

Municipality of Anchorage Community Plan to End Homelessness: Youth and Young Adults 2020

December 20, 2017



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I. Letter of Transmittal

The Anchorage Coalition to End Homelessness and the lead agency Covenant House Alaska submit to US Housing and Urban Development (HUD) the revised draft of the Municipality of Anchorage Community Plan to End Homelessness: Youth and Young Adults 2020. This is our Coordinated Community Plan that will guide the implementation of the Youth Homelessness Demonstration Program (YHDP) for the Municipality of Anchorage, which was awarded by HUD in January 2017.

The purpose of this plan is to coordinate community efforts to achieve the shared vision of *Youth and young adult homeless experience is rare and brief, and, when it does occur, it is a one-time occurrence.*

In this draft, we have made the following improvements to meet the four threshold criteria identified by HUD:

- Clarified the number of youth and young adults at-risk of or experiencing homelessness who will be served by the YHDP in Anchorage;
- Added data and description to estimate the number of at-risk or homeless pregnant and parenting youth and young adults and their needs;
- Strengthened the description of the impact of homelessness on special populations including LGBTQ youth, and identified specific strategies to address the needs of special populations including LGBTQ youth and young adults, and those involved in the juvenile justice and foster care systems;
- Reorganized the Statement of Need section to better support the selection of Goals, Objectives and Actions;
- Developed a robust and sequential set of Goals, Objectives and Actions, included in one table, that will be implemented through the YHDP for Anchorage;
- Identified and described the roles of partners in the implementation and governance of the YHDP in Anchorage and reorganized the workgroups to align with the Goals, Objectives and Actions;
- Completed an inventory of existing services to meet the needs of youth and young adults who are at-risk of or who are experiencing homelessness, and identified services appropriate to the various levels of vulnerability among youth and young adults;
- Strengthened the plan for Continuous Quality Improvement;
- Described specific projects to be funded by YHDP and complementary projects funded by other sources;
- Defined how Housing First will be offered to youth and young adults without preconditions;
- Identified how the system will provide meaningful opportunities for participation in community activities, including the role of permanency navigators, and socially supportive engagement for young people;
- Identified and described how implementation of the YHDP in Anchorage will incorporate the principles of the United States Interagency Council on Homelessness (USICH) Youth Framework and Four Core Outcomes, Positive Youth Development and Trauma-Informed Care, Family Engagement, Immediate access to housing without preconditions, Youth

Choice, Individualized and Client-driven support, Social and Community Integration, and ensuring the Coordinated Entry System is youth appropriate.

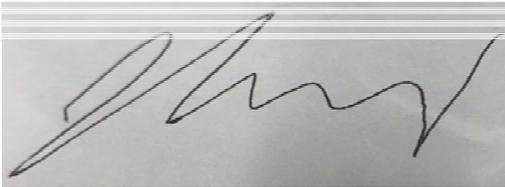
- Identified and described how YHDP activities will increase leadership of youth, build capacity among youth to advocate and advise for system improvement and transformation.

This plan is the result of a concerted and coordinated effort among the Youth Task Force, the YHDP Leadership Team, the State of Alaska's Department of Health and Social Services that includes the Division of Juvenile Justice and the Office of Children's Services, the Office of the Mayor of Anchorage, and a wide range of community partners. We are eager to begin implementation and look forward to your feedback and approval of this plan.

Signed,



Kristi Duff, Director
Anchorage Coalition to End Homelessness



Joy (Jo) Tandy
Youth Task Force



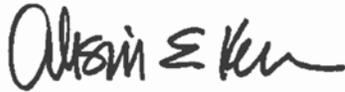
Dahsuri (Dash) Popoalii
Youth Task Force



Amy Kelley
Youth Task Force



Zoryna (Zee) Lealai
Youth Task Force



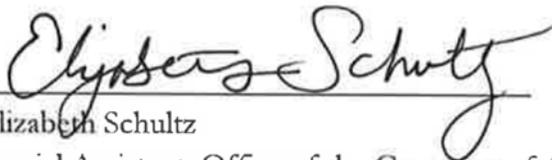
Alison Kear, Director
Covenant House Alaska



