Welcoming Anchorage Roadmap

Our roadmap for an equitable, inclusive, diverse Anchorage
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Our Intention

Anchorage, Alaska is the gateway to America’s Arctic, and among the most ethnically diverse cities in the United States. We are home to the most diverse neighborhoods and the most diverse schools in the country. More than 100 languages are spoken on our streets and in our city. Those languages represent cultures from around the globe and from across the North – and our city is especially honored to sit on the traditional homelands of the Dena’ina Athabaskans, where people have lived and welcomed newcomers for thousands of years.

This tradition and spirit of welcoming is a value that defines us. Without it, we would not exist. Anchorage is a welcoming city because we understand that being far away, in the remote northern corner of the U.S., we rely on each other not just for success, but for survival. As Alaskans, we know that when a snowstorm or cold weather threatens our safety, what matters is our willingness to extend a hand, not what color or political persuasion or sexual orientation may be on the other end of that hand.

When Anchorage became a member of Welcoming America in 2014, we joined other cities in recognizing that inclusivity – the tangible expression of equality and equity -- is a foundation for prosperity. We know that pride of place means pride of place for all our residents, and that the many heritages that weave together to become Anchorage make us a culturally vibrant and globally connected city. In a remote city, on the periphery of the continent, we practice inclusivity because it is our way of respecting the values that America stands for, and because we know that living those values is the surest way to achieve our promise.

Welcoming Anchorage is a collaboration between the Municipality of Anchorage, the Anchorage School District, local businesses and organizations, and the Anchorage Economic Development Corporation. In 2016, the Mayor’s Office, supported by Wells Fargo, the State of Alaska Department of Commerce, Community, and Economic Development, and the Alaska Community Foundation was awarded a Gateways for Growth grant from Welcoming America and the New American Economy. The grant supported Welcoming Anchorage’s multi-sector strategic planning process. This document is a culmination of that process - an action-oriented strategic integration plan to identify policy changes, guide implementation activities, and ultimately serve to remove barriers to Anchorage becoming a more welcoming community in which all residents are fully integrated into economic, cultural, and linguistic life.

This is only the beginning. Anchorage is a dynamic, changing city and this “living” Roadmap is a starting point for change. More voices are encouraged to engage in the processes and actions needed to make Anchorage a community that reflects our shared values of inclusivity, equity and justice for all residents. Please, join your neighbors in this welcoming work!
Our Process

The People

A Core Team brought the resources and energy to drive the development of the roadmap. The core team consisted of the major partners in the grant:

- First Lady of Anchorage Mara Kimmel
- The Municipality of Anchorage, Office of the Mayor staff Amy Coffman, George Martinez, and Municipal Ombudsman Darrel Hess
- The Anchorage School District, specifically Katie Bisson of the English Language Learners Program
- The Anchorage Economic Development Corporation, Moira Sullivan.

A representative, knowledgeable, and engaged Steering Committee was developed to include community leaders, policy makers, service agency representatives, educators, business community members and other individuals and organizations who represent Anchorage’s diverse communities. The Steering Committee helped to guide the effort and provide leadership and perspective to roadmap development. They were a sounding board and creative problem solver as well as a liaison between the planning process and the community. The steering committee galvanized community stakeholders to work together to make Anchorage a welcoming community for refugees, immigrants, Alaska Native people, people of color, differently abled and LGBTQ people.

A broad, ever-evolving and growing group of community members and stakeholders have been engaged throughout the development of the roadmap providing critical input and insight and shaping the direction of this initiative. Interested community members have been encouraged to sign up to be involved through the Welcoming Anchorage page on the Municipality’s website as well as follow activities on the Welcoming Anchorage Facebook page. Approximately 800 people have signed up to be involved in the work of Welcoming Anchorage and receive updates on progress through the Municipality’s webpage.

The Gatherings

There were numerous opportunities for people to play a role in the development of the roadmap for a more equitable, inclusive, and diverse Anchorage. The process began in September 2016 with a kick off Steering Committee meeting on September 1st, followed by a large stakeholder gathering on September 29th with over 65 attendees. To honor the welcome extended by the Denai’na Athabaskans whose traditional lands surround Anchorage, the gathering occurred at the Alaska Native Heritage Center. Throughout the seven months that followed, two additional large stakeholder meetings were held along with numerous smaller work group meetings to refine the vision, values, and vehicles. A summary of the public events can be found in the appendices.

The Priorities

The Process culminated in a final meeting on April 24th, 2017 at Mountain View Library. Over 40 community members attended and voted on solutions generated by the work groups for each pillar. The attendees helped to prioritize and provide feedback on over 40 solutions. The results of the meeting are presented as an appendix.
Our Roadmap

Our vision is that Anchorage is a globally competitive, culturally vibrant community where every resident feels a sense of belonging and has equal opportunity to access all the community offers.

Our efforts to create a more welcoming community are instilled with the following shared values:

- Respect
- Inclusivity
- Collaboration
- Integrity
- Equity
- Hope
- Transparency
- Justice
- Welcoming!

Five pillars organize and drive our welcoming activities to the vehicle for change in our community:

- Civic Engagement
  Anchorage residents are equally able to participate in civic life.

- Connected, Safe, & Healthy Communities
  Anchorage is a safe community that is strong, resilient, and fosters a culture of non-violence. Anchorage promotes the health and welfare of all its residents including its most vulnerable.

- Education
  Newcomers to Anchorage, along with longtime diverse community members, find cradle to career opportunities within a thriving education system.

- Economic Development & Entrepreneurship
  We activate the full and diverse economic potential of Anchorage by removing all barriers and providing resources to achieve meaningful work and entrepreneurial opportunities for our diverse community members.

