

10 YEAR PLAN TO END LONG TERM HOMELESSNESS IN ALASKA

“Opportunity begins with a Home”

Alaska Council on the Homeless

Adopted May 28, 2009

Executive Summary:

This Ten Year Plan to Address Long-term Homelessness in Alaska (Plan) is based on four years of work by state and local governments and the input of hundreds of people and homeless service providers. It is realistic and achievable. It will reduce the number of homeless individuals and families in total and decrease the duration of time spent in homelessness.

The Plan recommends:

1. 1,000 new units over the next 10 years
2. 500 new rental assistance vouchers
3. 160 new supportive service slots
4. \$3 million annually to establish a coordinated pool of funds for prevention activities.

The plan establishes realistic goals and details specific actions steps to achieve them. It will take \$10 million in additional resources to achieve a reduction of greater than 50% in the homeless population.

The state Homeless Assistance Program (HAP), the Housing for Persons with AIDS/HIV(HOPWA), and McKinney-Vento homeless programs, along with activities of the private sector through non-profits and faith based organizations are the reason for our current successes. They form the base line that is responsible for the current successes in addressing homelessness. This plan assumes that current efforts will be maintained and additional resources will help create future successes.

The amount of funding needed to take Alaska beyond its current status of “maintaining” rather than “reducing” homelessness is not astronomical. While some additional investment is necessary, much can be accomplished through redirection of existing resources and greater interagency cooperation. This plan focuses on three approaches that have been proven successful throughout the US in addressing homelessness. These three approaches are:

- the creation of supportive housing. It brings support services together with appropriate housing to allow the homeless with co-occurring disorders (mental health, substance abuse) to live independently or under supervision. This approach is far more cost effective than reliance on emergency room visits, or periodic stays in the Alaska Psychiatric Institute or prison to address homelessness;
- New rental assistance for families and individuals that need short term assistance to get back into the work force; and
- Prevention activities. The most expensive way to address homelessness is to wait until a family’s situation becomes a crisis requiring reliance on emergency assistance. A small

amount of money (less than \$2,000), made available at the right time can prevent a family or individual from becoming homeless.

With incremental additions to the housing inventory and the adequate living supports identified in this plan, Alaska can handily reduce its homeless numbers from thousands to hundreds by 2019.

Introduction

The face of homelessness in Alaska is a child playing in a shelter. It is a veteran struggling with post-traumatic stress, estranged from family and distrustful of “the system.” It is a camp concealed in the trees until discovered, dismantled and all of the inhabitants’ possessions are taken. It is a foster child who must now fend for themselves because a birthday suddenly turned them into a legal “adult.” The face of homelessness is people of every age and ethnic group more often caught up in circumstances beyond their control who are looking for the path that will lead them home. Homelessness is not a character flaw.

This document is the product of a continuing effort in the state of Alaska to strategically reduce the tragedy of long-term homelessness in our state. For many years the Alaska Coalition on Housing & Homelessness, a grass-roots statewide organization had been collecting data and promoting policies that would more aggressively address this growing problem. In 2005, then Governor Frank Murkowski signed an executive order creating the Alaska Council on the Homeless, a cabinet-level interagency task force comprised of state commissioners and the Executive Directors of Alaska Housing Finance Corporation (AHFC) and the Alaska Mental Health Trust Authority. The Council was charged with developing a plan to combat homelessness in our state.

In October 2005, the Council released its report, “Keeping Alaskans Out of the Cold.” The plan contained three key recommendations: 1) establishment of a state affordable housing trust; 2) formation of a task force to help reduce the incidence of discharges from state-funded institutions to homelessness; and 3) expansion of renter education opportunities. During the next two years progress was made on a number of the recommendations. A structure was developed for a housing trust and a plan produced and submitted to Governor Murkowski, a more coordinated effort was developed by state agencies to try and reduce discharges to homelessness, and existing renter education program models were identified and one was selected for implementation.