Mayor Ethan Berkowitz
Municipality of Anchorage



Valerie Nurr'araaluk Davidson
Commissioner of Alaska Department of Health and Social Services, which includes the
Office of Children's Services and the Division of Juvenile Justice



Elizabeth Schultz
Special Assistant, Office of the Governor of Alaska

2. Acknowledgements + Partners

We thank the numerous individuals and organizations who have come together to develop this coordinated plan to achieve the shared vision of *Youth and young adult homeless experience is rare and brief, and, when it does occur, it is a one-time occurrence*. A full list of community partners and the workgroups that have formed during this planning phase is included in **Error! Reference source not found..**

Youth Task Force

We thank the members of the Youth Task Force who have met regularly over the course of this planning process, discussed proposed projects and strategies, and improved the result of the plan through sharing their experience and insights. The Youth Task Force is a diverse group of youth and young adults who have experienced homelessness and who share their voices, commitment, time and talents to achieve the shared vision of this project.

Youth Task Force Steering Committee
Joy (Jo) Tandy
Dahsuri (Dash) Popoalii
Amy Kelley
Zoryna (Zee) Lealai
Youth Task Force Members
Dominique Cruz
Jessica Andriendoff
Madison Xiong
Nicole Young
Nyabony Gat
Quaccya (Q) Curasema
Sasha Addison
LaShawna (Selena) Young
Shirtanna (Tanna) Lee
Zoua Hang
Dani Meadows
Ricky Watson
Megan Dalman
Robby Higham
Ward Ramos
Dustin Knott
Youth Task Force Assisters
Rivianna Hyatt

Ciara Johnson
Camille Davis

YHDP Leadership Team

We thank the members of the YHDP Leadership Team who represent a wide range of housing, community, supportive services, youth-run and youth-serving organizations. The Leadership team has contributed time, expertise, organizational resources, and shares a strong commitment to achieving the shared vision.

Alison Kear	Covenant House Alaska
Amanda Metivier	UAA Child Welfare Academy and Facing Foster Care Alaska
April Kyle	Southcentral Foundation
Chris Perez	Rasmuson Foundation
Corinne O'Neill	Rural CAP
Dahsuri (Dash) Popoalii	Youth Task Force
David Mayo-Kiely	Anchorage School District
Elaine Dahlgren	Volunteers of America
Elizabeth Schultz	Office of the Governor of Alaska
Gabriel Lyman	Cook Inlet Housing Authority
George Martinez	Municipality of Anchorage/ Youth Commission
Gloria O'Neil	Cook Inlet Tribal Council
Gwen Adams	Priceless
Heather Harris	Big Brothers Big Sisters
Heidi Redick	SOA- Division of Juvenile Justice
Jason Hahn	Covenant House Alaska
Jerry Jenkins	Anchorage Community Mental Health Services
Josh Hemsath	Alaska Pride Foundation
Joy (Jo) Tandy	Youth Task Force
Katie McKay Bryson	Choosing Our Roots
Katie Baldwin-Johnson	Alaska Mental Health Trust Authority
Kristi Duff	Anchorage Coalition to End Homelessness
Lisa Aquino	Catholic Social Services
Marcie Sherer	Cook Inlet Housing Authority
Michele Brown	United Way of Anchorage

Nancy Burke	Municipality of Anchorage, Mayor's Office
Ruth Schoenleben	Nine Star Education and Employment
Suzi Pearson	Abused Women Aid in Crisis (AWAIC)
Travis Erickson	Office of Children's Services
Trevor Storrs	Alaska Children's Trust
Verna Gibson	Shiloh Community Housing Inc.

List of Acronyms + Definitions

The following acronyms and terms throughout this plan.