- Equitable Access
  All Anchorage residents have equal access to governmental and community based services (by removing institutional, systemic barriers.)
Civic Engagement

**Vision:** Anchorage residents are equally able to participate in civic life.

**Values:**
- The Municipality of Anchorage endeavors to remove barriers to civic engagement so that all residents have the knowledge and opportunity to engage in the community and its processes, organizations, and institutions.
- Elected decision makers, local boards, commissions, community councils, and organizations look like the community and reflect the Municipality of Anchorage’s vibrant diversity.

**Vehicles** for Civic Engagement

- Enhance public transportation, ride-share, alternative forms of transportation and improve walking and biking infrastructure to make it easier to participate in public/ community events. (Locate meetings near public transportation routes, share the information).

- Develop Anchorage Welcome Guide to include information on how to participate, get engaged, guide to government, Muni 101.

- Provide childcare at public meetings/community events at low or no cost.

- Better use boards and commissions to contribute to local decision making and work to make sure they reflect the diversity of Anchorage.

- Rethink community council system to engage more diverse membership and involvement in local decision making.

- Develop a civic engagement academy.

- Go to where people congregate – mini meetings on bus, government on the go, assembly meetings in the schools.

- Provide translation services at public meetings (starting with Anchorage Assembly).
Connected, Safe + Healthy Communities

**Vision:** Anchorage is a safe community that is strong, resilient, and fosters a culture of non-violence. Anchorage promotes the health and welfare of all its residents including its most vulnerable.

**Values:**

- Anchorage’s diverse communities connect to each other and people are connected to services, jobs, housing, education, healthcare, and events.
- Anchorage residents come together, connect, and meet in public spaces throughout the day and year-round.
- All Anchorage residents have access to safe and healthy housing and affordable health care.
- Anchorage honors its First People, strives to increase the social connectedness of all residents, and welcomes its newcomers.

**Vehicles** for Connected, Safe + Healthy Communities

- **Raise awareness and increase use of public spaces (libraries, schools, parks) by diverse community groups (amend ASD policy to remove barriers to using schools for meeting places).**

- **Collaborate with Anchorage Police Department to improve outreach to youth and minorities and encourage hiring from within neighborhoods to police the neighborhood.**

- **Increase affordable housing stock.**

- **Improve land use policies to encourage mixed use, more compact development (vs. sprawl).**

- **Decentralize health services, so that clinics operate in neighborhoods throughout the Municipality of Anchorage and/or improve public transportation to health care services.**

- **Host community sponsored citywide block parties with city participation/attendance.**
Vision: Newcomers to Anchorage, along with longtime community members, find cradle to career opportunities within a thriving education system.

Values:
- From birth through adulthood, Anchorage’s diverse residents have equitable access to a wide range of formal and informal educational opportunities that further their academic, personal, and professional development.
- Educational programs in our community embrace the cultural and linguistic diversity of students and families, and provide meaningful supports to accommodate inclusion.

Vehicles for Education Overall
- Engage teachers, staff, and educational leaders in ongoing high-quality professional development focused on working successfully and respectfully with diverse populations and English language learners.
- Provide effective English language learning supports in all educational programs to ensure meaningful access to curriculum and resources.
- Use targeted data to improve outcomes for diverse learners, working to address disparities through culturally-informed outreach and capacity-building.

Vehicles for Early Childhood Education + K-12
- Allow for equal access to the ASD alternative programs for all families by addressing transportation barriers and bringing successful alternative educational models into neighborhood schools, to strengthen and diversify options for all families.
- Structure schools to serve as hubs for wrap-around services for students and families, playing an integral role in a well-integrated and coordinated system of support.
- Partner with linguistically and culturally diverse families to support student success, foster reciprocal learning, promote leadership skills, and increase access to learning.

Vehicles for Post-Secondary, Workforce + Adult Education
- Collaborate with industry to provide wide range of certificate and credentialing opportunities to all residents, removing barriers to professional credential transferring for new arrivals.
- Create pathways for older youth and adults seeking high school completion, with targeted supports for language learners and those with limited formal schooling.
- Provide community schools programming at neighborhood schools with after-hours learning opportunities accessible by community members of all ages.
**Economic Development + Entrepreneurship**

**Vision:** We activate the full and diverse economic potential of Anchorage by removing all barriers and providing resources to achieve meaningful work and entrepreneurial opportunities for our diverse community members.

**Values:**
- Everyone has access to and opportunity for meaningful work and entrepreneurial opportunities.
- There is no brain waste in Anchorage and residents can find a job in their field of expertise.
- Anchorage has mentoring and internship opportunities for community residents.
- We activate economic capacity through our global and statewide relationships that rest on our diverse and multi-linguistic workforce.
- There are no institutional and structural barriers to enter the workforce.

**Vehicles for Economic Development + Entrepreneurship**

- Cultivate micro-lending opportunities and access to capital to support entrepreneurship and small business development.
- Develop financial literacy and management training to assist residents in starting small businesses.
- Link employers to the skills and talent of Anchorage’s new arrivals, promote their hiring.
- Reignite the Municipality’s commitment to DBE (disadvantaged business enterprise) and diversity contracting to foster a system that supports a range of contractors.
- Require businesses within the Municipality to adopt nondiscriminatory hiring practices.
- Create a certification for welcoming businesses in Anchorage (see Atlanta “You’re Welcome” project).
- Encourage community marketplaces (farmer’s markets, informal pop-up markets) to generate economic growth.
Equitable Access

Vision: All Anchorage residents have equal access to governmental and community-based services (by removing institutional, systemic barriers.)