In May 2007, Governor Sarah Palin reactivated the Alaska Council on the Homeless, and expanded its membership to include representatives from local government, Native housing authorities, homeless advocates and members of the public-at-large. The Council was tasked with further developing the recommendation of a housing trust, establishing a statewide homeless action plan, monitoring progress during the implementation of the plan and issuing an annual report to the governor on the use of state resources to end homelessness.

In January 2008, legislation was introduced to create a coordinated fund source within the Alaska Housing Finance Corporation (AHFC). During the deliberation process, questions were raised about the long-term financial commitment attached to the legislation when there was not yet an action plan to review and react to. The end result was an increase in funding for an existing homeless program administered by AHFC and a directive to produce a 10-year action to address homelessness in Alaska.

After several meetings and a full-day work session, the Council, in consultation with the Alaska Coalition on Housing & Homelessness, produced this action plan which will serve as the guide for directing state resources toward reducing long-term homelessness in the coming years. The plan includes current baseline data and measurable goals to track progress, determine funding levels, and implement programmatic adjustments along the way. Recognizing that a “one-size-fits-all” approach to combating long-term homelessness is unrealistic, this plan contains a number of action steps that are grouped within specific focus areas.

How Alaska Measures Up

Although the absolute number of homeless in Alaska is less than 5,000 people at any given time:

- Alaska had double the national average of per capita homelessness in 2008.
- Alaska is in the top ten states in per capita homelessness.

To measure the extent of homelessness, communities throughout the country have embraced the “point-in-time” (PIT) approach for gathering statistical information. Since 1995, AHFC has coordinated statewide PIT counts. In conformance with guidelines issued by the U.S. Department of Housing & Urban Development (HUD), PIT counts are conducted during the last week in January each year. Recent (2008) PIT data tells us the following:

- The total count of homeless Alaskans was 3,305
- The number of homeless households with children was 494 (1,507 persons)
- 627 persons met the HUD definition of a “chronic” homeless person
- 161 beds existed in the homeless housing inventory to target chronic homeless persons.

In addition to PIT information, the Department of Corrections reports that approximately 8,000 persons are discharged from prison each year with no identified housing arrangement.

Nationally, overall chronic homelessness decreased between 2005 and 2007. This is the result of a re-targeting of HUD resources and the narrow definition HUD uses that includes a person sleeping in an 1) emergency homeless shelter; 2) a transitional housing facility that targets homeless persons or; 3) a place not suitable for human habitation like a sidewalk or their car.

Those who have been turned away because a shelter is full or those in a community that lacks a shelter and must turn to family or friends to avoid the streets are not included in HUD reports.

Alaska's PIT count distinguishes homeless populations that fit in HUD-prescribed charts from those that are homeless by displacement, by their lack of permanent housing, by those who are temporarily staying in a motel or with friends or relatives. The 3,305 homeless persons counted in 2008 represent the sum of all groups. AHFC has a statutory definition of "homelessness" that aligns with the McKinney-Vento definition as it applies to the Department of Education and Department of Health and Human Services and is inclusive of all groups.

Success is Achievable

In January 2009, in conjunction with the annual PIT count, the Anchorage Homeless Coalition organized a one-day, one-stop service fair called Project Homeless Connect (PHC). A comparison of PHC data shows that nearly the same number of homeless persons attended the January 2008 (519) and January 2009 (524) events. Of these participants, 77% were attending for the first time, and less than 15% had attended each of the last 3 PHC events. Nearly 34% stated they had been homeless for less than six months. These figures indicate there are a significant number of people who are newly experiencing homelessness. They also show that for many, prevention reduces the duration of a homeless episode.

The ever-increasing momentum of government, corporate and philanthropic investment in supportive housing has been bolstered by research documenting its effectiveness. Supportive housing is a term used to describe housing that combines a residential environment with support services that address each family or individual's particular service needs. Research shows that supportive housing costs far less than a stay in a correctional facility, a hospital or psychiatric institution, and decreases the cost of emergency services. The Corporation for Supportive Housing has spearheaded a national effort to document the costs and benefits of supportive housing. They report studies to indicate¹:

Positive impacts on health. Decreases of more than 50% in tenants' emergency room visits and hospital inpatient days; decreases in tenants' use of emergency detoxification services by more than 80%; and increases in the use of preventive health care services.

