly  
Anchorage Assembly Homelessness Committee  
Anchorage Coalition to End Homelessness  
Anchorage Downtown Partnership (ADP)  
Anchorage Economic Development Corporation (AEDC)  
Anchorage Fire Department (AFD)  
Anchorage Housing Initiatives, Inc.  
Anchorage Parks Foundation  
Anchorage Police Department (APD)  
Anchorage School District (ASD)  
Anchorage Responsible Beverage Retailers Association (ARBRA)  
Abused Women's Aid in Crisis (AWAIC)  
Bean's Café  
Catholic Social Services (CSS)  
Choosing Our Roots  
Christian Health Associates  
Coalition to Protect Public Spaces  
Cook Inlet Housing Authority (CIHA)  
Cook Inlet Tribal Council (CITC)  
Covenant House Alaska  
Daybreak Services, Inc.  
Denali Federal Credit Union  
Disability Law Center of Alaska  
Downtown Community Council  
Downtown Hope Center  
East Downtown Partnership  
East Downtown Action Group (eDAG)  
Fairview Community Council  
Forget Me Not  
Habitat for Humanity  
Institute for Community Alliances (ICA)  
Lutheran Social Services  
Mat-Su Health Foundation  
Mat-Su Coalition to End Homelessness  
Mountain View Library  
Municipality of Anchorage (Muni)  
NeighborWorks Alaska  
Nine Star Education & Employment services  
Office of Governor Bill Walker  
Office of Senator Tom Begich  
Office of Mayor Ethan Berkowitz  
Partners for Progress  
Providence Health Systems Alaska  
Rasmuson Foundation  
Rural Alaska Community Action Program (RurAL CAP)  
Statewide Homeless Housing Office  
Southcentral Foundation  
The Boardroom  
Third Avenue Radicals  
U.S. Housing and Urban Development (HUD), Region 10  
U.S. Veterans Administration (VA)  
United Way of Anchorage  
University of Alaska Anchorage (UAA)  
University of Alaska Anchorage Justice Center  
Volunteers of America  
Youth Task Force

## Community Engagement Process

Creating Anchored Home is just one step in bringing our community together to better understand the problem, dialogue about the solutions we need, and unite to make those solutions a reality. This revision of the Anchorage Community Plan grew out of the community's desire to improve quality of life for all living in Anchorage, and has been shaped throughout the process by the diverse and passionate voices who each bring an important perspective to the table.

In developing Anchored Home, we have engaged over 700 community members, businesses and agency representatives through a community engagement and public review period. We are committed to continuing this conversation throughout implementation as we work together to solve homelessness in Anchorage, including hosting quarterly forums for community dialogue. Community members were engaged individually and through the following methods:

- Two community gatherings in February and May 2018, and community forum in September 2018
- Anchorage Assembly Homelessness Committee meetings and engaging with Assembly members
- Housing, Homeless and Neighborhood Development (HHAND) Commission
- Anchorage Coalition to End Homelessness (ACEH) member meetings
- Outreach to Federation of Community Councils and 17 Community Council meetings
- Discussion with people with lived experience of homelessness, including current clients at Brother Francis Shelter / Bean's Café Campus
- Discussion with housing and social service agencies
- One-on-one meetings and group discussions with stakeholders, including the many individuals and organizations recognized in this plan, as well as individuals who currently experiencing or have experienced homelessness in Anchorage.

## What We've Heard: Themes and Responses in Anchored Home

Themes of Community Input	Incorporated in the Plan
We need to address homelessness, and the impacts of homelessness on our community, to improve quality of life for all people in Anchorage: residents, neighborhoods, businesses, trail and park users, and especially those experiencing homelessness.	Anchored Home itself grew out of an increasing realization that the status quo needs to change, and the community demands solutions. Each revision of Anchored Home has further emphasized the need for coordinated action, the early successes we have achieved in building a better system, and the resources needed to make further progress.
Homelessness is a public health and safety issue for the entire community, including vulnerable people experiencing homelessness.	Pillar 3: Public Health and Safety focuses in particular on improving quality of life for all Anchorage residents, and recognizes that people experiencing homelessness are especially vulnerable. Many of the actions under this pillar address encampments and other impacts on Anchorage neighborhoods, trails and public lands.
Preventing homelessness and helping people before they experience homelessness is an important strategy, and should be highlighted in the plan.	We have added a new Pillar 1: Prevention and Diversion from Homelessness, recognizing that many people in our community are vulnerable and may be at risk of experiencing homelessness. Connecting people who are at risk with resources can help prevent a future crisis.
We need to help people get back on their feet: housing, access to health care, training and employment help people become and stay independent.	Finding and keeping meaningful employment helps people regain independence as well as feeling connected to their community. Many organizations identified in Anchored Home run programs to grow job skills and employment; more partners, including businesses, need to increase opportunities for Anchorage residents needing work.
Some neighborhoods are more impacted than others, from encampments in public parks and along greenbelts to areas where services are located. Solving homelessness needs to be a more equitable, city-wide effort.	Homelessness impacts the entire community in a variety of ways, but the current situation does directly impact some residents, businesses and neighborhoods more than others. Scattered site (spread throughout the city) housing is a best practice and is already being used by several organizations, but more can be done to better distribute services throughout the Municipality. Pillar 2 includes multiple strategies to increase housing and supports citywide in a more geographically diverse way. Pillar 3 emphasizes the need for citywide services such as shelters.
Many people are very concerned about illegal encampments on public lands, and the health and safety problems the camps create. Community members want clear accountability from the Muni to clean up camps, and better communication to the public about what is already being done.	The community has identified this as a concern and priority area since the beginning of the process, and Pillar 3: Public Health and Safety incorporates many of the recommendations of residents and the Muni to better address illegal encampments. Ongoing data reporting will include reporting on these actions. As with all interventions in Anchored Home, more funding will be needed to increase the resources necessary to address encampments in a comprehensive way, detailed in Pillar 4: Advocacy and Funding.
Businesses, neighbors, the faith community, and others want to help! However, people are unsure how to help, and need the tools and skills to engage.	Involving the community is an important theme throughout this plan. We have more clearly defined ways the community can engage under each pillar, with actions including educating individuals and groups who may interact with people experiencing homelessness and providing tools for positive engagements.
Community members want more communication and greater transparency from the Municipality and its partners to share what is being done to solve homelessness, what progress is made over time, and remain accountable for protecting public health and safety of the entire community.	Anchored Home began with community dialogue about solving homelessness, and has been strengthened throughout this process by the input and participation from many different people who want to solve this problem. Each pillar identifies ways in which the community can engage, and Pillar 4: Funding and Advocacy highlights community-based advocacy as an important strategy for change. The plan also commits the Anchored Home team to regularly sharing data and measurable progress toward the goals, as well as a quarterly public forum.