Acronym or Term	Definition
YHDP	Youth Homelessness Demonstration Program
YYA	Youth and Young Adults
Youth	Minors under the age of 18
Young Adults	Young adults ages 18-24
ACEH	Anchorage Coalition to End Homelessness
AN/AI	Alaska Native / American Indian
CHA	Covenant House Alaska
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.
LGBTQ	LGBTQ is an acronym that stands for Lesbian, Gay, Bisexual, Trans and Queer, and is used to designate a community of people whose sexual or gender identities can create shared political and social concerns.
PSH	Permanent Supportive Housing: 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 in the form of a lease held by a provider organization or a voucher for a subsidized monthly rental amount.
RRH	Rapid Re-housing: 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.
TH	Transitional Housing: 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.
CoC	Continuum of Care: The modern system of federal programs and funding related to homelessness were first established in 1987 with the McKinney-Vento Homeless Assistance Act. A key feature of the McKinney-Vento Act, the Continuum of Care structure is designed to foster regional

	collaboration to address homelessness and related issues, by designating one or more jurisdictions within each state as the entity to collect local data, receive funding, and provide a forum for multiple public and private agencies to work together.
Housing First	Provision of access to safe, secure, and stable housing without preconditions.
PYD	Positive Youth Development engages youth along with their families, communities and/or governments so that youth are empowered to reach their full potential. PYD approaches build skills, assets and competencies; foster healthy relationships; strengthen the environment; and transform systems. ¹
TIC	Trauma-informed Care: A program, organization, or system that is trauma-informed realizes the widespread impact of trauma and understands potential paths for recovery; recognizes the signs and symptoms of trauma in clients, families, staff, and others involved with the system; and responds by fully integrating knowledge about trauma into policies, procedures, and practices, and seeks to actively resist re-traumatization. ²
DHSS	Department of Health and Social Services, which includes the Office of Children’s Services, the Division of Behavioral Health and the Division of Juvenile Justice.
OCS	Alaska Office of Children’s Services, the public child welfare agency for Alaska.
DBH	Alaska Division of Behavioral Health, the unit of state government that funds behavioral health services and manages the portion of Medicaid that funds behavioral health services.
DJJ	Alaska Division of Juvenile Justice, the unit of state government that holds juvenile offenders accountable for their behavior, promotes the safety and restoration of victims and communities, assists offenders and their families in developing skills to prevent crime.
ASD	Anchorage School District
MOA	Municipality of Anchorage
YRBSS	Youth Risk Behavior Surveillance System (YRBSS) monitors six types of health-risk behaviors that contribute to the leading causes of death and disability among youth and adults, including: Behaviors that contribute to unintentional injuries and violence; Sexual behaviors related to unintended pregnancy and sexually transmitted diseases, including HIV infection; Alcohol and other drug use; Tobacco use; Unhealthy dietary behaviors; Inadequate physical activity

¹ Youth Power, US AID, <http://www.youthpower.org/>

² Substance Abuse and Mental Health Services Administration. SAMHSA’s Concept of Trauma and Guidance for a Trauma-Informed Approach. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2014. Accessed at <http://www.traumainformedcareproject.org/resources/SAMHSA%20TIC.pdf>, December 2017.

3. Introduction

Overview

The Anchorage Coalition to End Homelessness (ACEH) was initially formed in 2012 with the mission to advocate for and implement strategies to prevent homelessness, provide housing and work opportunities for all, and to complete a 10-year plan to end homelessness in Anchorage.

As a community, we are committed to working to impact the four core outcomes that have been identified by the United States Interagency Council on Homelessness in the “Framework to End Youth Homelessness,” which include 1) stable housing; 2) permanent connections; 3) education or employment; and 4) social-emotional well-being.