Values:

- We remove language barriers with trained language service providers, by educating non-English speakers about their right to language services, with service providers aware of the need, how to, and the why they should seek to provide language services.
- We remove physical barriers by providing affordable public transportation, improving sidewalks and bike trails, removing snow, and providing access to technology that links people to services.
- We remove systemic and institutional, cultural barriers through kind, competent, compassionate service which supports and encourages access to government and community-based programs.

Vehicles for Equitable Access

- Require a cultural competency training academy for public service sector jobs: police, firefighters, doctors, job assistance program staff, general city employees.
- Offer on-demand access to qualified, trained language interpreters (by phone, creative technology/Google translate) throughout the city.
- Advocate for improving non-motorized infrastructure – trails, sidewalks, paths, parks.
- Provide access to free, high-speed internet.
- Develop cultural center or increase use of school spaces, community centers for cultural groups to host events, activities together.
## Welcoming Anchorage Steering Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Org</th>
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</thead>
<tbody>
<tr>
<td>Katie Bisson</td>
<td>Anchorage School District English Language Learners Program</td>
</tr>
<tr>
<td>Leah Boltz</td>
<td>Parks for All</td>
</tr>
<tr>
<td>Judith Crotty</td>
<td>Wells Fargo Bank</td>
</tr>
<tr>
<td>Omar Drammeh</td>
<td>Juvenile Justice Officer, State of Alaska</td>
</tr>
<tr>
<td>Chad Farrell</td>
<td>University of Alaska, Anchorage</td>
</tr>
<tr>
<td>Gretchen Fauske</td>
<td>Center for Economic Development, University of Alaska, Anchorage</td>
</tr>
<tr>
<td>Penny Gage</td>
<td>State of Alaska, Department of Commerce, Community, and</td>
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<td></td>
<td>Economic Development</td>
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<tr>
<td>Josh Hemsath</td>
<td>Pride Foundation</td>
</tr>
<tr>
<td>Stephanie Joannides</td>
<td>Retired Judge, Anchorage Superior Court</td>
</tr>
<tr>
<td>Aaron Leggett</td>
<td>Anchorage Museum</td>
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<tr>
<td>Elisiva Maka</td>
<td>Alaska Airlines</td>
</tr>
<tr>
<td>George Martinez</td>
<td>Office of the Mayor</td>
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<tr>
<td>Kimberly Pace</td>
<td>University of Alaska, Anchorage</td>
</tr>
<tr>
<td>Rebecca Robinson</td>
<td>University of Alaska, Anchorage</td>
</tr>
<tr>
<td>Denise Rollins</td>
<td>Anchorage Police Department</td>
</tr>
<tr>
<td>Polly Smith</td>
<td>Anchorage Literacy Project</td>
</tr>
<tr>
<td>Andre Thorn</td>
<td>University of Alaska, Anchorage</td>
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<tr>
<td>Laurie Wolf</td>
<td>Foraker Group</td>
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<td>Date</td>
<td>Meeting</td>
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<tr>
<td>September 1, 2016</td>
<td>Steering Committee Meeting</td>
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<tr>
<td>September 29, 2016</td>
<td>1st Stakeholder Gathering</td>
</tr>
<tr>
<td>October 2016 to January 2017</td>
<td>Pillar Work Group Meetings</td>
</tr>
<tr>
<td>November 4, 2016</td>
<td>Steering Committee Meeting</td>
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<tr>
<td>February 2, 2016</td>
<td>2nd Stakeholder Gathering</td>
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<tr>
<td>March to April 2016</td>
<td>Core Team Meetings</td>
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<tr>
<td>April 24, 2017</td>
<td>3rd Stakeholder Gathering</td>
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Stakeholder Gathering Presentations + Final Audience Response Results
Welcoming Anchorage
Strategic Integration Mapping

Stakeholder Meeting

April 24, 2017
Mountain View Library
Community Room

Meeting Objectives + Agenda

• Review goals + strategies for Welcoming Anchorage and gather feedback.
• Prioritize strategies within each Pillar.
• Make a plan for implementation.

5:30 – 5:45 p.m. Welcome
5:45 – 6:00 p.m. How We Got Here
6:00 – 6:30 p.m. Roadmap + Prioritization
6:30 – 6:50 p.m. How We Implement
6:50 – 7:00 p.m. Next Steps, Thank You!
Welcoming Anchorage
Vision + Values

Anchorage is a globally competitive, culturally vibrant community where every resident feels a sense of belonging and has equal opportunity to access all the community offers.

Our efforts to create a more welcoming community are imbued with the following shared values:

- Inclusivity
- Equality
- Justice
- Respect
- Integrity
- Transparency
- Collaboration
- Hope
- Welcoming!

A Strong Partnership

- Municipality of Anchorage
- Anchorage School District
- Anchorage Economic Development Corporation
- Wells Fargo
- Partnership for a New American Economy
- Welcoming America
Core Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Mara Kimmel</td>
<td>First Lady of Anchorage</td>
</tr>
<tr>
<td>Darrel Hess</td>
<td>Municipal Ombudsman</td>
</tr>
<tr>
<td>Amy Coffman</td>
<td>Municipality of Anchorage</td>
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<tr>
<td>George Martinez</td>
<td>Municipality of Anchorage</td>
</tr>
<tr>
<td>Katie Bisson</td>
<td>Anchorage School District</td>
</tr>
<tr>
<td>Moira Sullivan</td>
<td>Anchorage Economic Development Corporation (AEDC)</td>
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How we got here