Themes of Community Input	Incorporated in the Plan
<p>People make assumptions about who experiences homelessness, why and how people experience this, and disagree about who in the community is responsible for solving homelessness.</p>	<p>Anchored Home acknowledges that people experience homelessness for many different reasons and have differing levels of need. The plan also emphasizes the need to work together as a community and align our efforts and resources to address homelessness. It cannot be one agency, sector or group’s responsibility. The focus on data collection and utilization is a key step in dispelling these assumptions and creating further actions to address homelessness.</p>
<p>We need to reduce stigma about homelessness, and approach this issue with empathy and compassion as we work on solutions.</p>	<p>Anchored Home is a call to action to improve quality of life for everyone in our community, especially those who are experiencing or will experience homelessness in the future. The language in Anchored Home has been chosen intentionally to describe the issue of homelessness as a complex problem, while not assigning blame or assumptions about the individuals who experience homelessness. The actions in this plan will help our community better understand the causes and impacts of homelessness, acknowledge the desire of all people to live with dignity and a sense of connection to the world around them, and work together to help fellow residents.</p>
<p>Homelessness is not an isolated problem: it relates to lack of affordable housing, the strength of the economy, access to education and meaningful employment, addiction and substance use, medical and behavioral health, past trauma and current crises, and many other social issues. We must address these other issues before we can truly solve homelessness.</p>	<p>All of this is true. Homelessness can be a cause and an effect of many other challenges we face as individuals, and as a community.</p> <p>The strength of Anchored Home is its focus on concrete, tangible actions we can take as a community, with an intentional focus on the issue of homelessness. Anchored Home acknowledges the larger context for the problems we are trying to address, but must remain focused on achieve the goals we have set. More work is needed to address these other challenges, and those efforts should be aligned with this plan.</p>

## George's Story

George is a grandfather, veteran, avid crossword puzzler, and excellent cook. This winter, he lost his health, his job, and his home.

Couch surfing after undergoing a triple bypass surgery, he wasn't improving and was afraid to go to the doctor and incur more medical bills. George called Alaska 2-1-1 and described his struggles. 2-1-1 staff referred George to Catholic Social Services. Right away, an advocate found him suitable transitional housing where he could safely recover. George also accessed the medical care he needed and was immediately treated for fluid retention in his lungs, a life-threatening condition. A case manager also assisted him with filing for disability benefits and public assistance and finding permanent housing.

Attentive care from staff, who recognized all his needs and helped him find the right community services, probably saved George's life. Best of all, the assistance he received has helped him become stably housed and self-sufficient again.

Source: United Way of Anchorage, 2018

## Introduction

Homelessness can be difficult to understand. We see the individuals in public spaces, living in encampments and panhandling at the roadside. We often do not see the youth and young adults, the families, the veterans, and other individuals who are experiencing homelessness out of the public's view.

Ending homelessness benefits the entire community. When we live in stable housing, we are more likely to have better physical and mental health, regular employment, and a higher quality of life. Children are more likely to be successful in school and to graduate to higher education.

Addressing homelessness also means our community will be safer. Businesses can focus on their customers, neighbors have less impact on their properties, visitors and tourists have positive experiences, and parks and public lands are maintained for the whole community's use. Police, fire and emergency medical services will be less burdened, saving and redirecting community resources.

Ending homelessness is not easy. Most importantly, housing must be available. For people with a short-term need, access to affordable housing or one-time assistance can get them back on track. Some individuals need additional supports over time to help them live successfully in the community. Many socioeconomic factors affect homelessness: unemployment, lack of affordable housing, low wages, untreated health conditions, personal and historical trauma, race- and gender-based disparities, and public health crises such as the epidemic of opioid and substance abuse. Growing our local economy and promoting equity benefits us all and helps to end homelessness in Anchorage.

This plan, Anchored Home: 2018-2021, is a single focused implementation plan for Anchorage that combines federal, state, and local strategies. While the many larger issues identified above also require action to improve our community, we must remain focused on homelessness to be successful in achieving our stated goals. It addresses immediate community needs and builds the foundation to address larger, socioeconomic factors. The plan also identifies specific areas where more funding and resources are needed to achieve our community's goals. Anchored Home was developed in partnership with the Anchorage community through a series of gatherings, discussions, public reviews, and open forums.

To get the facts on homelessness in Anchorage please visit the Anchorage Coalition to End Homelessness' website at: <https://anchoragehomeless.org/get-the-facts/> For additional details and explanation of terminology, please refer to the Definitions and Acronym section at the end of this document.

# VISION



Homelessness is rare, brief, & one-time

1



# KEY PILLARS



## Core Purpose

Anchored Home identifies concrete actions to make homelessness a rare, brief and one-time event. Anchored Home is an action-oriented roadmap for the next three years that combines community, state and federal plans. The private sector, public sector and individual community members will help to implement this plan, including securing additional resources to meet our community's needs.

## Four Key Pillars of Anchored Home

Anchored Home directs resources to four pillars to solve homelessness and improve community livability.

1. Promoting **Prevention & Diversion** from homelessness
2. Growing the **Housing & Support System**
3. Improving **Public Health & Safety**
4. Increasing **Advocacy & Funding** to bolster our efforts.

## Liam's Story

When Liam first walked through the doors of Covenant House Alaska at age 16, he was furious. Raised in a home rife with abuse, violence and drug addiction, Liam dropped out of school at 14 and started using drugs. A year later, at age 15, he was dealing drugs and was arrested several times. Brought by police to Covenant House's Crisis Center, he met his caseworker, Miriam, who believed in him even when he didn't believe in himself.

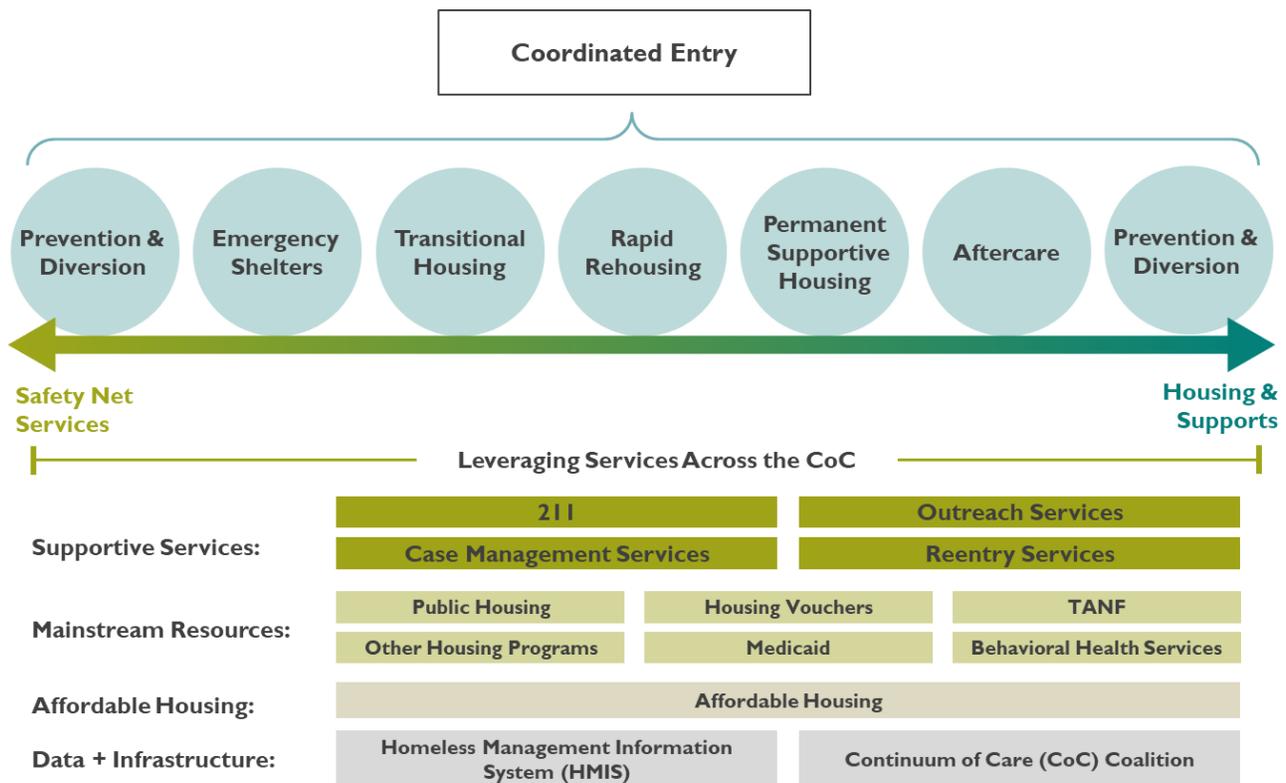
For five years, Liam would periodically drag himself to the shelter, cold and malnourished, then disappear. Miriam persevered through counseling and treatment services, and Liam settled into Covenant House's Transitional Living Program. He trained as a chef and became skilled in kickboxing, poetry slam, and chess. Today, Liam is 21, working towards a college degree, the proud single father of a 3-year-old son, and a passionate advocate for kids experiencing homelessness. He is raising his boy with the same values he was taught at Covenant House: unconditional love and respect.