Positive impacts on employment. Increases of 50% in earned income and 40% in the rate of participant employment when employment services are provided in supportive housing, and a significant decrease in dependence on entitlements - a \$1,448 decrease per tenant each year.

Positive impacts on treating mental illness. At least a third of those people living in streets and shelters have a severe and persistent mental illness (20% in Alaska). Supportive housing

¹ Corporation for Supportive Housing, *Research Summaries*, www.csh.org, 2009

has proven to be a popular and effective approach for many mentally ill people, as it affords both independence and as-needed support.

A study of nearly 900 homeless people with mental illness provided with supportive housing found 83.5% of participants remained housed a year later, and that participants experienced a decrease in symptoms of schizophrenia and depression². A study of almost 5,000 homeless individuals with mental illness placed in supportive housing through the NY/NY program confirmed that nearly 80% remained housed a year later, with 10% moving on to independent settings.

Positive impacts on reducing or ending substance use. Once people with histories of substance use achieve sobriety, their living situation is often a factor in their ability to stay clean and sober. A one-year follow-up study of 201 graduates of the Eden Programs chemical dependency treatment programs in Minneapolis found that 56.6% of those living independently remained sober; 56.5% of those living in a halfway house remained sober; 57.1% of those living in an unsupported SRO remained sober; while 90% of those living in supportive housing remained sober.

The University of Alaska's Institute of Social and Economic Research (ISER)³ just completed a study of the cost benefit of treatment and re-entry programs on the Alaskan prison population and the long term cost savings to the Corrections system from an investment in these programs. The results are conclusive: Investing in treatment and rehabilitation programs reduces the recidivism rate. The ISER report found that for an additional \$4 million annual investment, through existing programs, the state could save \$321 million over the next 20 years. That's equivalent to an average return of approximately \$16 million or 400%.

The Alaska Mental Health Trust Authority (AMHTA) and its partners operate the Bridge Home program which helps beneficiaries obtain stable living environments through the provision of rental assistance and support services. A recent AMHTA report showed that Bridge Home participants had 38% less admissions to API and 48% less to Corrections. The number of days spent in both these systems dropped 32% for API and 68% for Corrections.

For many years, the Kodiak Brother Francis Shelter (KBFS) has used the prevention component of the Homeless Assistance Program (HAP) to nearly eliminate family homelessness and keep their shelter census at nearly 50% of capacity. As a "one-stop-shop," works closely with the local housing authorities and private landlords to either avert displacement or work to rapidly

² US Dept. of Health and Human Services. *Making a Difference: Report of the McKinney Research Demonstration Program for Homeless Mentally Ill Adults*. 1994.

³ ISER Research Summary January 2009, RS NO. 71

re-house the few that become homeless. As of January 2008, AHFC's public housing waitlist only showed one homeless family and one household fleeing domestic violence in Kodiak.

Plan Description

Based on the work of the Governor's Council and the public input over the last several years, this Plan encompasses several guiding principles:

1. Preservation and Full Utilization of Existing Resources

The recent decreases in chronic homelessness are the result of the existing housing and service resources that are available in Alaska. Some of these resources can be re-directed in a manner to increase the impact on homeless populations. All of the resources in our current housing continuum (including shelters and transitional housing) are necessary to maintain the level of success we have today. A net loss of zero existing housing and supportive services is a main principle of this plan.

2. Prevention and Intervention is Integral to addressing long-term homelessness

Experience shows that preventing a family or individual from becoming homeless is far easier and less costly than providing any type of housing or service assistance after the fact. Assistance must be directed further "upstream" to prevent people from falling into homelessness.

3. Expansion of Supportive Services outside Medicaid Eligible Costs is Critical

As the nation has moved closer to a "Medicaid eligible only" model for providing supportive services to the disabled and low income families, necessary services for life skill training and periodic interventions to insure independent living have been reduced. Not all families and individuals need intensive medical services to remain independent.

