Anchored Home

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

August 2018

Anchorage Coalition to End Homelessness

MUNICIPALITY OF ANCHORAGE

United Way
United Way of Anchorage

Contents

[placeholder for letter from Mayor Berkowitz]

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

Background

Homelessness can be difficult to understand. We see the individuals in public spaces, living in encampments and panhandling 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, employment, and a higher quality of life. Children are more likely to be successful in school and to graduate to higher education.

Addressing homelessness means our community will be safer. Businesses gain, visitors and tourists have positive experiences, and parks and public lands are put to their highest and best use. Police, fire and emergency medical services will be less burdened, saving 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 to help them live successfully in the community. Many socioeconomic factors affect homelessness such as unemployment, lack of affordable housing, low wages, public health crises, like the epidemic of opioid and substance abuse. Building our local economy and promoting equity so we all benefit 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. It addresses immediate community needs and builds the foundation to address larger, socioeconomic factors. 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

Housing & Support System

Public Health & Safety

Advocacy & Funding

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. Both the private and public sectors will help to implement this plan.

Key Pillars of *Anchored Home*

Anchored Home directs resources to three key pillars to end homelessness and improve community livability.

- Growing the Housing and Support System,
- Improving Public Health and Safety, and,
- Increasing Advocacy and 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 homeless kids. 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 State

Support 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.[1]

Anchorage's Housing & Support System

---
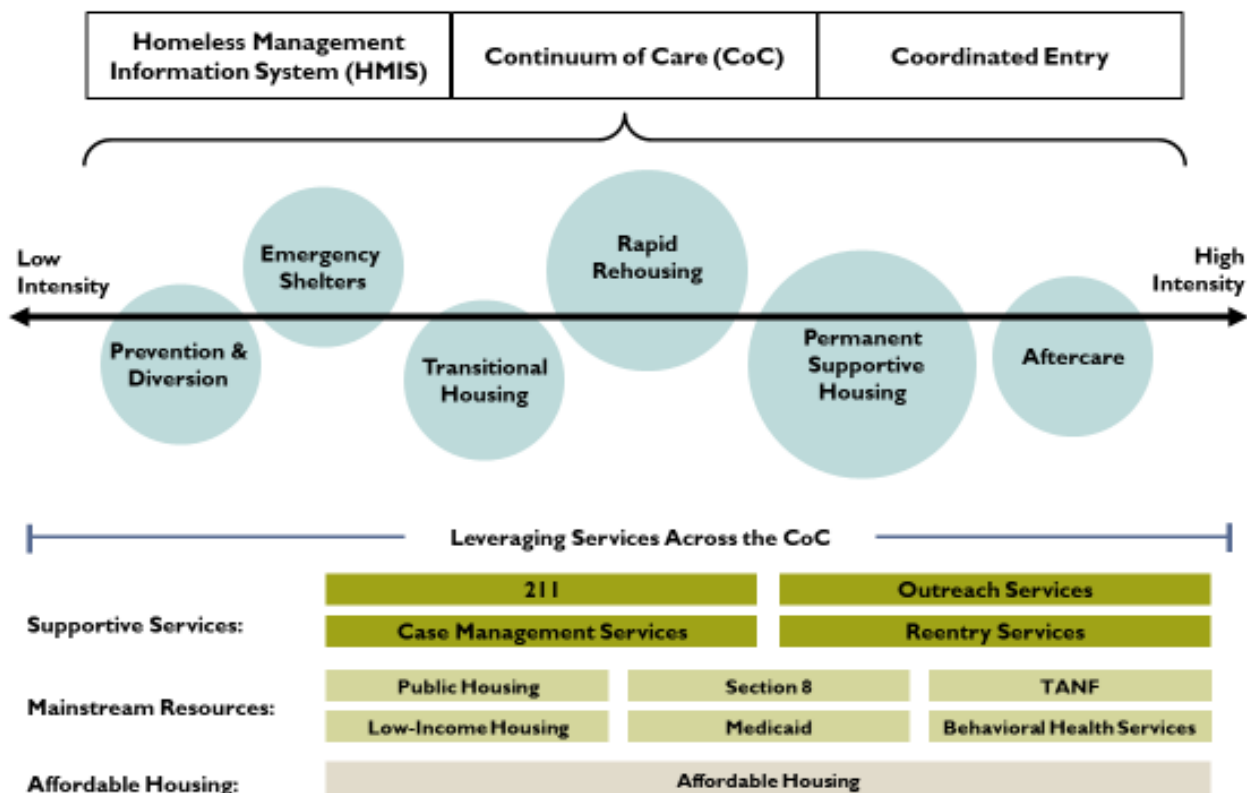
[1] This is not a comprehensive list of housing and supports. Definitions for services within the Housing & Support System can be found in the Definitions and Acronym section at the end of this document.