Source: Covenant House, 2018

## Our Current System

Service and housing supports for those experiencing homelessness comes from government entities, housing providers, and social services organizations. This web of housing and supports is called a Housing & Support System. Anchorage's current Housing & Support System is illustrated in the graphic below.<sup>1</sup>

### Anchorage's Housing & Support System



<sup>1</sup> This is not a comprehensive list of housing and supports. Definitions for services within the Housing & Support System can be found in the Definitions and Acronym section at the end of this document. It should also be noted that while Anchorage has many pieces in place and continues to strengthen this system, significant gaps remain. Anchored Home calls for more resources to fill these gaps.

It is currently challenging to quantify the true community need for housing and supports and identify shortages, so we can address capacity and funding gaps. Through this collaborative planning effort, we will gain a shared, centralized understanding of the current system to increase and provide more efficient services to people experiencing homelessness. One example of this is assessing our community’s need for services across this continuum. Currently, federal priorities target funding for housing through rapid rehousing and permanent supportive housing interventions. These are necessary elements of a Housing & Support System. However, emergency shelters, transitional housing programs and other interventions are also necessary. The benefit to understanding Anchorage’s Housing & Support System is to better understand our unique community needs and be able to locally address capacity and funding gaps.

## Data Gathering

Anchorage uses two primary tools to collect data on how many people experience homelessness and to track trends over time. One is the Point-in-Time (PIT) count. The Point-in-Time count is a snapshot of homelessness collected at one time each year, on the same day as every other participating community in the country. PIT counts can be compared across communities and give local and national decision-makers a tool for tracking homelessness over time. During the Point-in-Time Count each year, volunteer community members conduct an on-the-ground survey to count the number of people experiencing homelessness, both in shelter and living in camps and on the street.

The second is the Homeless Management Information System (HMIS), which is used across Alaska and around the country by providers to collect information on people experiencing homelessness. HMIS tracks the number of people who have accessed the Housing & Support System and can report on key metrics.

The PIT count and some data from HMIS is presented in the table below to show the number of people currently experiencing homelessness in Anchorage (broken out by population), the average length of time people experience homelessness, and the percentage of the population served who return to homelessness within a year, which gives a sense of the effectiveness of the Housing & Support System in Anchorage. This data is simply a snapshot of Anchorage in 2018, and a baseline of two key measures of success that Anchored Home will track and publicly report throughout implementation.

People Experiencing Homelessness in Anchorage	Youth and Young Adults	Families	Veterans	Adults	Total
Point-in-Time Count (January 2018)	99	87 families 280 people	62	715	1,094
Active clients in HMIS (July 2017 - June 2018)	976	1,917 people	531	4,659	7,442
System Successes	Youth and Young Adults	Families	Veterans	Adults	Total
Average Length of Homelessness <sup>2</sup> (July 2017 - June 2018)	172 days	190 days	518 days	380 days	312 days
Percent of Population Returning to Homelessness within 1 Year (July 2017 - June 2018)	15%	6%	25%	27%	20%

<sup>2</sup> Average length of homelessness is calculated for the population of clients in the following housing types: emergency shelter, transitional housing, and any type of permanent housing, including permanent supportive housing and rapid re-housing, up to the client’s move-in date.

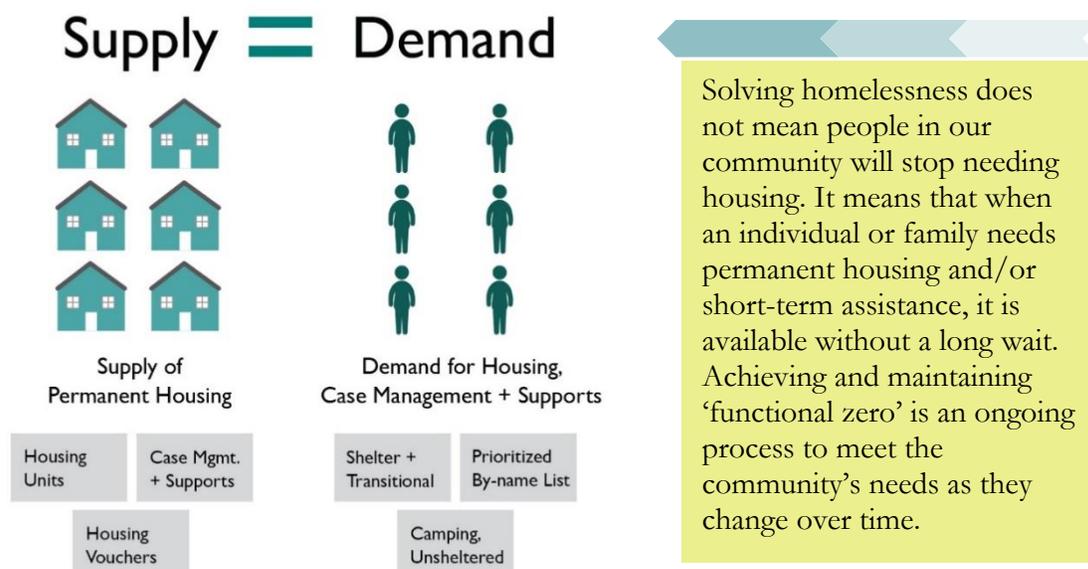
One core component of Anchored Home is to improve the quality of data and increase use of metrics collected by the Housing & Support System. Our current data processes need to be improved. Data gathered in Anchorage currently does not accurately reflect all people experiencing homelessness, it measures those who have interacted with the Housing & Support System. For example, there are unsheltered people who are not counted in the data because they are living on the streets or in encampments, and have not yet engaged with providers. As we improve data collection and increase street outreach, the number of people counted as experiencing homelessness may appear to increase for a time.

Beyond understanding the number and basic demographics of those experiencing homelessness, data will be used to track implementation of the four pillars of Anchored Home. As we work to implement the actions of each pillar, progress measures should show improvement over time. Data will also help us be smart about where to target our work. For instance, HMIS data can help us understand how many people are living in encampments and what their needs are. With this information, we can determine the appropriate housing and supports to address the true need and achieve the goals of Anchored Home.

### What We Want to Achieve: Functional Zero<sup>3</sup>

Anchorage can become a safe and livable community where homelessness is a rare, brief, and one-time occurrence. To get there, we need to build a sustainable data-driven system of supports that adequately meets the needs of people experiencing homelessness. This work must be driven by a collective action partnership among the community, the Municipality, businesses, housing providers, supportive service providers, community-based providers and other stakeholders. Anchored Home seeks to represent the voices of our community members, including those with lived experience of homelessness.

Anchorage is joining many communities around the country working to end homelessness using the concept of “functional zero.” Functional zero is achieved when the number of people who are experiencing homelessness each month, both sheltered and unsheltered, is fewer than the number of available housing units that month. In other words, when our supply of housing and supports meets or exceeds the demand for housing and supports from people experiencing homelessness.