4. The provision of housing is an immediate fix to homelessness, but the long term solution is greater employment opportunities.

The majority of families and individuals who find themselves homeless at any given time are there as a result of economic circumstances. Job creation and economic development are important solutions to homelessness. The rise and fall of economic activity is a function of many different variables. Many of these variables are beyond the scope of any effort to reduce homelessness. This plan suggests program activities specifically in area of employment for people being discharged from institutions but focuses mainly on the immediate stabilization of housing for families and individuals.

This plan focuses on four major areas:

- production of supportive housing;
- additional rental assistance for homeless families;
- supportive services to help homeless individuals and families transition to a permanent housing situation; and
- prevention activities.

These four categories were developed as a result of the many years of public input from social service providers, state agencies, the work of the Governor’s Council, the Alaska Coalition on Housing and Homelessness and the local homeless planning efforts that are ongoing in communities like Anchorage, Barrow, Fairbanks, Juneau, the Mat-Su Borough and Kenai Peninsula. This plan provides the “three legs of the stool” to address the range of needs that affect the homeless population in Alaska; housing, operating and supportive housing. Not all homeless people need intensive support services to move out of homelessness, some just need a helping hand on a temporary basis.

The Plan calls for a central funding mechanism to minimize the number of “places to go” for resources to meet the outcomes of the plan. Better coordination in allocating state funding resources means greater efficiency in the distribution of funds and more direct impact on the problem.

Plan Format

The Alaska Ten Year Plan for Addressing Homelessness is based on a format by the State of Minnesota. It is organized into three components; 1) Goals, 2) Action Steps and 3) Outcomes on a one year, five year and ten year basis. The goals, action steps and outcomes anticipated are broad in scope, so that the local action plans of communities in Alaska can fit within them. The success of this ten year plan will be based on the participation of local governments, for-profits housing developers, non-profits and faith based organizations. An estimate of the sources and uses of the funds proposed for the effort and a financing plan make up the other parts of the plan.

The financing plan estimate forms the basis of the ten year plan. It identifies the different uses of the funds, how the costs were calculated and where the potential additional funding could come from. This plan attempts to be realistic in the type and sources of funds that may be available over time, with an understanding that the State of Alaska can’t bear the burden alone. A significant proportion of the funding will come from re-directing existing resources to focus on this effort. A similar effort by HUD over the last five years has led to substantial reductions in chronic homelessness in the US.

Measuring Our Success

Throughout the planning process, Council members and staff have acknowledged the need to attach measurable outcomes to every action taken or dollar invested. Each focus area has a baseline upon which progress will be evaluated. Not only will homeless counts and units added be measured, but also the degree of housing stability after a housing crisis is resolved. As more agencies link into the central Homeless Management Information System (HMIS), more will become known about migration patterns and characteristics of homeless subpopulations. The system can also be used as a tool to determine which programs and services are the most effective. All of these resources will be used to generate an annual progress report to the Council and Coalition.

Next Steps

This plan is under the purview of the Governor's Council on Homelessness. The Council will serve as the guiding force for the accomplishments of the Ten Year plan. It will monitor the success of the plan on an annual basis and advise on the allocation of state resources that are made available for the effort. As AHFC is the designated coordinator for addressing homelessness in Alaska, AHFC will provide the staff support necessary to collect information to measure the outcomes of the Ten Year Plan. This Plan is a living document and will be revised as appropriate when housing market and employment conditions change in Alaska.

The immediate first steps are to secure increased funding to finance this plan and re-align, where practical, existing programs to place greater emphasis on reducing homelessness.

GLOSSARY OF TERMS

AHFC – Alaska Housing Finance Corporation

AMHTA – Alaska Mental Health Trust Authority

Chronic Homeless – HUD term that refers to a subset of the homeless populations that experience repetitive instances of homelessness and suffer from disabilities or co-occurring disorders like substance abuse.

Continuum of Care - HUD planning process that coordinates the application of projects to HUDs McKinney-Vento Homeless programs, the Shelter Plus Care and Supportive Housing programs.