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
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<tr>
<td>September 29, 2016</td>
<td>1st Stakeholder Gathering</td>
</tr>
<tr>
<td>October 2016 to</td>
<td>Pillar Work Groups meet and refine goals</td>
</tr>
<tr>
<td>January 2017</td>
<td></td>
</tr>
<tr>
<td>February 2, 2017</td>
<td>2nd Stakeholder Gathering to identify obstacles + solutions</td>
</tr>
<tr>
<td>March to April 2017</td>
<td>Core Team works to develop strategies</td>
</tr>
<tr>
<td>TODAY</td>
<td>Prioritizing strategies</td>
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</table>
Roadmap + Prioritization

A roadmap for an equitable, inclusive, diverse Anchorage

• For each Pillar
  – Civic Engagement
  – Connected, Safe & Healthy Communities
  – Economic Development & Entrepreneurship
  – Education
  – Equitable Access

• Review Goals
• Review Obstacles
• Vote on Strategic Priorities

Audience Response Instructions

• Helps gather group’s opinions or information using keypads
• Can share results live on screen
• Use your keypad to answer
• Click the number(s), press send:
Let’s Practice!

We will ask a few basic questions to help you get familiar with the audience response system.

Practice Questions

Q1. How would you define your role with Welcome Anchorage?

1. Community member
2. Elected official
3. Government
4. Interested person
5. Non-profit
6. Private sector business
7. Student
8. Other
Practice Questions – Role with Welcome Anchorage

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Community member</td>
<td>33%</td>
</tr>
<tr>
<td>Elected official</td>
<td>3%</td>
</tr>
<tr>
<td>Government</td>
<td>18%</td>
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<tr>
<td>Interested person</td>
<td>15%</td>
</tr>
<tr>
<td>Non-profit</td>
<td>23%</td>
</tr>
<tr>
<td>Private sector business</td>
<td>0%</td>
</tr>
<tr>
<td>Student</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
</tr>
</tbody>
</table>

Practice Questions

Q2. In what part of town do you live?

1. North
2. East
3. South
4. West
5. Eagle River/ Mat-Su Valley
Practice Questions – Part of Town

![Pie chart showing distribution of areas in town.]

Q3. What is your age?

1. 0-18
2. 19-25
3. 26-34
4. 35-44
5. 45-54
6. 55-64
7. 65 and over
Practice Questions - Age

Results

Practice Questions

Q4. Which language, besides English, is the most spoken language in Anchorage?

1. Spanish
2. Tagalog
3. Yup'ik
4. Inupiaq
5. Korean
6. Hmong
7. German
8. Samoan
Practice Questions – Languages in Anchorage

ANSWER = Spanish, with Hmong, Samoan, Tagalog, and Yup’ik not far behind.

Welcoming Anchorage
Roadmap

• Together we’ll discuss each Pillar
  – Civic Engagement
  – Connected, Safe & Healthy Communities
  – Economic Development & Entrepreneurship
  – Education
  – Equitable Access

• Review Goals
• Review Obstacles
• Vote on Strategic Priorities (using your clicker!)
Civic Engagement

Anchorage residents are equally able to participate in civic life.

**Goal 1:** The Municipality of Anchorage endeavors to remove barriers to civic engagement so that all residents have the knowledge and opportunity to engage in the community and its processes, organizations, and institutions.

**Goal 2:** Elected decision makers, local boards, commissions, community councils, and organizations look like the community and reflect the Municipality of Anchorage’s vibrant diversity.

Obstacles to Civic Engagement

- Access to translation, interpretation, language support services
- Childcare
- Transportation
- Lack of knowledge about how government works and what’s going on (community calendar)
- Meetings times and locations inconvenient, attending meetings is not the best approach for engagement
Civic Engagement Priorities
Select the top three priorities you would like to work on with Welcoming Anchorage. Press send between each choice.

1. Provide translation services at public meetings (starting with Anchorage Assembly). (1)
2. Provide childcare at public meetings/community events at low or no cost. (2)
3. Enhance public transportation and improve walking and biking infrastructure to make it easier to participate in public/community events. (3)
4. Develop Anchorage Welcome Guide to include information on how to participate, get engaged, guide to government, muni 101. (4)
5. Go to where people congregate – mini meetings on the bus, government on the go, assembly meetings in the schools. (5)
6. Rethink community council system to engage more diverse membership and involvement in local decision making. (6)
7. Better use boards and commissions to contribute to local decision making and work to make sure they reflect the diversity of Anchorage. (7)
8. Develop a civic engagement academy. (8)

RESULTS: Civic Engagement Priorities

22 Enhance public transportation and improve walking and biking infrastructure to make it easier to participate in public/community events. (3)
20 Rethink community council system to engage more diverse membership and involvement in local decision making. (6)
19 Develop Anchorage Welcome Guide to include information on how to participate, get engaged, guide to government, muni 101. (4)
16 Develop a civic engagement academy. (8)
15 Go to where people congregate – mini meetings on the bus, government on the go, assembly meetings in the schools. (5)
14 Provide childcare at public meetings/community events at low or no cost. (2)
12 Provide translation services at public meetings (starting with Anchorage Assembly). (1)
12 Better use boards and commissions to contribute to local decision making and work to make sure they reflect the diversity of Anchorage. (7)
Connected, Safe, Healthy Community

Anchorage is a safe community that is strong, resilient, and fosters a culture of non-violence. Anchorage promotes the health and welfare of all its residents including its most vulnerable.

Goal 1: Anchorage’s diverse communities connect to each other and people are connected to: services, jobs, housing, education, healthcare, and events.

Goal 2: Anchorage residents come together, connect, and meet in public spaces throughout the day and year-round.