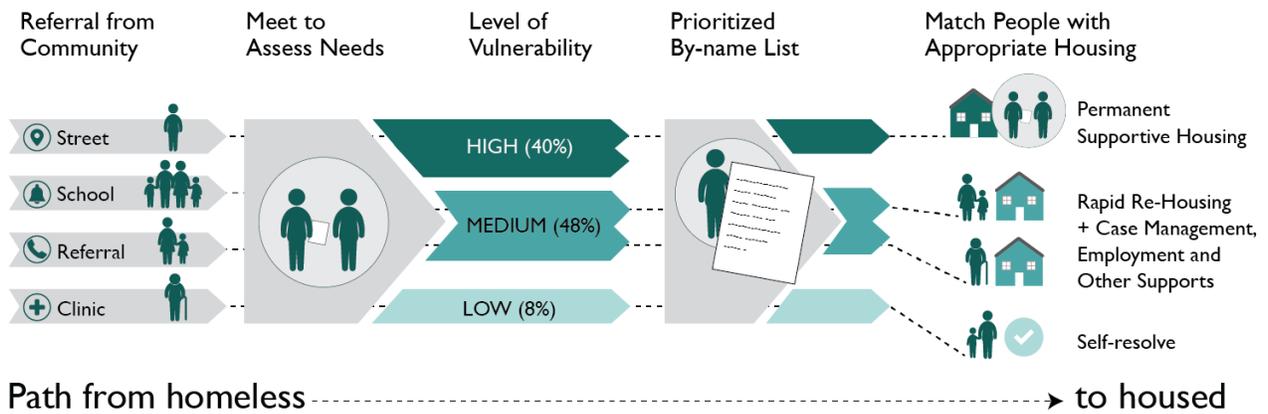
<sup>3</sup> To better understand the concept of ‘functional zero’ watch this short video focused on efforts to end veteran homelessness: <https://www.youtube.com/watch?v=4O8mEwbF0ps>.

Achieving functional zero for homelessness in Anchorage will require community members and organizations working together, over a sustained number of years, with an adequate amount of resources. We must expand the Housing & Support System to meet current and future demand, and to respond to individuals experiencing homelessness quickly and effectively.

There are three critical parts of this system that must be strengthened to achieve functional zero:

1. Accurately counting the demand for Housing & Supports and the available supply. This helps us understand how to meet the needs of specific groups such as youth and young adults, families, veterans, single adults, and those reentering the community from hospitals or incarceration.
2. Improving data quality in HMIS and increasing our use of data metrics to track implementation and progress.
3. Improving the Coordinated Entry System (illustrated below) to quickly and efficiently match people with appropriate housing and supports to meet their needs.

### Coordinated Entry System to Match People with Housing and Supports



The goal of the Coordinated Entry System is to match a person experiencing homelessness with housing and supports to meet their needs, whether that is a short-term emergency shelter stay or long-term permanent housing. Anchorage implemented its Coordinated Entry System in January 2017 and continues to make improvements and add new partners.

### Measuring Success

Anchored Home focuses resources on achieving functional zero for youth and young adults, families, and veterans, and making concrete progress on achieving functional zero for adults and people experiencing chronic homelessness. Functional zero is reached when the number of people experiencing homelessness each month, sheltered and unsheltered, is fewer than the monthly availability of housing and supports.



## Our faith community responds to families' needs

For the sixth winter in a row, between October 2017 and May 2018, no child had to sleep out in the cold in Anchorage. Our community's family shelters often fill up on cold winter nights, but volunteers with 9 churches representing 11 congregations organized to meet this need. This past winter, the network of churches was able to provide shelter for 73 families, including 94 children and 117 adults, for 170 nights. Shelter is only part of the solution: these families also connected with the Coordinated Entry system to find permanent housing.

Source: United Way of Anchorage, 2018

Step one will be calculating our baseline data for capacity and demand and sharing this with the community. Progress towards functional zero will be shared through monthly updates to the Anchorage Coalition to End Homelessness [www.anchoragehomeless.org](http://www.anchoragehomeless.org) and Municipality of Anchorage <http://www.muni.org/departments/mayor/pages/mayorshousingandhomelessness.aspx> websites and through a quarterly public forum and other community-wide communications. Transparency and open community dialogue are central components of Anchored Home.

## Measuring Progress

A data dashboard will be created to track implementation efforts and monitor key data points including the number of people experiencing homelessness and the capacity of our Housing & Support System.

One critical element of success is following a PDCA process. PDCA stands for Plan, Do, Check, Act. We set out a plan, do the actions in Anchored Home, collect data to check progress, and then revise our next actions based on successes and challenges. To achieve functional zero, we must be responsive to the community's changing needs while maintaining focus on our goals. An important part of the PDCA process for this plan will be ongoing engagement with the community, including quarterly public forums to share progress on the plan and dialogue about what we need to continue our success or change priorities.



## Implementing the Pillars

Each of the pillars has an overall goal and a set of three-year priorities that will be implemented through an action plan. Actions to achieve the priorities under each pillar are listed in Anchored Home, and a more detailed implementation table will identify the following information for each action: the level of priority to initiate or achieve the action; who is responsible for leading, serving as champion and supporting the action; a timeline; needed resources, including funding and from what source; and where possible, a concrete measure of success to track progress toward achieving the action.

The next step in planning will be to prioritize actions, and to identify Action Champions and budgets for each. Information on progress and how to be involved will be shared in a quarterly public forum and other communications, including the Anchorage Coalition to End Homelessness website:

[www.anchoragehomeless.org](http://www.anchoragehomeless.org).

## Pillar I. Prevention & Diversion from Homelessness

Strengthen Anchorage's community-based services to better identify and support individuals and families who are at immediate or probable risk of experiencing homelessness. Better coordinate resources to reduce returns to homelessness.

### 3-Year Priorities

- 1. Build Prevention Resources:** Increase resources to prevent and divert people from homelessness. Target zero discharges to homelessness from any institution or from state custody.
- 2. Strengthen Referral System:** Explore how to use Alaska 2-1-1 as the entry point for rental assistance and other community resources. Promote information and referral available through Alaska 2-1-1.
- 3. Identify Root Causes:** Analyze and understand causes and influencing factors of homelessness in the community, to inform other efforts to reduce systemic barriers to safe, stable housing.
- 4. Empower Our Community:** Increase public awareness of available resources and how to access upstream supports. Encourage outreach to at-risk individuals and referrals through Alaska 2-1-1 and community resources. Reduce stigma associated with seeking assistance.

### Actions

- A.** Explore how to use Alaska 2-1-1 to access the Housing & Support System and community resources for prevention of homelessness.
- B.** Assess existing prevention and diversion services and determine the needed capacity increase.
- C.** Analyze local socioeconomic factors that impact inflow into homelessness and develop a plan to educate the wider community about these factors.
- D.** Identify and support programs that foster stability and independence, such as: financial counseling and management, education and skills training, employment programs, social enterprise and entrepreneur development, and life skills development for youth and adults.
- E.** Partner with individuals, businesses, faith communities, community councils and neighborhood organizations, schools and other entities to increase public awareness and refer those at risk of experiencing homelessness.
- F.** Engage in effective outreach and education, with members of the Youth Task Force and Homelessness Advisory Team as spokespeople.
- G.** Identify and implement discharge processes from correctional and health care institutions including Alaska Psychiatric Institute (API), Department of Corrections (DOC), Division of Juvenile Justice (DJJ), Office of Children's Services (OCS) and others to prevent discharges into homelessness.
- H.** Expand existing work groups to include health care, corrections, behavioral health treatment, child protection to identify strategies to prevent discharging individuals from institutional care into homelessness.