DHSS – Department of Health and Social Services – State of Alaska

ESG – Emergency Shelter Grant - HUD program for the support of emergency shelters.

FUP – Family Unification Program – HUD rental assistance program that encourages the reunification of families that have been separated from their children through incarceration or other similar life events.

HAP – Homeless Assistance Program – AHFC/AMHTA/DHSS funded program that reduces homelessness in Alaska through temporary housing, and prevention programs.

HERA Act of 2008 – enabling federal legislation creating the NSP and NHT programs.

HOPWA – Housing For Persons with HIV/AIDS – HUD program that provides housing assistance to individuals suffering from HIV or AIDS.

HOME – Home Investment Partnership Program – a HUD program that funds affordable housing options for families at 80% of the median and below.

“Homeless” as defined in AHFC Statutes – much broader definition of “homelessness” than federal definition, includes people in shelters and doubled up family or friends.

Housing Choice Voucher (Section 8) – HUD program operated by AHFC that provides rental assistance to low income families throughout Alaska. Families rent units from private landlords and pay a fixed 30% of their income towards the rent.

LIHTC – Low Income Housing Tax Credit Program – a federal tax incentive for private sector development of low-income rental housing for families below 60% of the median income.

McKinney-Vento – federal enabling legislation that authorizes the distribution of funds for homeless programs through the US, by HUD, the department of Education and other federal agencies.

NHT – National Housing Trust – program created under HERA Act of 2008 to create more affordable housing in the US. Funds come from a percentage of value from Fannie Mae and Freddie Mac. Funds won't become available until Federal Fiscal Year 2010. Seventy-five percent of funds will be targeted towards families below 30% of median income.

NSP – Neighborhood Stabilization Program – program created under HERA Act of 2008 to return foreclosed/abandoned and blighted property to residential occupancy. Alaska receive an allocation of \$19.6 million, 25% of which is targeted to families below 50% of median income.

Public Housing – rental units owned by AHFC and occupied by low-moderate income families and individuals. Rent is fixed at 30% of the families income. Rental assistance is provided through a contract from HUD.

SCHDF – Senior Citizens Housing Grant Program – AHFC funded program that develops housing for families meeting the federal definition of “senior”.

Section 202 – HUD program that provides capital funds and rental assistance to low-income senior households.

Section 811 – HUD program that provides capital funds and rental assistance to low-income disabled households.

SNHG – Special Needs Grant Program – AHFC funded program that develops housing for special needs populations with special emphasis on the “hard to house” and mental health trust beneficiaries.

Shelter Plus Care – a HUD program that is part of the Continuum of Care which provides rental assistance for chronic homeless disabled individuals. The program requires that a matching amount of services “care” is provided to each client.

Supportive Housing – term that refers to housing where the families and individuals participate in one or more service programs. These programs can support the participants in transitioning back into the mainstream after a period of homelessness or institutionalization.

Financing Estimates for Ten Year Plan

Activity	Average \$/U	#need	\$ over 10 Years
1. New Construction*	\$200,000	1000	\$194,300,000
2. Operating Support/Rental Assistance**	\$550	500	\$33,000,000
3. Supportive Services***	\$30,000	160	\$48,000,000
4. Prevention Resources****	\$600	500	\$3,000,000
Ten year Total			<u>\$278,300,000</u>
Annual Total			<u>\$27,830,000</u>
<u>Existing Long Term Resources to be used Annually:</u>			
LIHTC/HOME/SCHDF Development programs			(8,000,000)
Special Needs Housing Grant Program (SNHG)			(1,750,000)
Partial Utilization of HUD 811/202 programs			(1,000,000)
National Housing Trust (not till 2010)			(2,700,000)
Other Federal/State/Private Sources			(4,380,000)
ADDITIONAL ANNUAL RESOURCES TO ADDRESS NEED			\$10,000,000

*Average of new construction, acquisition and rehab costs per 2009 GOAL program apps. Assumes \$5.7 million of Neighborhood Stabilization Program and other Economic Stimulus \$ in 1st Year (30%).