Currently, it is challenging to quantify true community need for housing and supports and identify shortages so that 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.

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, community members do 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.

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 down by sub-populations), 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 as of January and August 2018.

People Experiencing Homelessness in Anchorage	Youth and Young Adults	Families	Veterans	Adults	Total
January Point in Time Count (2018)	97	87	62	807	1,094
Active clients in HMIS (Sep 2017 - Aug 2018)	TBD	TBD	TBD	TBD	5,893
System Successes	Youth and Young Adults	Families	Veterans	Adults	Total
Average Length of Homelessness (Sep 2017 - Aug 2018)	TBD	TBD	TBD	TBD	TBD
Percent of Population Returning to Homelessness within 1 Year (Sep 2017 - Aug 2018)	TBD	TBD	TBD	TBD	TBD

One core component of this plan is to improve the quality of data and increase use of metrics collected by the Housing & Support System. Our current data processes have room for improvement. The data gathered in Anchorage does not accurately reflect all people experiencing homelessness, it measures those who have come into contact 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, we may see the number of people experiencing homelessness grow because we are more accurately identifying and serving those in need.
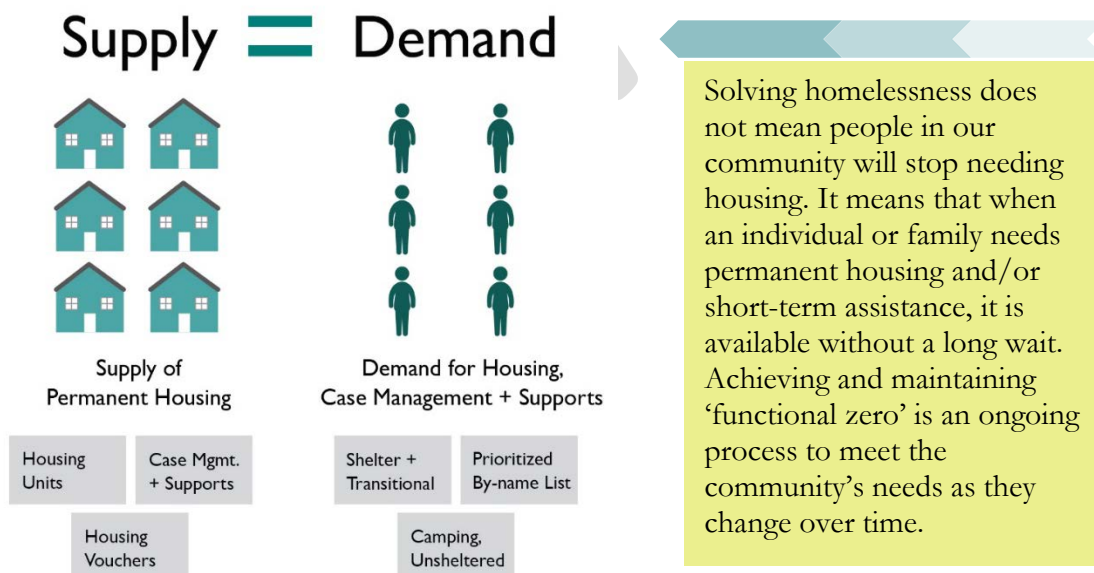
Beyond understanding the number and basic demographics of those experiencing homelessness, data will be used to track implementation of the Anchored Home pillars. As we work to implement the actions of each pillar, progress measures should show improvement. Data will also help us be smart about where to target our work. For instance, HMIS data could help us understand who and how many people are living in encampments. 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[2]

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 between the community, the Municipality, businesses, housing providers, supportive service providers, community support 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.

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.