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). This was a very competitive solicitation and over 120 CoCs applied. The Anchorage CoC was awarded \$1.5 million over two years. The demonstration project is a catalyst for our community partnerships and funders to work together to achieve the shared vision that **youth and young adult homeless experience is rare and brief, and, when it does occur, it is a one-time occurrence.**

Through this demonstration project, Anchorage will:

- Quickly identify and engage youth and young adults at-risk of and experiencing homelessness;
- Intervene to prevent the loss of housing and divert youth and young adults from entering the homelessness services system;
- Provide immediate access to low-barrier shelter and crisis service while permanent stable housing and services are being secured; and,
- When homelessness does occur, quickly connect youth and young adults to housing assistance and services.

Covenant House Alaska (CHA) is the ACEH’s partner and Lead Agency for ending youth homelessness in Anchorage. CHA brings over 28 years of experience serving runaway, homeless, and trafficked youth and has a demonstrated track record of bringing together a diverse group of stakeholders and organizations to meet the needs of youth and young adults at-risk of or experiencing homelessness. CHA is a trauma-informed organization with years of experience working with special populations who are at increased risk for homelessness including youth who identify as LGBTQ, minors under the age of 18, pregnant and parenting youth, youth involved with DJJ and OCS, and, victims of sexual trafficking and exploitation.

Recent System Transformation

This plan builds on important accomplishments achieved over the past five years to transform the way our community addresses both youth and adult homelessness, to achieve the goal of ending homelessness in Anchorage by 2020. This plan builds from the following key resources and accomplishments:

- The ACEH worked collaboratively to develop the Mayor of Anchorage’s Housing and Homeless Services Coordination Action Agenda, which includes a goal of housing 100 adults and youth who are on the streets and in camps each year over a 3-year period. In year one, 96 people were housed through these initiatives.
- Over the past 18 months, ACEH has been leading Anchorage’s work to design and implement the city’s Adult, Family, and Youth Coordinated Entry (CE) System. The system was fully operational for single adults, families, and youth in January 2017 with access points, intake and assessment tools, and processes and procedures in place including integration into the Homeless Management Information System (HMIS). The system identifies people most vulnerable and in need of housing using the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT). Three Transition Coordinators, one for single adults, one for families, and one for youth and young adults, coordinate between people experiencing homelessness and housing and supports.
- The Anchorage Continuum of Care (CoC) has adopted a system-wide Housing First approach. **All CoC-funded projects** will adhere to this approach and will ensure housing and service options are tailored to the unique needs of each individual or family and that program participants have access to the services to help them achieve their goals.
- Through strong, collaborative leadership, in 2017, Anchorage has 156 permanent supportive housing beds for homeless households with children, and 415 permanent supportive housing beds for homeless households without children.³ This includes the city’s first single site Housing First project, Karluk Manor, which provides 46 units of permanent supportive housing, serves adults who are homeless and high consumers of emergency, correctional and acute care services, and who experience substance use disorder and serious mental illness. In November 2016, the John Thomas housing project opened as an additional single-site Housing First project providing 20 permanent supportive housing units for chronically homeless adults.
- The Bridge Home project is a scattered site, low barrier community-based housing model aimed at people cycling through the Department of Corrections and the Alaska Psychiatric Institute (API). In the first two years of the program, participants of Bridge Home had a 32% decrease in the number of days in corrections and a 65% decrease in number of days in API. In addition, the number of admissions to corrections decreased by 41% and API admissions decreased by 62%. In the final summary report of the program, 75% of the participants were also employed in some manner.⁴
- In June 2016, Anchorage and the Mat-Su Borough received a \$1.3 million grant from the U.S. Departments of Housing and Urban Development and Justice for a Pay for Success Permanent Supportive Housing Demonstration to alleviate chronic homelessness and reduce community costs. This is a unique opportunity to test the effectiveness of using a Pay for Success financing model to fund Permanent Supportive Housing, using a Housing First approach, for adults experiencing homelessness, cycling through corrections, who are high utilizers of health care.

³ HUD Housing Inventory Count (HIC) for Anchorage Continuum of Care geographic region, 2017.