**Based on average cost of rental assistance per family under Section 8 Housing Choice Vouchers

***Based on average per person supportive service cost per the 2009 SNHG program apps.

****Based on average cost of prevention costs per 2008 HAP Prevention Report

FINANCING PLAN ESTIMATE (2010-2020)

(millions)

SOURCES	USES
LIHTC /HOME/SCHDF Coordinated Homeless Fund (HAP,SNHG, AMHTA, SOA/GF, AHFC Receipts, Foundations) AHFC LOAN FINANCING HUD Section 811 and 202 programs <p style="text-align: right;">Total <u>\$194.3</u></p>	1. New Housing through New construction/Acquisition and Rehab. (1,000 units over 10 years) <p style="text-align: right;"><u>\$194.3</u></p>
HOPWA McKinney-Vento/HEARTH HUD PUBLIC HOUSING/SECTION 8 HUD Section 811 HERA ACT 2008 HOME Coordinated Fund (HAP,SNHG, AMHTA, AHFC Receipts, Foundations) <p style="text-align: right;">Total <u>\$33.0</u></p>	3. Rental/Operating assistance (500 units over 10 years) <p style="text-align: right;"><u>\$ 33.0</u></p>
Coordinated Homeless Fund (HAP,SNHG, AMHTA, SOA/GF,AHFC Receipts, Foundations) McKinney-Vento /HEARTH Programs <p>Total \$ <u>48.0</u></p>	4. Supportive Services 16 people per year over 10 years <p style="text-align: right;"><u>\$ 48.0</u></p>
Coordinated Homeless Fund (HAP,SNHG, AMHTA, SOA/GF, AHFC Receipts, Foundations) Emergency Shelter Grant (HUD) <p style="text-align: right;">Total \$ <u>3.0</u></p>	5. Prevention Services <p style="text-align: right;"><u>\$ 3.0</u></p>
TOTALS <p style="text-align: right;">\$ 278.3</p>	TOTALS <p style="text-align: right;">\$ 278.3</p>

Alaska Council on the Homeless

Ten-Year Plan to Reduce Long Term Homelessness

F-1. Housing for Chronic & Special Needs Homeless		Baseline: 627 chronic homeless out of 3,311 total homeless (PIT)		
		161 Chronic Housing units out of 428 Permanent Supportive Housing inventory		
Strategy	Action Steps	12-Month Outcome	By the Year 2014	By the Year 2019
<p>1. Expand housing options (construction/rehab/rental assistance)</p> <p><small>*Section 811 and 202 are HUD programs that provide capital funding and rental assistance for the elderly and disabled. Funds are distributed competitively annually. HOME refers to the HOME Investment Act Partnership Program</small></p>	<p>1.a Build capacity to maximize flexible use of resources (811/202; HOME*)</p> <p>1b Develop prototype model for supportive housing</p> <p>1.c Develop a coordinated homeless fund to house more high need homeless persons</p> <p>1.d Develop intensive service-enriched housing for persons w/high needs exiting API & DOC</p>	<p>1.a List of 202/811 applicants developed for next 10 yrs</p> <p>1.b Prototypes/ models identified</p> <p>1.c Fund established</p> <p>1.d Four agencies identified through RFQ process to develop prototype</p>	<p>1.a 25 new 202 units and 25 new 811 units</p> <p>1.b, 10 new programs developed from model</p> <p>1.c&d 300 additional households assisted</p>	<p>1.b 50 new 202 units</p> <p>50 new 811 units</p> <p>1.b,c,d 800 additional households assisted</p>