Solving homelessness does not mean people in our community will stop needing housing. It means that when an individual or family needs permanent housing and/or short-term assistance, it is available without a long wait. Achieving and maintaining 'functional zero' is an ongoing process to meet the community's needs as they change over time.
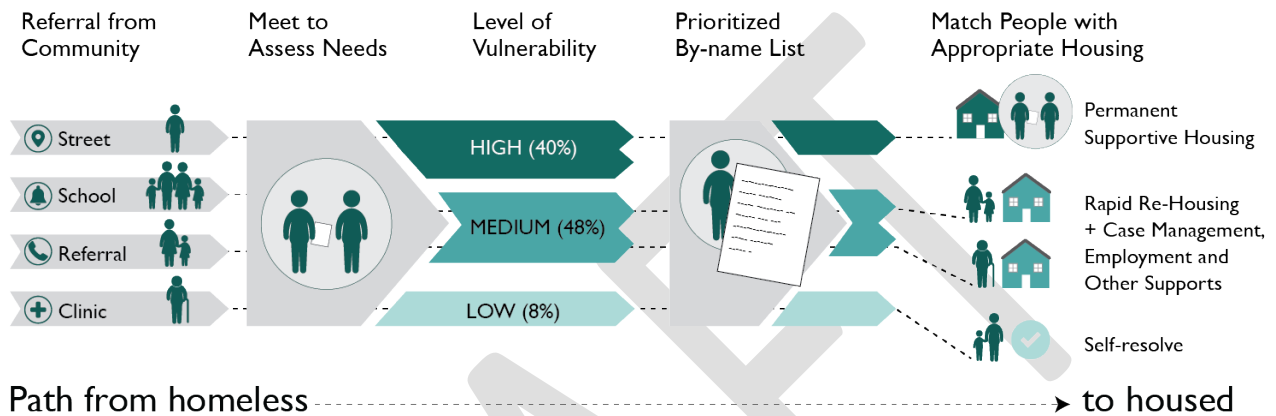
---

[2] 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

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

- Accurately counting the demand for Housing & Supports and the available supply and understanding 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.
- Improving data quality in HMIS and increasing our use of data metrics to track progress.
- Improving the Coordinated Entry System 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

Referral from Community	Meet to Assess Needs	Level of Vulnerability	Prioritized By-name List	Match People with Appropriate Housing
Street		HIGH (40%)		Permanent Supportive Housing
School		MEDIUM (48%)		Rapid Re-Housing + Case Management, Employment and Other Supports
Referral				
Clinic		LOW (8%)		Self-resolve

Path from homeless ---> to housed

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 chronically homeless and other adults. Functional zero is reached when the number of people who are experiencing homelessness each month, sheltered and unsheltered, is less than the monthly availability of housing and supports.

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 and Municipality of Anchorage http://www.muni.org/departments/mayor/pages/mayorshousingandhomelessness.aspx websites and through quarterly community-wide communications. Transparency and open community dialogue are central components of Anchored Home.

A warm bed for every child

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

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 the plan, 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 the end goals.
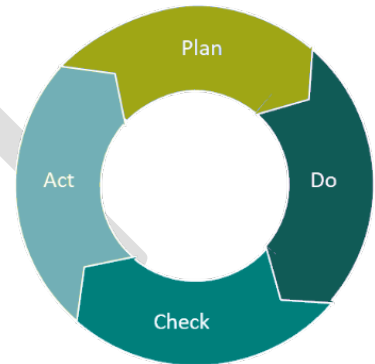
Implementing the Pillars

Each of the pillars has an overall goal and a set of 3-year priorities that will be implemented through the action plan, an initial draft of which is in the appendix to this plan. 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 quarterly, community-wide communications and via the Anchorage Coalition to End Homelessness website, www.anchoragehomeless.org.

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 plan to achieve 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 existing services. Increase housing and service capacity to meet demand needs. Integrate mainstream and community services.
4. **Build Prevention Resources:** Increase resources to prevent and divert people from homelessness. Target zero discharges to homelessness from any institution or from state custody.

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.

5. **Empower Community Voices**: Include those with lived homeless experiences in planning and implementation. Engage the Alaskan Federation of Natives, Alaska Native Corporations and advocacy groups in planning and implementation. Create on-going two-way communications with the community to share data, progress and provide education.

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 the need for 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 strategy 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 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:

   - 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.
   - 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.
   - 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.
   - 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.