Goal 3: All Anchorage residents have access to safe and healthy housing and affordable health care.

Goal 4: Anchorage honors its First People, strives to increase the social connectedness of all residents, and welcomes its newcomers.

Obstacles to Connected, Safe, Healthy Community

- Quality, affordable housing
- Fear, misunderstanding
- Availability of translation services (for all sectors) and awareness of existing language access resources
- Lack of safe, accessible trails and sidewalks (ADA compliant)
- Transportation challenges (frequency and routes of bus system)
- Interpersonal violence and suicide
### Connected, Safe, Healthy Community Priorities

Select the top three priorities you would like to work on with Welcoming Anchorage. **Press send between each choice.**

1. Collaborate with Anchorage Police Department to improve outreach to youth and minorities and encourage hiring from within neighborhoods to police the neighborhood. (1)
2. Raise awareness about and increase use of public spaces (libraries, schools, parks) by diverse community groups (amend ASD policy to remove barriers to using schools for meeting places). (2)
3. Increase affordable housing stock. (3)
4. Improve land use policies to encourage mixed use, more compact development (vs. sprawl). (4)
5. Decentralize health services, so that clinics operate in neighborhoods throughout the Municipality of Anchorage and/or improve public transportation to health care services. (5)
6. Promote community gardens and kitchens, use schools for this activity. (6)
7. Leverage existing Municipality of Anchorage Red Cross neighborhood disaster preparedness trainings to build connections and trust in neighborhoods. (7)
8. Host community sponsored citywide block parties with city participation/attendance. (8)

### Connected, Safe, Healthy Community Priorities

| 25 | Raise awareness about and increase use of public spaces (libraries, schools, parks) by diverse community groups (amend ASD policy to remove barriers to using schools for meeting places). (2) |
| 23 | Collaborate with Anchorage Police Department to improve outreach to youth and minorities and encourage hiring from within neighborhoods to police the neighborhood. (1) |
| 21 | Decentralize health services, so that clinics operate in neighborhoods throughout the Municipality of Anchorage and/or improve public transportation to health care services. (5) |
| 19 | Increase affordable housing stock. (3) |
| 17 | Improve land use policies to encourage mixed use, more compact development (vs. sprawl). (4) |
| 13 | Host community sponsored citywide block parties with city participation/attendance. (8) |
| 8  | Promote community gardens and kitchens, use schools for this activity. (6) |
| 5  | Leverage existing Municipality of Anchorage Red Cross neighborhood disaster preparedness trainings to build connections and trust in neighborhoods. (7) |
Education
Overall :: Early Childhood + K-12 :: Post-Sec., Workforce + Adult Ed.

Newcomers to Anchorage, along with longtime diverse community members, find cradle to career opportunities within a thriving education system.

**Goal 1:** From birth through adulthood, Anchorage’s diverse residents have equitable access to a wide range of formal and informal education opportunities that further their academic, personal, and professional development.

**Goal 2:** Educational programs in our community embrace the cultural and linguistic diversity of students and families, and provide meaningful supports to accommodate that diversity.

Obstacles to Education

- Cultural and linguistic challenges in navigating the U.S. educational system
- Lack of instructional supports for English learners across all types of programs
- Educators not reflecting the diversity of their students
- Lack of access to affordable early childhood programming and childcare
- Limited pathways for older youth and adults seeking high school completion, community college, and vocational training
- Lack of affordable, accessible enrichment learning opportunities for youth and adults
- Transportation
1. Use translation and interpretation services to ensure equal access to and full participation in all available educational opportunities. (1)
2. Provide effective English language learning supports in all educational programs to ensure meaningful access to curriculum and resources. (2)
3. Engage teachers, staff, and educational leaders in ongoing high-quality professional development focused on working successfully and respectfully with diverse populations and English language learners. (3)
4. Grow our own teachers and educational leaders from Alaska, who reflect the diversity of the community. (4)
5. Use targeted data to improve outcomes for diverse learners, working to address disparities through culturally-informed outreach and capacity-building. (5)

Select the top three priorities you would like to work on with Welcoming Anchorage. Press send between each choice.

Results: Education Priorities for All Programs

32 Engage teachers, staff, and educational leaders in ongoing high-quality professional development focused on working successfully and respectfully with diverse populations and English language learners. (3)
29 Provide effective English language learning supports in all educational programs to ensure meaningful access to curriculum and resources. (2)
28 Use targeted data to improve outcomes for diverse learners, working to address disparities through culturally-informed outreach and capacity-building. (5)
25 Grow our own teachers and educational leaders from Alaska, who reflect the diversity of the community. (4)
17 Use translation and interpretation services to ensure equal access to and full participation in all available educational opportunities. (1)
Early Childhood Education + K-12 Priorities

Select the top three priorities you would like to work on with Welcoming Anchorage. Press send between each choice.

1. Improve and increase early childhood programming options and resources. (1)
2. Partner with linguistically and culturally diverse families to support student success, foster reciprocal learning, promote leadership skills, and increase access to learning. (2)
3. Help parents navigate the educational system and empower them to take an active role in their children’s education. (3)
4. Structure schools to serve as hubs for wrap-around services for students and families, playing an integral role in a well integrated and coordinated system of support. (4)
5. Allow for equal access to the ASD alternative programs for all families by addressing transportation barriers and bringing successful alternative educational models into neighborhood schools, as a way to strengthen and diversify options for all families. (5)
6. Build capacity within neighborhood schools so that students with significant disabilities have access to more inclusive educational settings. (6)
7. Engage private schools/programs in partnerships to build a more inclusive, welcoming educational community. (7)

RESULTS: Early Childhood Education + K-12 Priorities

26 Allow for equal access to the ASD alternative programs for all families by addressing transportation barriers and bringing successful alternative educational models into neighborhood schools, as a way to strengthen and diversify options for all families. (5)
24 Structure schools to serve as hubs for wrap-around services for students and families, playing an integral role in a well integrated and coordinated system of support. (4)
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20 Build capacity within neighborhood schools so that students with significant disabilities have access to more inclusive educational settings. (6)
6 Engage private schools/programs in partnerships to build a more inclusive, welcoming educational community. (7)
Post-Secondary, Workforce + Adult Education Priorities

Select the top three priorities you would like to work on with Welcoming Anchorage. Press send between each choice.