F-1. Housing for Chronic & Special Needs Homeless Continued:				
Strategy	Action Steps	12-Month Outcome	By the Year 2014	By the Year 2019
2. Increase supplemental support for services not covered by Medicaid	2. a Identify unmet service needs and costs	2.a Funding sources identified for unmet service needs	2.a 30% of service needs addressed	2.a 70% of service needs addressed
	2.b Utilize housing finance resources to cover cost of room & board for persons served by Adult Protective Services (APS)	2.b Housing & service costs delineated	2.b 50% of APS clients receiving housing assistance	2.b 100% of APS clients receiving housing assistance
3. Increase pool of operating support to preserve existing housing stock	3.a Inventory existing projects for operating assistance needs 3.b Issue NOFA to award project-based assistance	3. 20 project-based rent assistance	3. 100 project-based rent assistance	3. 200 project-based rent assistance

F-2. Housing for Persons Discharged from State Custody		Baseline: 8,000/yr discharged from DOC w/no identified housing 33 existing beds for transitioning youth (ANC & JNU)		
Strategy	Action Steps	12-Month Outcome	By the Year 2014	By the Year 2019
1. Revise discharge policies to explicitly discourage discharge to homeless shelters.	<p>1.a Review policies and identify text revisions</p> <p>1.b Establish baseline on discharges to homelessness</p>	1a. Policy revisions completed	1.b 50% reduction of discharge to shelter or streets	1.b 75% reduction of discharge to shelter or streets
2. Increase # of units available to transitioning youth	<p>2.a Identify exact # of transitional beds needed (300 est.)</p> <p>2b. Apply for Family Unification Program (FUP)vouchers from HUD</p>	<p>2.a Needs baseline established</p> <p>2.b Vouchers awarded by HUD</p>	<p>2.a 50% of needed beds added to inventory</p> <p>2.b 100% FUP voucher utilization</p>	<p>2.a 50% of need added to inventory</p> <p>2.b 100% FUP voucher utilization</p>

F-2. Housing for Persons Discharged from State Custody Continued				
Strategy	Action Steps	12-Month Outcome	By the Year 2014	By the Year 2019
3. Identify landlords and develop landlord incentives to rent to “hard to house” persons.	<p>3.a. Identify incentives and outreach (e.g. damage fund, rent-up bonus, etc)</p> <p>3.b Develop a coordinated homeless fund to house more high need homeless persons</p>	<p>3.a Incentive program developed</p> <p>3.b Fund established</p>	3.a&b 50% placement success	3.a&b 75% placement success
4. Increase employment/vocational opportunities for persons in transition.	4.a Identify models	4. a Model selected for implementation	Programs in every DOC & DJJ facility	100% job referral upon discharge

F-3. Permanent Housing for Households w/Children Transitioning from Homelessness		Baseline: 1,507 People (494 Families) out of 3,311 total homeless in PIT		
Strategy	Action Steps	12-Month Outcome	By the Year 2014	By the Year 2019
<p>1.Expand housing options (construction/rehab/rental assistance)</p> <p><small>*HOME/TBRA is a tenant based rental assistance program funded from HUD's HOME Investment Partnership Act program</small></p>	<p>1.a Build capacity to maximize use of resources (HOME/TBRA*)</p> <p>1.b Create incentives to utilize existing housing programs to address needs of low-income families</p> <p>1.c Develop s coordinated homeless fund to assist more homeless families</p>	<p>1.a Agencies identified for intensive technical assistance</p> <p>1.b GOAL policies/ priorities revised to target homeless families</p> <p>1.c Fund established</p>	<p>1.b&c 150 Units w/20% f/large families</p>	<p>1.b&c 300 Units w/20% f/large families</p>
<p>2. Increase pool of operating support to preserve existing housing stock</p>	<p>2. Inventory existing projects for operating assistance needs</p>	<p>2. Inventory completed and needs identified</p>	<p>100 assisted units</p>	<p>200 assisted units</p>