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 Leadership Council to guide and support the implementation of Anchored Home. Build support among community councils, businesses, elected officials, philanthropic leaders, residents, and faith- and

<table>
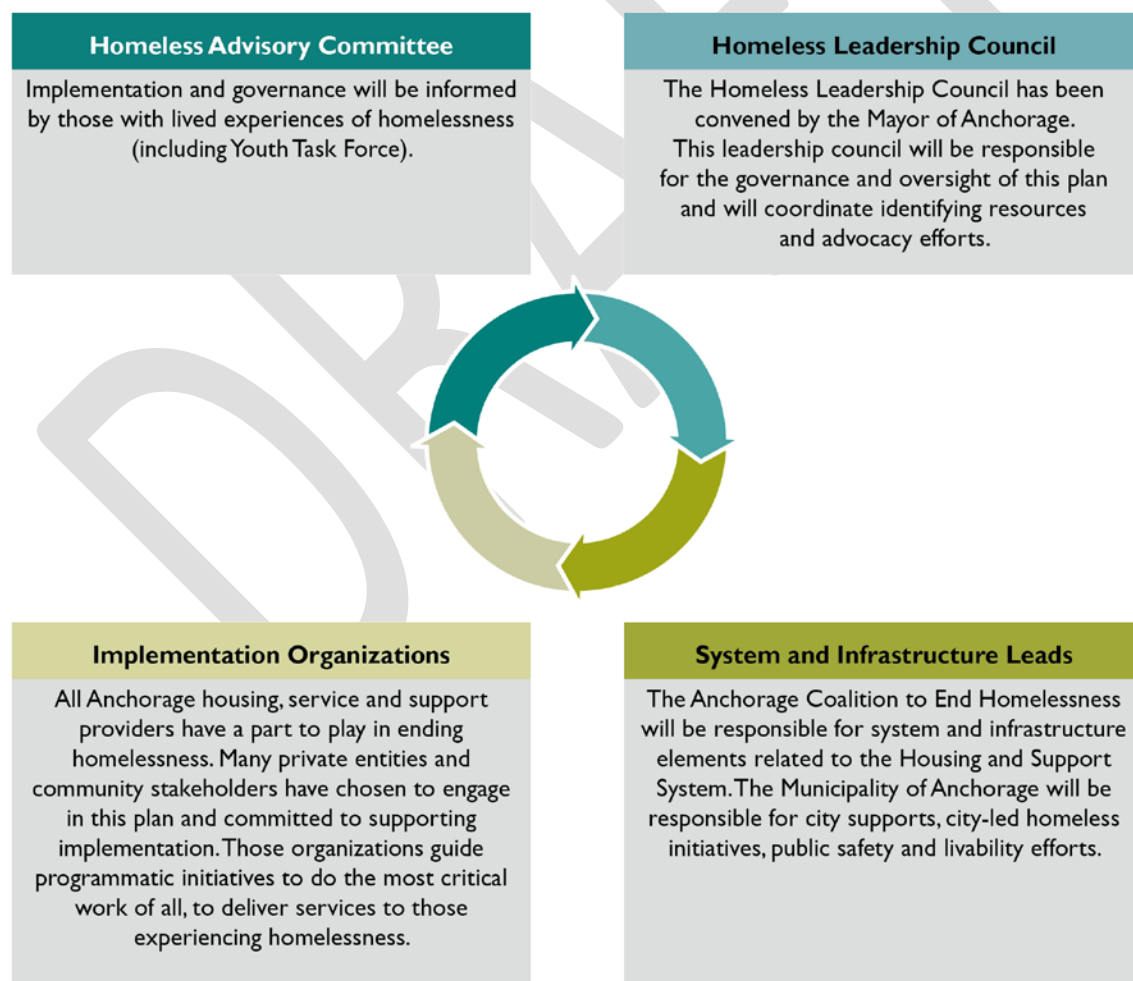<tr><td style="background-color:#6b5d52">Advocacy & Funding
Build public will to achieve functional zero. Secure necessary resources to achieve the vision.</td></tr>
</table>

> community-based organizations. Create transparent routine communication to share progress and data with the community.
> 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.
> 3. **Advocate**: Develop an advocacy plan to guide policy and community advocacy.

Governance Structure

Using a Collective Impact approach that "brings diverse organizations together to tackle complex social problems" community residents, partners, and leaders will work together to achieve the goals of Anchored Home.[3] 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.

Homeless Advisory Committee

Implementation and governance will be informed by those with lived experiences of homelessness (including Youth Task Force).

Homeless Leadership Council

The Homeless Leadership Council has been convened by the Mayor of Anchorage. This leadership council will be responsible for the governance and oversight of this plan and will coordinate identifying resources and advocacy efforts.

Implementation Organizations

All Anchorage housing, service and support providers have a part to play in ending homelessness. Many private entities and community stakeholders have chosen to engage in this plan and committed to supporting implementation. Those organizations guide programmatic initiatives to do the most critical work of all, to deliver services to those experiencing homelessness.