1. Create pathways for older youth and adults seeking high school completion, with targeted supports for language learners and those with limited formal schooling. (1)
2. Improve access and supports for diverse students seeking higher education. (2)
3. Make higher education and job shadowing opportunities readily available for graduating students from diverse backgrounds. (3)
4. Expand vocational and workforce development programs with outreach and supports for diverse community members. (4)
5. Expand programming to fill gap of affordable community college level classes. (5)
6. Increase English language learning opportunities for adults. (6)
7. Collaborate with industry to provide a wide range of certificate and credentialing opportunities to all residents, removing barriers to professional credential transferring for new arrivals. (7)
8. Provide community schools programming at neighborhood schools with after-hours learning opportunities accessible by community members of all ages. (8)

RESULTS: Post-Secondary, Workforce + Adult Education Priorities

24 Collaborate with industry to provide a wide range of certificate and credentialing opportunities to all residents, removing barriers to professional credential transferring for new arrivals. (7)
23 Create pathways for older youth and adults seeking high school completion, with targeted supports for language learners and those with limited formal schooling. (1)
22 Provide community schools programming at neighborhood schools with after-hours learning opportunities accessible by community members of all ages. (8)
16 Expand vocational and workforce development programs with outreach and supports for diverse community members. (4)
13 Improve access and supports for diverse students seeking higher education. (2)
13 Make higher education and job shadowing opportunities readily available for graduating students from diverse backgrounds. (3)
11 Increase English language learning opportunities for adults. (6)
10 Expand programming to fill gap of affordable community college level classes. (5)
Economic Development & Entrepreneurship

We activate the full and diverse economic potential of Anchorage by removing all barriers and providing resources to achieve meaningful work and entrepreneurial opportunities for our diverse community members.

Goal 1: Everyone has access to and opportunity for meaningful work and entrepreneurial opportunities.

Goal 2: There is no brain waste in Anchorage and residents can find a job in their field of expertise.

Goal 3: Anchorage has mentoring and internship opportunities for community residents.

Goal 4: We activate economic capacity through our global and statewide relationships that rest on our diverse and multi-linguistic workforce.

Goal 5: There are no institutional and structural barriers to enter the workforce.

Obstacles to Economic Development & Entrepreneurship

- Credentials from other countries are not honored, takes time and expense to have credentials acknowledged
- Lack of access to capital
- Unemployment is disproportionally concentrated in certain neighborhoods, need good jobs close to affordable housing
- Affordable, accessible childcare
- Affordability of education and training programs
- Availability of inexpensive language courses
- Unaware of training and workforce development opportunities
Economic Development & Entrepreneurship Priorities

Select the top three priorities you would like to work on with Welcoming Anchorage. Press send between each choice.

1. Reignite the Municipality’s commitment to DBE (disadvantaged business enterprise) and diversity contracting to foster a system that supports a range of contractors. (1)
2. Require businesses within the Municipality to adopt nondiscriminatory hiring practices. (2)
3. Create a certification for welcoming businesses in Anchorage (see Atlanta “You’re Welcome” project). (3)
4. Develop financial literacy and management training to assist residents in starting small businesses. (4)
5. Cultivate micro-lending opportunities and access to capital to support entrepreneurship and small business development. (5)
6. Create community-wide job mentorship program that matches mentees and mentors (engage retirees). (6)
7. Link employers to the skills and talent of Anchorage’s new arrivals, promote their hiring. (7)
8. Encourage community marketplaces to generate economic growth. (8)

RESULTS: Economic Development & Entrepreneurship Priorities

30 Cultivate micro-lending opportunities and access to capital to support entrepreneurship and small business development. (5)
23 Develop financial literacy and management training to assist residents in starting small businesses. (4)
18 Link employers to the skills and talent of Anchorage’s new arrivals, promote their hiring. (7)
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12 Require businesses within the Municipality to adopt nondiscriminatory hiring practices. (2)
9 Encourage community marketplaces to generate economic growth. (8)
9 Create a certification for welcoming businesses in Anchorage (see Atlanta “You’re Welcome” project). (3)
Equitable Access

*All Anchorage residents have equal access to governmental and community-based services (by removing institutional, systemic barriers.)*

**Goal 1:** We remove language barriers with trained language service providers, by educating non-English speakers about their right to language services, with service providers aware of the need, how to, and why they should seek to provide language services.

**Goal 2:** We remove physical barriers by providing affordable public transportation, improving sidewalks and bike trails, removing snow, and providing access to technology that links people to services.

**Goal 3:** We remove systemic and institutional, cultural barriers through kind, competent, compassionate service which supports and encourages access to government and community-based programs.