## Pillar 2. Housing & Supports System

Build and maintain a robust and coordinated system of housing, case management and other supports adequate to house the people who need it, with connections to meaningful work and community. Collect, analyze and share data to set targets, monitor results, and report back.

### 3-Year Priorities

- 1. Get to Functional Zero:** Achieve functional zero for youth, young adult, family and veteran homelessness. Assess and make progress toward achieving functional zero for adults.
- 2. Develop Housing & Support System Infrastructure:** Assess Anchorage's Housing & Support System infrastructure including existing capacity and demand trends. Evolve *Coordinated Entry* and HMIS systems to match need. Build data-driven dashboards for monitoring and implementation.
- 3. Partner to Fill Gaps:** Maintain and, when necessary, bolster existing services. Increase housing and service capacity to meet demand needs. Integrate the network of core housing and supports with other community-based services and resources.
- 4. Empower Our Community:** Include those with lived experience of homelessness in planning and implementation. Engage the Alaska Federation of Natives, Alaska Native Corporations, organizations representing Anchorage's many cultural groups, and other advocacy groups in planning and implementation to develop culturally appropriate solutions that meet the needs of all experiencing homelessness. Engage with partners across the community including corporations, health care organizations, neighbors and other entities to strengthen outreach and the Housing & Support System. Maintain ongoing community dialogue and communications with the community to share data and progress updates, educate about homelessness, and discuss solutions.

### Actions

- A.** Complete an analysis of Anchorage's Housing & Support System to define existing services, capacity and demand.
- B.** Develop strategies to promote scattered-site housing and a geographically diverse network of services throughout the Municipality.
- C.** Support policies that increase the availability and affordability of housing throughout the Anchorage housing market.
- D.** Learn from other communities' efforts to solve homelessness, and evaluate whether other best and emerging practices could be adapted for use in Anchorage.
- E.** Implement Permanent Supportive Housing to house individuals with history of homelessness, corrections involvement and use of other emergency services via the Pay for Success model.
- F.** Implement the Permanency Navigator team, Rapid Re-Housing, and Host Homes projects funded by the Youth Homelessness Demonstration Program to address youth and young adult homelessness across the vulnerability spectrum.
- G.** Implement Path to Independence Rapid Re-Housing project to house moderate vulnerability individuals and households and increase income and employment.
- H.** Implement Providence-funded Community Housing Project to house moderate vulnerability families and individuals.
- I.** Build capacity needed for Coordinated Entry System to build a robust system that rapidly identifies and secures housing and supports for people experiencing homelessness. Include the statewide coalition, Juneau, Fairbanks and Mat-Su as peer networks to develop statewide systems.

## Pillar 2. Housing & Supports System

Build and maintain a robust and coordinated system of housing, case management and other supports adequate to house the people who need it, with connections to meaningful work and community. Collect, analyze and share data to set targets, monitor results, and report back.

- J.** Increase access to Coordinated Entry System through strategic partnerships with the community such as mobile assessors, partners at Alaska 2-1-1, and other means.
- K.** Increase and coordinate street and camp outreach with the Municipality's Mobile Intervention Team, police and emergency (EMS) services, and other community outreach efforts to identify and assess individuals and households for the Coordinated Entry System.
- L.** Support peer-to-peer outreach by people with lived experience of homelessness, including the Homelessness Advisory Team and Youth Task Force, to increase trust and participation in services.
- M.** Identify and connect case management and housing for high vulnerability individuals from the Coordinated Entry System, where housing units or vouchers are identified but not linked to case management services.
- N.** Incorporate existing case management programs into the Housing & Support System to provide behavioral health services and other supports for tribal health beneficiaries experiencing homelessness, particularly for those with high vulnerability.
- O.** Build relationships with landlords and provide education and technical assistance on effective practices to support successful tenancy of people experiencing homelessness.
- P.** Explore incentives and other policies for landlords and service providers to serve more high vulnerability individuals and address current gaps in the Housing & Support System.
- Q.** Invite the Alaska Coalition on Housing and Homelessness, Alaska Housing Finance Corporation (AHFC) and Department of Health and Social Services (DHSS) to study, develop models and widely share how tribal health facilities can provide targeted case management or behavioral health services to highly vulnerability individuals needing services and high utilizers of emergency services from the Coordinated Entry System.
- R.** Identify data measures or indices from Medicaid and Department of Corrections (DOC) to prioritize vulnerable populations for permanent supportive housing, and to evaluate effectiveness, cost-effectiveness and need for permanent supportive housing programs, incorporating the DHSS Medicaid Innovation Accelerator effort and Alaska Statewide Opioid Taskforce).
- S.** Assess existing underutilized housing assets in the community by the end of 2019: buildings, vacant properties, vouchers and currently underutilized funding sources. Develop a strategy to incorporate these assets into the Housing & Support System.
- T.** Identify housing units with a homelessness preference funded through other sources e.g. DHSS, Alaska Mental Health Trust Authority (Trust), AHFC, and the Municipality of Anchorage and work to support referrals to these housing units via coordinated entry.
- U.** Work with AHFC and other community organizations to access HUD housing vouchers and increase the annual allocation of Homeless Assistance Program (HAP) vouchers, support permanent supportive housing for high vulnerability clients, and other sponsored vouchers.
- V.** Integrate people who have lived homelessness experiences into the Anchorage Coalition to End Homelessness Board via the Homelessness Advisory Team.
- W.** Support and integrate the Youth Task Force, representing youth and young adults who have experienced homelessness.

## Pillar 2. Housing & Supports System

Build and maintain a robust and coordinated system of housing, case management and other supports adequate to house the people who need it, with connections to meaningful work and community. Collect, analyze and share data to set targets, monitor results, and report back.

- X.** Explore innovative and culturally appropriate housing options that are compatible with Anchorage's diverse cultures and northern climate.
- Y.** Engage with the Alaska Native Corporations, Alaska Federation of Natives (AFN) and local advocacy groups to create a plan to incorporate Alaska Native voices, culturally appropriate supports and resources into Anchored Home.
- Z.** Work closely with the Alaska Coalition on Housing and Homelessness during plan implementation to evaluate feasibility of state-wide efforts.
- AA.** Develop and share with the public dashboards of key metrics to monitor progress towards goals.
- BB.** Support providers and agencies to continuously improve data quality through technical assistance, coaching and other methods.
- CC.** Identify and implement processes to collect data on specific populations such as unsheltered people and the re-entry population.
- DD.** Create processes to support and monitor that street outreach is entering data into HMIS and connecting to Coordinated Entry System.
- EE.** Develop data sharing agreements between entities serving individuals experiencing homelessness to maintain accurate monitoring and develop an integrated service system for high utilizers of public services.
- FF.** Assess the existing HMIS system and outline a plan to revise the system to meet evolving community needs.
- GG.** Periodically review and revise, as needed, HUD Continuum of Care funding application criteria to align and support community priorities.
- HH.** Provide training, materials and other tools for community members to engage effectively and constructively with people experiencing homelessness during day-to-day encounters. Tools should focus on businesses, faith communities, public and private agencies who routinely interact with people experiencing homelessness, and all other interested community members.

## Pillar 3. Public Health + Safety

Resolve public health and safety issues related to homelessness and revitalize Anchorage's downtown and community neighborhoods with a mix of housing and commerce.