System and Infrastructure Leads

The Anchorage Coalition to End Homelessness will be responsible for system and infrastructure elements related to the Housing and Support System. The Municipality of Anchorage will be responsible for city supports, city-led homeless initiatives, public safety and livability efforts.

---

[3] Learn more about the Collective Impact model via a short explanatory video: https://www.youtube.com/watch?v=HNOnrrIYvdo.

Definitions and Acronyms

The following terms are used in Anchored Home and 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 smartphone application. 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	Alaska Native / American Indian
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 ness 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.
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. A list of FAQs about Coordinated Entry can be found here: https://www.hudexchange.info/resources/documents/Coordinated-Entry-and-HMIS-FAQs.pdf.

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.
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 that will quickly house individuals and families experiencing homelessness and to help them remain housed permanently. Program participants, referred from the Coalition to End Homelessness's "coordinated entry" list, will receive financial assistance for up to six months and case management for up to one year. The program will focus on immediate housing stabilization, followed by employment preparedness and connectivity to community support organizations. The program is expected to launch in July 2018. Participating landlords include Weidner Apartment Homes and Cook Inlet Housing Authority, and 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.
Pay for Success Demonstration Project PFS	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. Anchorage is currently 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.
Permanency Navigator Team	Funded through the Youth Homelessness Demonstration Program, homeless youth and young adults 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.
Permanent Supportive Housing PSH	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.
Point in Time Count PIT	The Point-in-Time (PIT) count is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care

	conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night.
Rapid Re-housing RRH	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.
Single Adult	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 or partner relationships, including living with another adult.
Transitional Housing TH	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.
U.S. Department of Housing and Urban Development HUD	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.
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 also has programs specifically for homeless veterans.
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 homeless and at-risk of homelessness persons. 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 and 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. 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.

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 voices came to the conversation and provided input.

Anchored Home Developers and Funders
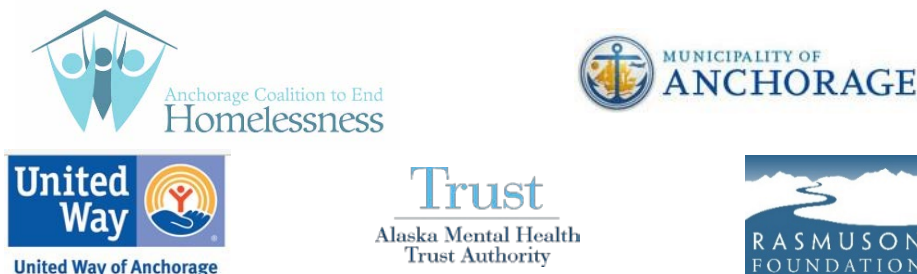
Partners, Participating Organizations and Community Voices

ACLU of Alaska
AK Red, LLC
Alaska AFL-CIO
Alaska Children's Trust
Alaska Coalition on Housing and Homelessness
Alaska Criminal Justice Commission
Alaska Department of Corrections
Alaska Department of Health and Social Services
Alaska Food Policy Council
Alaska Grassroots Alliance
Alaska Housing Finance Corporation
Alaska Legislature
Alaska Mental Health Trust Authority
Alaska Mill and Feed
Alaska Native Tribal Health Consortium
Alaska Trails
Alaska Veterans Foundation
Allen & Peterson Cooking + Appliance Center
Anchorage Assembly
Anchorage Coalition to End Homelessness
Anchorage Downtown Partnership
Anchorage Economic Development Corporation
Anchorage Fire Department
Anchorage Parks Foundation
Anchorage Police Department
Anchorage School District
ARBRA
Assembly Member Christopher Constant
Assembly Member Forrest Dunbar
Assemble Member Suzanne LaFrance
AWAIC
Bean's Café
Catholic Social Services
Christian Health Associates
Coalition to Protect Public Spaces

Cook Inlet Housing Authority
Cook Inlet Tribal Council
Covenant House Alaska
Daybreak Services, Inc.
Disability Law Center of Alaska
Downtown Community Council
Downtown Hope Center
East Downtown Partnership
eDAG
Fairview Community Council
Forget Me Not
Institute of Community Alliances
Mat-Su Health Foundation
Mat-Su Coalition to End Homelessness
Mountain View Library
Municipality of Anchorage
NeighborWorks Alaska
Nine Star
Office of Governor Bill Walker
Office of Senator Tom Begich
Office of Representative Geran Tarr
Partners for Progress
Providence Health Systems Alaska
Rasmuson Foundation
RurAL CAP
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
University of Alaska Anchorage Justice Center
Youth Task Force