Obstacles to Equitable Access

- Lack of awareness within businesses and community regarding available language services
- Challenges obtaining licensing, identification (e.g., Driver’s license)
- Affordable legal services
- Food security and access
- ADA compliance
- Lack of real, protected, and plowed bicycle lanes and pedestrian pathways, sidewalks
Equitable Access Priorities

Select the top three priorities you would like to work on with Welcoming Anchorage. *Press send between each choice.*

1. **Offer on-demand access to qualified, trained language interpreters (by phone, creative technology/Google translate) throughout the city.** (1)
2. **Provide access to free, high-speed internet.** (2)
3. **Create discount programs for locals, resident rates/discounts.** (3)
4. **Require** a cultural competency training academy for public service sector jobs: police, firemen, doctors, job assistance program staff, general city employees (4)
5. **Work with legal service providers to provide help for civil cases** (5)
6. **Advocate for improving non-motorized infrastructure** – trails, sidewalks, paths, parks (6)
7. **Develop cultural center or increase use of school spaces, community centers for cultural groups to host events, activities together** (7)
8. **Name streets, buildings, community infrastructure to reflect cultures of first peoples and residents** (8)

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Equitable Access Priorities

36 **Require a cultural competency training academy for public service sector jobs:** police, firemen, doctors, job assistance program staff, general city employees (4)
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9 **Work with legal service providers to provide help for civil cases** (5)
7 **Name streets, buildings, community infrastructure to reflect cultures of first peoples and residents** (8)
2 **Create discount programs for locals, resident rates/discounts.** (3)
Welcoming Anchorage Roadmap

• Did we get it right?
  – After reviewing this plan together, are there strategies you would still like to see included?
  – What’s missing?
  – Thoughts/suggestions?

How We Implement

• Let’s keep the momentum going!
• This meeting has set the priorities for creating a Welcoming Anchorage
• Sort the strategies by: MOA policy change, Collaboration, Funding
• Assembly work session to present the roadmap and educate decision makers about the process and wide-ranging community support for the roadmap
• Share the roadmap! Present to community councils, write opinion pieces for the paper, meet with community groups, invite participation in work groups
• Integrate the roadmap across sectors and throughout the community
Next Steps

- Develop the roadmap document
- Spread the word about Welcoming Anchorage. Build support.
- Meet as work groups to take on strategies
- MOA Vista/AmeriCorps staff to support Welcoming work
- Roll up sleeves and do the work!

Closing Remarks

- Share one thing you feel positive about
- THANK YOU!
Welcoming Anchorage
Strategic Integration Mapping
Stakeholder Meeting

February 2, 2017
Mountain View Library
Community Room

Agenda

5:40 – 5:55 p.m. Introductory remarks
• Mayor Ethan Berkowitz
• First Lady Mara Kimmel

5:55 – 6:05 p.m. Meet Your Neighbor(s) Exercise

6:05 – 6:15 p.m. Today’s Goals
• Discuss participant involvement
• Review strategic mapping process

6:15 – 7:05 p.m. Work Group Accomplishments

7:05 – 7:20 p.m. Gallery Walk

7:20 – 7:30 p.m. Next Steps, Thank you!
Introductory Remarks

• Thank you for joining us this evening!
• What do the recent Executive Orders mean for Welcoming Anchorage?

Meet Your Neighbor(s) Exercise

• Read the prompt on your Welcoming America card and share with the person sitting to your right.
• Some tables may need to have one group of three.
• Please leave your card on the table at the end of the meeting.
Today’s Goals

• Continue engaging in dialogue that promote inclusion, celebrate diversity, and affirm resilience.

• Share progress from work groups in identifying and prioritizing visionary goal statements.

• Determine potential solutions (policies/actions) and obstacles (that may arise) for each goal statement.

Work Group Accomplishments

Pillars

• Civic Engagement: Darrel Hess

• Connected, Safe, and Healthy Communities: George Martinez

• Economic Development and Entrepreneurship: Mara Kimmel

• Education: Katie Bisson

• Equitable Access: Amy Coffman
Gallery Walk

• Using the green (solution) and red (obstacle) sticky notes on your table, please identify solutions and/or obstacles for the goal statements displayed on the wall.
• Place the sticky notes next to the appropriate statements.
• Contribute as much or as little feedback as your wish.

Closing Remarks

• Share one thing you would like to work on moving forward.
Next Steps

• Work group meetings
• Final stakeholder meeting
Welcoming Anchorage Strategic Integration Initiative  
*Stakeholder Meeting*  
September 29, 2016  
Alaska Native Heritage Center  
Athabaskan House

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**Agenda**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>1:30 – 1:50 p.m.</td>
<td>Introductory remarks</td>
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<tr>
<td></td>
<td>• Mayor Ethan Berkowitz</td>
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<td>• First Lady Mara Kimmel</td>
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<td>• Rasmuson Foundation</td>
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<td>• Partnership for a New American Economy</td>
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<td>• Welcoming America</td>
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<td>• Alaska Native Heritage Center</td>
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<td>1:50 – 2:00 p.m.</td>
<td>Attendee introductions</td>
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<td>2:00 – 2:15 p.m.</td>
<td>Why we’ve gathered</td>
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<td>2:15 – 3:30 p.m.</td>
<td>Today’s goals</td>
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<td></td>
<td>• Work in small groups</td>
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<td></td>
<td>• Rotate to three of five</td>
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<tr>
<td>3:30 – 4:00 p.m.</td>
<td>Next Steps, closing remarks</td>
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Attendee Introductions

• Share your name and organization.