### 3-Year Priorities

- 1. Address Encampments:** Decrease unauthorized camping in public spaces (including parklands, trail corridors, rights-of-way, sidewalks, on vacant private property, and undeveloped sites within the Municipality) through outreach strategies, abatement of camps and building capacity within the Housing & Support System.
- 2. Provide Housing & Supports:** Actively identify individuals living in encampments to connect them to the Housing & Support System. Collect demographic data to understand trends among those living in camps, including crime rates, and develop actions to increase alternative living resources, options for diversion, employment opportunities or other tools to move individuals from camps to appropriate living environments.
- 3. Increase Public Safety:** Develop a public safety strategy that addresses the needs of those experiencing homelessness and the surrounding community to:
  - a.** Protect the personal health and safety of people who are experiencing homelessness, particularly women and minors and those with disabling conditions, and reduce crime within camps and in surrounding neighborhoods and areas.
  - b.** Ensure safe environments at services locations, shelters and surrounding areas where services are provided. Ensure engagement and service delivery are robust in these areas to prevent adverse impacts on neighborhoods.
  - c.** Eliminate health and safety risks within and associated with camps resulting from accumulations of solid and organic waste, unauthorized fires and materials that are hazardous.
  - d.** Highlight and advocate for a more holistic behavioral health system in the community and state to protect those who fall out of these care systems.
- 4. Empower Our Community:** Maintain community engagement and dialogue about the progress made and challenges of improving public health and safety in our community. Host a quarterly public forum and regularly share data and other updates on implementation of Anchored Home with the community.

### Actions

- A.** Assess capacity and demand for emergency shelter, transitional housing or other short-term options for individuals living in encampments to identify housing alternatives and supports needed to make camping in public spaces unnecessary.
- B.** Stabilize and maintain citywide safety net services including adequate emergency shelter (for all seeking shelter) and other basic services including food and healthcare (including reviewing existing services to look for opportunities for improvement).
- C.** Identify adequate and long-term cold weather shelter during the winter months.
- D.** Establish a proactive and transparent system, with citizen input, for continuously identifying, monitoring, and reporting the notice and abatement status of unauthorized camps within the Municipality along with the actions taken connect campers to services.
- E.** Increase camp and street outreach and provide mobile assessments for Coordinated Entry System.
- F.** Establish policies in municipal code and annually budget for rapid and efficient year-round notice, abatement, and cleanup of unauthorized camps, especially when camps present imminent health or

### Pillar 3. Public Health + Safety

Resolve public health and safety issues related to homelessness and revitalize Anchorage's downtown and community neighborhoods with a mix of housing and commerce.

safety risks to individuals, while respecting the rights of people experiencing homelessness and connecting them to the correct services within the Housing & Support System.

- G.** Develop a community-wide plan for removal of low brush and invasive species in public parks, green belts, trail corridors and rights of way to improve sight lines and safety for all citizens and deter unauthorized camping, working closely with MOA Parks and Recreation.
- H.** Provide training, materials and other tools for community members to engage effectively and constructively with people experiencing homelessness to reduce risk of incidents that threaten public health and safety. Tools should focus on businesses, faith communities, public and private agencies who routinely interact with people experiencing homelessness, and all other interested community members.
- I.** Conduct legal and humane abatements of unauthorized camps, while protecting the rights of people experiencing homelessness, and to assist with eliminating homelessness by connecting persons camping with appropriate services.
- J.** Evaluate how Anchorage code, policies and practices can be aligned with 9<sup>th</sup> U.S. Circuit Court of Appeals ruling in *Martin v. City of Boise* (2018).
- K.** Collect data on individuals living in encampments to determine demographics, trends and to develop appropriate service options and collaborate with outreach workers to warmly transfer campers to interim shelters or transitional housing.
- L.** Develop policies and practices for those who choose to decline emergency shelter or existing other housing and support services.
- M.** Analyze the feasibility of establishing a legal, publicly-managed encampment within the Municipality that provides a safer alternative to illegal encampments for at least part of the year, and adequately mitigates risks and liabilities associated with similar projects in other communities.
- N.** Increase foot and bike patrols by police or other security personnel of parklands and trails to increase safety and reduce criminal activity.
- O.** Coordinate the goals and strategies of Anchored Home with other municipal and state planning efforts, including: community comprehensive plans, plans related to land use and neighborhood development, transportation, economic development, health, education, housing, historic preservation, use of public lands, parks and recreation, capital improvement project (CIP) lists, funding plans and other relevant policy documents.
- P.** Explore planning and design strategies to promote public safety, encourage use of public spaces, and reduce real or perceived threats to safety in these spaces. This may include safety and design audits of public spaces; supporting Complete Street designs in roadway projects to increase safety of pedestrians, cyclist and vehicles; and physical design choices for public facilities and spaces.
- Q.** Work with community residents to create site-specific development plans for vacant and underutilized sites.
- R.** Create active outreach to connect people panhandling and camping with the Coordinated Entry System to access housing, supports and case management.
- S.** Host a quarterly public forum with the community to share relevant data and other updates on implementation of Anchored Home, discuss solutions and identify new priorities as needed.

## Pillar 4. Advocacy & Funding

Build public will to achieve functional zero. Secure necessary resources to achieve the vision.

### 3-Year Priorities

- 1. Establish an Anchorage Homelessness Leadership Council:** Form a community-led Leadership Council to guide and support the implementation of Anchored Home. Build support among community councils, businesses and corporations, elected officials, philanthropic leaders, residents, and faith- and community-based organizations.
- 2. Engage funders and investors:** Pool resources to meet community needs and achieve goals. Increase resource pool based on analysis of capacity and demand of the Housing & Support System and prevention & diversion resources. This includes public sector revenue as well as private sector contributions from corporations, philanthropic partners, individual giving and other sources. Explore existing and potential revenue streams to support the stated goals, priorities and actions in Anchored Home.
- 3. Advocate:** Develop an advocacy plan to guide policy and community advocacy. Engage in grassroots and leadership-level advocacy to secure more resources at the federal, state, municipal and private levels to support the stated goals, priorities and actions in Anchored Home.
- 4. Empower Our Community:** Develop a comprehensive communications strategy to guide engagement with the community, education about homelessness and sharing progress toward achieving the goals of Anchored Home. Create transparent routine communications in a variety of formats to share progress and data with the community and maintain ongoing dialogue. Identify and disseminate specific ways in which all community members can participate and commit their own time and resources to achieving our shared vision.

### Actions

- A.** Establish an Anchorage Homelessness Leadership Council (HLC) to monitor the implementation of Anchored Home, provide support for the Collective Impact effort, secure and pool funding.
- B.** Establish an HLC charter defining and implementing accountability and governance mechanisms to monitor the implementation of this plan and to communicate results to the public.
- C.** Engage with local leaders in the corporate and business community to align and maximize the impact of current charitable giving activities with the goals and priorities in Anchored Home. Discuss opportunities for future contributions.
- D.** Develop and launch a community-wide “brand” for ending homelessness in Anchorage. Encourage all partners to use and share the brand to increase recognition and support. Launch a public relations campaign for this effort.
- E.** Develop and launch a strong communications strategy that includes media partners who can tell stories of homelessness, including positive stories of individuals moving beyond homelessness, in Anchorage to a broad audience. Provide routine and transparent data sharing for the community.
- F.** Use data to inform narratives and decisions about homelessness, including understanding the distinct but co-occurring issues of increased crime in Anchorage, substance misuse and addiction, and homelessness. Using this data-driven approach, educate the public about how these issues are and are not related.
- G.** Increase community participation and membership in the Anchorage Coalition to End Homelessness to serve as a host of community dialogue around homelessness.