F-3. Permanent Housing for Households w/Children Transitioning from Homelessness Continued				
Strategy	Action Steps	12-Month Outcome	By the Year 2014	By the Year 2019
3. Provide rapid re-housing services for households w/children	<p>3.a Create incentives for central intake & assessment of family homeless needs</p> <p>3.b Develop coordinated homeless fund for move-in costs.</p>	<p>3.a Central clearinghouse identified in each AK community</p> <p>3.b Fund established</p>	3.a & b. 50% Households re-housed within 90 days	3.a&b. 85% Households re-housed within 90 days
4. Improve outreach & linkages to housing resources & services	<p>4.a Build capacity among homeless school liaisons & rural school districts</p> <p>4.b Expand outreach on use of AK Housing Locator</p> <p>4.c Improve 211 to accurately reflect all local homeless services</p>	<p>4.a 25% increase in homeless school liaison participation in state housing coalition</p> <p>4.b 50% increase in Locator listings</p> <p>4.c 65% coverage</p>	<p>4.a 50% increase in homeless school liaison participation in state housing coalition</p> <p>4.b 100% increase in Locator listings</p> <p>4.c 80% coverage</p>	<p>4.a 100% increase in homeless school liaison participation in state housing coalition</p> <p>4.b 200% increase in Locator listings</p> <p>4.c 95% coverage</p>

F-4. Short-Term Homeless Prevention / Crisis Intervention		2008 Baseline: 324 households served by HAP-funded prevention component in SFY08/ 67% housing retention rate		
Strategy	Action Steps	12-Month Outcome	By the Year 2014	By the Year 2019
1. Create local centralized pool of prevention resources to provide assistance with rent, mortgage & utility arrearages OR to cover housing costs for persons temporarily absent due to hospitalization, substance abuse treatment or short-term incarceration (less than 60 days).	<p>1.a Coordinate existing resources (ESG, LIHEAP, EFSP, ATAP Diversion)</p> <p>1.b Develop framework for central prevention pools</p> <p>1.b Set aside min. 30% of funding authorization for prevention activities</p> <p>1.c Develop a coordinated homeless fund to assist more households at-risk of homelessness</p>	<p>1.b Framework developed</p> <p>1.b Award funds w/priority to central pools</p> <p>1.c Fund established</p>	<p>100% increase in # of households served</p> <p>75% retention rate</p>	<p>200% increase in # of households served</p> <p>85% retention rate</p>
2. Apply a uniform assessment tool to identify barriers to housing stability	2.a Integrate assessment tool into existing Homeless Management Information System (HMIS)	2.a Updated version installed	60% assessments completed on prevention cases	100% assessments completed on prevention cases
3. Maintain and/or expand emergency lodging options as needed	3.a Identify shelter gaps in the homeless housing inventory by community and target population	3.a. Points added to HAP application for projects targeting unserved or underserved populations	No net loss to shelter inventory & 3 unserved communities add new beds	No unmet shelter needs

F-5. Data Collection				
Strategy	Action Steps	12-Month Outcome	By the Year 2014	By the Year 2019
1. Expand HMIS coverage to all federal and state-funded homeless programs.	1.a Continue ongoing training and access project to connect all providers of shelter & transitional housing in AK (except DV)	1.a 50% bed coverage in HMIS	75% bed coverage in HMIS	85% bed coverage in HMIS
2. Coordinate prevention report from all potential funding sources	2. Develop MOU w/fund sources to coordinate report	2. Fund administrators meet & forge agreement	2. Report reflects 50% coverage	2. Report reflects 90% coverage

F-6. Community Infrastructure – Local Planning Efforts to Coordinate Activities

Strategy	Action Steps	12-Month Outcome	By the Year 2014	By the Year 2019
<p>1. Ensure housing policy is addressed at the local level</p> <p>2. Provide operational support to local housing planning organizations to coordinate services and reporting</p>	<p>1.a Educate Alaska Municipal League & local Continuum of Cares re: housing component in comprehensive plans</p> <p>2.a Develop long-range organizational plan</p>	<p>1.a Comprehensive plan enabling legislation introduced</p> <p>2.a. Statewide organization fully staffed</p>	<p>1.a Comprehensive plan enabling legislation enacted & 30% comp plans inc. housing element</p> <p>2.a Local organizations established in 5 communities</p>	<p>1.a Comprehensive plan enabling legislation enacted & 70% comp plans inc. housing element</p> <p>2.a Local organizations established. in 9 communities</p>