Why We’ve Gathered
## Core Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mara Kimmel</td>
<td>First Lady of Anchorage</td>
</tr>
<tr>
<td>Darrel Hess</td>
<td>Municipal Ombudsman</td>
</tr>
<tr>
<td>Amy Coffman</td>
<td>Municipality of Anchorage</td>
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<tr>
<td>George Martinez</td>
<td>Municipality of Anchorage</td>
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<tr>
<td>Delaney Mitchell</td>
<td>Municipality of Anchorage</td>
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<tr>
<td>Katie Bisson</td>
<td>Anchorage School District</td>
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<tr>
<td>Moira Sullivan</td>
<td>Anchorage Economic Development Corporation (AEDC)</td>
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## Steering Committee Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
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<th>Organization</th>
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</thead>
<tbody>
<tr>
<td>Aaron Leggett</td>
<td>Anchorage Museum</td>
<td>Kimberly Pace</td>
<td>UAA</td>
</tr>
<tr>
<td>Andre Thorne</td>
<td>UAA</td>
<td>Leah Boltz</td>
<td>Parks for All</td>
</tr>
<tr>
<td>Bao Vang</td>
<td>Anchorage School District</td>
<td>Liz Medicine Crow</td>
<td>First Alaskans Institute</td>
</tr>
<tr>
<td>Chad Farrell</td>
<td>UAA</td>
<td>Megan Enler</td>
<td>Anchorage Neighborhood Health Clinic</td>
</tr>
<tr>
<td>Denielle Balwin</td>
<td>Cook Inlet Housing Authority</td>
<td>Omar Drammeh</td>
<td>Alaska Division of Juvenile Justice</td>
</tr>
<tr>
<td>Denise Rollins</td>
<td>Anchorage Police Department</td>
<td>Polly Smith</td>
<td>Alaska Literacy Program</td>
</tr>
<tr>
<td>Elisiva Maka</td>
<td>Alaska Airlines</td>
<td>Rebecca Robinson</td>
<td>UAA</td>
</tr>
<tr>
<td>Josh Hemsath</td>
<td>Pride Foundation</td>
<td>Wanda Greene</td>
<td>NAACP</td>
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Today’s Goals

Break into small groups organized around the Welcoming Anchorage Pillars:

- Civic Engagement
- Connected, Safe, and Healthy Communities
- Economic Development and Entrepreneurship
- Education
- Equitable Access

Small Group Activity: Intent

1. Develop a visionary, long-term goal for each pillar (some call this a BHAG: big, hairy, audacious, goal)!

To set the stage for:

**Meeting #2:** Identifying what’s blocking us from achieving our vision, obstacles to overcome.

**Meeting #3:** Developing policy solutions.
Small Group Activity – 1 hour

Rotate to 3 of 5 pillars. 20 minutes at each. Organizers will tell you when to switch pillars.

What you’re doing:
• Brainstorm, work together to develop the vision or BHAG (big, hairy, audacious, goal) for the pillar.
• Use the prompt provided to generate ideas.
• Think big, bold, important. Clear, concise, measurable.
• You’re mapping the desired future state you’d like to see for the Pillar.

Small Group Report Back

Pillars
• Civic Engagement: Aaron Leggett & Darrel Hess
• Connected, Safe, and Healthy Communities: Omar Drammeh & George Martinez
• Economic Development and Entrepreneurship: Mara Kimmel & Siva Maka
• Education: Andre Thorne & Katie Bisson
• Equitable Access: Josh Hemsath & Amy Coffman
### Civic Engagement

**Prompt**
We will know Anchorage has become the most civically engaged community when…

| Example | our diversity is represented in all of our civic institutions of power (boards, commissions, the Anchorage Assembly, the Mayor’s office)… |
| Challenges Identified by Steering Committee | • Lack of comprehensive community events calendar.  
• Lack of knowledge about existing resources (e.g., what each city department does).  
• Need for citizen engagement academy (e.g., how to be more involved and understand rights and responsibilities).  
• Language access |

### Connected, Safe, & Healthy Communities

**Prompt**
A safe, healthy, and connected Anchorage for all people is a community where…

| Example | All residents live in neighborhoods free from crime and violence and can safely walk, bike, and connect with neighbors. |
| Challenges Identified by Steering Committee | • “Brain waste”  
• Transience  
• Need for accessible language programs (e.g., cannot discuss health and wellness until English language learner has linguistic support).  
• No sidewalks, City’s infrastructure challenges |
### Economic Development & Entrepreneurship

**Prompt**  
Anchorage residents are able to attain meaningful jobs and pursue entrepreneurial opportunities when…

| Example | All residents have access to work in their field of training, language fluency, and affordable childcare. |
| Challenges Identified by Steering Committee |  
  - Affordable, accessible childcare  
  - Available transportation  
  - Language access  
  - Need for credential translation  
  - Need to focus on and encourage disabled hiring  
  - Lack of access to capital |

### Education

**Prompt**  
Anchorage residents pursue educational opportunities and are able to get the most out of our pre-schools, K-12 schools, and institutions of higher education and vocational training when…

| Example | they have all the tools they need to join Anchorage’s educational system. |
| Challenges Identified by Steering Committee |  
  - Language access (improving communication with parents, counselors, students); inviting parents to be a part of child’s educational process  
  - Available transportation  
  - Affordable, accessible childcare  
  - Loss of grant funding (that helps with college and career fair resources) |
Equitable Access

Prompt: Anchorage residents have access to all of the city’s services because…

Example: Organizations provide translation services, the City takes care of its infrastructure (streets and sidewalks), we don’t create unnecessary barriers to employment, we pay employees well.

Challenges Identified by Steering Committee:
- ADA compliance
- Transportation (roads, sidewalks, trails); ability to safely get to places
- Minimum education requirements
- Salary ranges
- Language access (braille, sign language, English language tutoring)

Closing Remarks

• Share one thing you feel positive about
• THANK YOU!