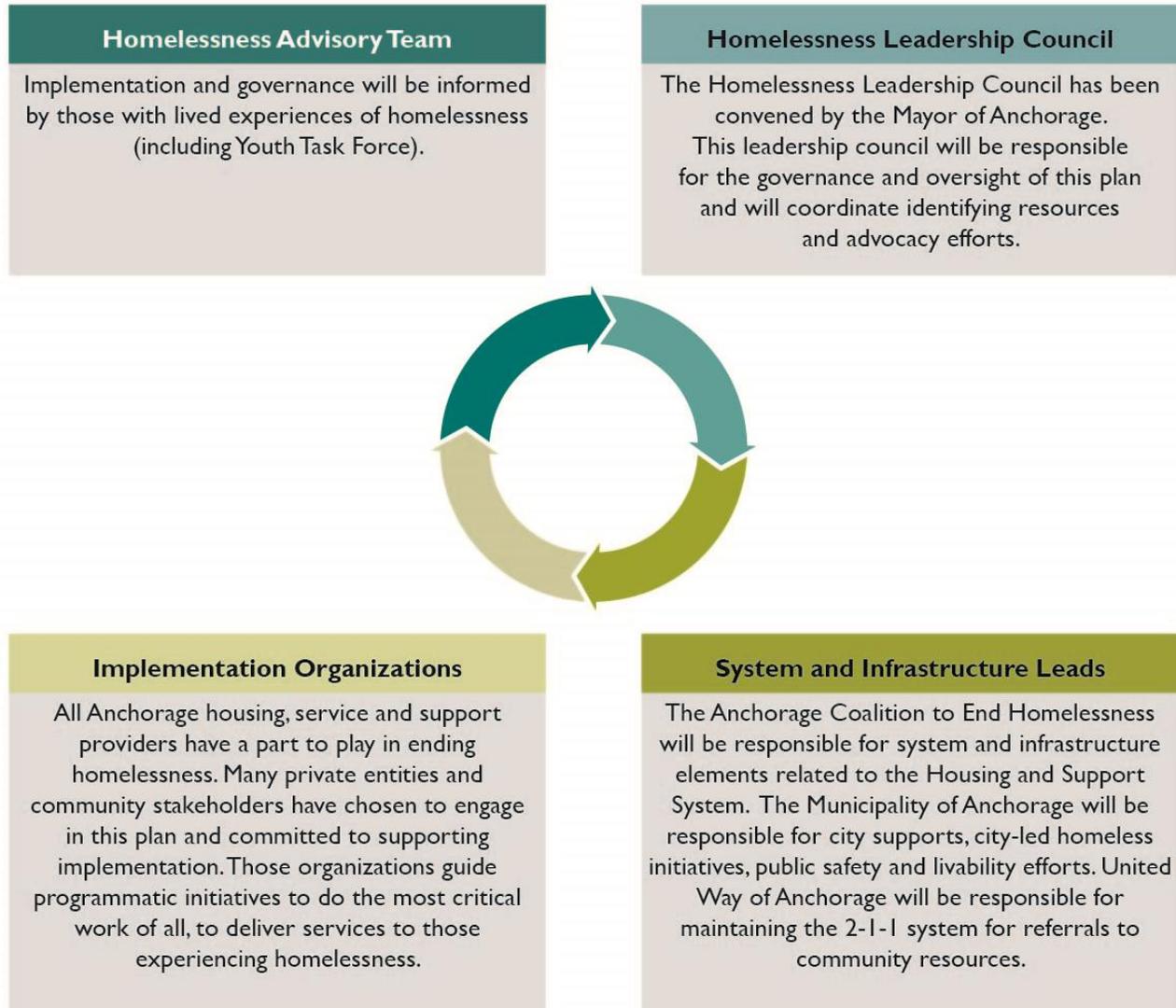
## Pillar 4. Advocacy & Funding

Build public will to achieve functional zero. Secure necessary resources to achieve the vision.

- H.** Secure resources to sustainably fund homelessness prevention and diversion interventions, including rent deposits, transportation, child care, employment connections, and life skills, with access to case managers skilled in serving this specific population.
- I.** Secure resources to sustainably fund rapid re-housing for 200 families and individuals per year, to meet ongoing demand and sustain Path to Independence and Providence Community Housing Project into the future.
- J.** Secure resources for an additional 270-300 permanent supportive housing beds to house high vulnerability individuals over the next five years, using the Pay for Success model.
- K.** Secure resources for an additional 25 permanent supportive housing beds to house high vulnerability family households.
- L.** Secure resources for additional permanent supportive housing beds to house high vulnerability young adults (age 18-24), leveraging funding from Youth Homelessness Demonstration Program.
- M.** Secure resources for additional rapid rehousing to support young adults (age 18-24), leveraging the Youth Homelessness Demonstration Program.
- N.** Expand support for the Providence-funded Community Housing Project to house moderate vulnerability families and individuals.
- O.** Support efforts to increase availability of behavioral health and treatment services in the community, such as the Municipality's project to expand substance use disorder treatment services through construction of a new facility in West Anchorage to replace the former Clitheroe Center.
- P.** Secure any additional resources needed to fund and support the implementation of the housing and supports identified in the corresponding pillar.
- Q.** Secure any additional resources needed to build and sustain the Anchorage Housing and Response System analysis including supporting any additional Homeless Management Information Services (HMIS) and Coordinated Entry System needs.
- R.** Develop multiple mechanisms for the community to contribute resources toward Anchored Home, including: corporate charitable giving, individual giving through grassroots campaigns or crowdfunding platforms, major donor contributions, and advocacy for sustainable public sector revenue streams to support needed services.
- S.** Advocate for adequate and sustainable funding within federal, state and local government budgets to achieve the goals of Anchored Home, then maintaining this success into the future according to the community's future levels of need.
- T.** Investigate new funding sources such as marijuana tax, other existing taxes, or new municipal taxes, to increase resources for housing and supports.
- U.** Develop a policy and community advocacy plan for Anchorage and collaborate with the Balance of State to identify commonalities and shared messages for Alaska to address homelessness.
- V.** Identify a shared mechanism for distributing funding from multiple sources to housing and supportive services, with shared measures to ease reporting for providers.
- W.** Document annual progress. Engage the public and stakeholders to share Year 1 data and plan for Year 2. In Year 2, engage the public and stakeholders to share Year 2 data and plan for Year 3.

## Governance Structure

The Collective Impact approach “brings diverse organizations together to tackle complex social problems.”<sup>4</sup> Using this approach means that community residents, partners, and leaders will work together to achieve the goals of Anchored Home. The governance structure that will support our collective efforts is depicted below. Each entity in this governance structure brings together and represents diverse constituencies, whose support and participation are critical to achieving the goals of Anchored Home.



<sup>4</sup> Learn more about the Collective Impact model via a short explanatory video: <https://www.youtube.com/watch?v=HNOrrrYvdo>.

## Definitions and Acronyms

The following terms are commonly used by communities and organizations working to end homelessness.

Acronym or Term	Definition
Alaska 2-1-1	Operated by United Way of Anchorage with support from the Municipality of Anchorage and statewide agencies and funders, Alaska 2-1-1 provides information and referral services through a centralized phone line, call center, website and friendly technology. Housing-related needs are among the most common reasons for requests for assistance from Alaska 2-1-1.
Alaska Department of Corrections DOC	A department within the State of Alaska that oversees and operates Alaska's corrections system including prisons, transitional housing and programs for those who are currently incarcerated or soon to be released.
Alaska Department of Health and Social Services DHSS	A department within the State of Alaska that oversees a wide variety of programs including the Medicaid system, public assistance programs, public health and prevention programs, epidemiology and data about Alaskans' health, public health nursing services, and behavioral health services including mental health and substance use disorder treatment.
Alaska Housing Finance Corporation AHFC	The Alaska Housing Finance Corporation is a state corporation designated as Alaska's public housing authority. AHFC owns and manages properties across the state, receives federal housing funding from HUD and state funding, and administers a variety of housing programs including housing vouchers and low-income housing tax credits.
Alaska Mental Health Trust Authority AMHTA / The Trust	Originally related in 1956 and fully endowed in 1994, the Trust is a state entity that oversees assets, land and natural resources intended to serve Trust beneficiaries: Alaskans who experience mental illness, developmental disabilities, chronic alcohol or drug addiction, Alzheimer's disease and related dementia, and/or traumatic brain injuries. The Trust operates similar to a private foundation and makes investments in programs and initiatives.
AN/AI	American Indian / Alaska Native. This term is commonly used as a general race and ethnicity category in data sets such as the U.S. Census.
Anchorage Coalition to End Homelessness ACEH	The Anchorage Coalition to End Homelessness is a Continuum of Care (CoC) funded coalition that oversees homelessness planning and services within the Municipality of Anchorage.
Community Housing Project	This project is funded by Providence Health Systems Alaska and provides rapid re-housing assistance to families and adults experiencing homelessness in Anchorage.
Continuum of Care CoC	The modern system of federal programs and funding related to homelessness were first established in 1987 with the McKinney-Vento Homeless Assistance Act. A key feature of the McKinney-Vento Act, the Continuum of Care structure is designed to foster regional collaboration to address homelessness and related issues, by designating one or more jurisdictions within each state as the entity to collect local data, receive funding, and provide a forum for multiple public and private agencies to work together.

Acronym or Term	Definition
Coordinated Entry System	Coordinated entry is a process developed to ensure that people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs. FAQs about Coordinated Entry: <a href="https://www.hudexchange.info/resources/documents/Coordinated-Entry-and-HMIS-FAQs.pdf">https://www.hudexchange.info/resources/documents/Coordinated-Entry-and-HMIS-FAQs.pdf</a> .
Family	One or more adults (age 18 or older) with one or more related minor children (under age 18).
Homeless Management Information System HMIS	Database and information system used by organizations across the U.S. to collect and report local data on homelessness, keep information about individuals and families experiencing homelessness, and sharing summary data with HUD for use in state- and national-level reporting on homelessness.
Host Homes	Host homes are an arrangement between community members who act as volunteer hosts and a youth service provider. Hosts provide safe shelter and food. The service provider offers program coordination, host support, and case management services.
Housing First	Provision of access to safe, secure, and stable housing without preconditions. Housing First programs include harm reduction programs such as “wet” housing where substance use is allowed, but there are other forms of Housing First. The term generally refers to any program that does not create barriers to housing.
Municipality of Anchorage MOA / Muni	The Municipality of Anchorage is the local governing body for Alaska’s largest city, and its boundaries are the same as those for the Anchorage CoC. The Muni is a home rule municipality, and functions as the equivalent of a city and a county.
Path to Independence	Path to Independence is a new pilot program launched in 2018 that quickly houses individuals and families experiencing homelessness and helps them remain housed permanently. Program participants, referred from the Coordinated Entry System, receive financial assistance for up to six months and case management for up to one year. The program focuses on immediate housing stabilization, followed by employment preparedness and connectivity to community support organizations. Participating landlords include Weidner Apartment Homes and Cook Inlet Housing Authority; Catholic Social Services will provide case management. Funders include Weidner Apartment Homes, Providence Health and Services Alaska, Rasmuson Foundation, Alaska Mental Health Trust Authority, ConocoPhillips Alaska, BP Alaska, Carr Foundation, First National Bank Alaska, Wells Fargo, Municipality of Anchorage, GCI, Cook Inlet Region Inc., Arctic Slope Regional Corporation, Bering Straits Native Corporation, Bristol Bay Native Corporation, Doyon, Chugach Alaska Corporation, Sealaska Corporation, Koniag, Inc, Calista Corporation, NANA Corporation, Aleut Corporation, and the Alaska Community Foundation.

Acronym or Term	Definition
Pay for Success Demonstration Project PFS	<p>Pay for Success is a form of social impact financing, shifting the funding model for housing and social services to incentivize desired outcomes by connecting investors seeking a return with payors, typically government entities, who would realize cost savings in other areas if these desired outcomes were achieved.</p> <p>Anchorage is designing a demonstration project to provide permanent supportive housing for individuals who have repeated corrections involvement, patterns of homelessness, and high use of crisis services.</p>
Permanency Navigator Team	<p>Funded through the national Youth Homelessness Demonstration Program, youth and young adults experiencing homelessness in Anchorage will be served by a team of four mobile Permanency Navigators to help youth exit the Coordinate Entry System and connect to community resources and maintain housing. Frequency and level of assistance increases with increasing vulnerability. Each Navigator will have a specialization based upon the needs of specific target populations.</p>
Permanent Supportive Housing PSH	<p>The individual receives supportive services such as case management, clinical services and/or referral to services, transportation to appointments, employment services, and others according to their specific needs and the service area of the provider or region. The individual may also receive rental assistance as a lease held by a provider organization or a voucher for a subsidized monthly rental amount.</p>
Point-in-Time Count PIT	<p>The Point-in-Time (PIT) count is a count of sheltered and unsheltered persons experiencing homelessness on a single night in January. HUD requires that Continuums of Care conduct an annual count of persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night.</p>
Rapid Re-housing RRH	<p>Rapid re-housing is a set of services to address these short-term barriers to safe and secure housing. Typically, these supports are provided over a short period of time, less than six months, until the individual or family is stabilized.</p>
Single Adult	<p>An adult age 25 or older without children who is experiencing homelessness. The term “single” is used to differentiate from families, but “single” adults may have other family and partner relationships, including living with another adult.</p>
Transitional Housing TH	<p>An individual or family lives at a site that is longer term than an emergency shelter, but which has a required move-out date, often up to two years after moving in. The individual or family receives supportive services, and may be connected with permanent housing in advance of leaving transitional housing. There may also be required participation in specific programs as a condition of stay.</p>
U.S. Department of Housing and Urban Development HUD	<p>A department within the federal government whose mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD provides funding for several programs to prevent and end homelessness, including funding CoCs across the country, who then direct resources to local programs.</p>

Acronym or Term	Definition
U.S. Department of Veterans Affairs VA	A department within the federal government whose mission is to serve America’s former military personnel and their families. VA provides health care for veterans across the U.S. and has programs for veterans experiencing homelessness, including transitional housing, permanent housing and employment programs.
VI-SPDAT	The Vulnerability Index - Service Prioritization Decision Assistance Tool is a survey administered both to individuals and families to determine risk and prioritization when providing assistance to persons experiencing or at risk of experiencing homelessness. This is the standard assessment tool used by ACEH partners for Anchorage’s Coordinated Entry System.
Young Adult	A young adult age 18 to 24, legally an adult but categorized separately from Adults experiencing homelessness. Eligible for programs designed to meet the specific needs and higher vulnerability of young people experiencing homelessness.
Youth	A minor under age 18. Unaccompanied youth experiencing homelessness are individuals under 18 who are not living with their family or legal guardian.
Youth Homelessness Demonstration Program YHDP	In 2017, Anchorage was selected as one of ten Continuum of Care (CoC) entities in the nation, and one of four rural communities, to plan for and implement a Youth Homelessness Demonstration Program (YHDP) to address youth and young adult homelessness, with housing and supports across the spectrum of need. This was a very competitive solicitation and over 120 CoCs applied. The Anchorage CoC was awarded \$1.5 million over two years, which will be renewable thereafter through the CoC funding process.