⁴ Bridge Home Pilot Project Outcomes (2011)

- In 2013, with strong support from Anchorage’s providers, funders and local government officials, CHA transformed its model of care from traditional emergency shelter and crisis intervention to a Youth Engagement Center model. The 42,000-square foot Youth Engagement Center is a multi-purpose facility that combines youth emergency shelter, mobile outreach, youth drop-in center and a wellness center. Nine community partners provide services on-site at the Youth Engagement Center, including tribal health and social supports, behavioral health, primary care, and other social supports. Positive youth development and trauma-informed care are incorporated in all housing and support service delivery.
- Anchorage is committed to promoting youth engagement and leadership. The Youth Task Force overseeing the development and implementation of initiatives to eliminate youth homelessness combines members from CHA’s youth advisory council with members from the Mayor of Anchorage’s Youth Advisory Commission.

In addition to these innovative developments in Anchorage, Alaska is engaged in systems-level changes to transform its Medicaid program and criminal justice systems. These reforms seek to improve the health of Alaskans, improve community safety, and reduce the utilization of high-level and crisis-driven services by improving prevention, early intervention and increasing access to appropriate care to meet an individual’s needs. Behavioral health services have been identified as a missing link in Alaska’s continuum of housing, health care and social supports; lack of access to these services drives recidivism to corrections, exacerbates physical health issues, and can impair an individual’s ability to maintain housing.

In 2016, the Alaska Legislature passed two reform mandates. Senate Bill 74 (SB 74) is a multi-dimensional Medicaid reform package that includes direction to apply for an 1115 demonstration waiver that will develop a comprehensive and integrated behavioral health system that partners with diverse providers and disciplines to provide evidence and data-driven practices, to achieve positive outcomes for children, youth, and adults experiencing behavioral health disorders. SB 74 includes direction to reduce operational barriers, minimize administrative burden, and improve the behavioral health system’s effectiveness and efficiency.

The second large reform mandate, Senate Bill 91 (SB 91), is a comprehensive criminal justice reform effort that reduces sentencing lengths for non-violent offenders and reinvests savings into programs that increase the likelihood of success outside of the correctional system. These reinvestments include increasing case management services to help those reentering the community from corrections connect with behavioral health treatment, and access housing and other community-based supports.

These statewide reforms require that we transform how children, youth and adults who are at risk for homelessness access and maintain housing, integrated health care, and other supports that build on their strengths and meet their individual needs.

Collaborative Leadership

In 2015, Anchorage’s Mayor, Ethan Berkowitz, and Alaska’s Governor, Bill Walker added leadership positions in their administrations to focus on promoting collaboration to end chronic homelessness, which has been identified as a priority for both of their administrations. The ACEH responded to

this call for increased collaboration and focus by bringing together 46 organizational and individual members to address the systematic challenges that contribute to homelessness. There are longstanding relationships between state, local government, school district, non-profit, philanthropic, housing and social services sectors.

Youth are integrated into all levels of leadership to ensure efforts are informed by youth with lived experience of homelessness and that programs and services are designed to build on individual and collective strengths and matched to youth needs and preferences.

Through these emerging leaders, new and long-term relationships and strategic partnerships, Anchorage is developing and implementing a coordinated community plan that identifies the shared vision and key outcomes to prevent and end youth homelessness in Anchorage by 2020.

Building from these recent accomplishments, leadership, and systems transformation that is ongoing, this plan identified the necessary next steps to make youth and young adult homeless experience rare and brief, and, when it does occur, to ensure it is a one-time occurrence. Through youth and partner engagement, this planning process has identified the following actions that we propose to implement and expand in Anchorage:

- Coordinate and expand outreach to focus on engaging youth and young adults who are at-risk of or experiencing homelessness;
- Establish a Permanency Navigator team to coordinate and expand navigation so that youth and young adults who experience homelessness progressively move from crisis to stabilization;
- Increase family reunification supports for youth in emergency shelter;
- Identify and prioritize highest vulnerability young adults for permanent supportive housing by prioritizing 8-12 permanent supportive housing beds to serve high vulnerability young adults who do not meet the definition of Chronically Homeless;
- Develop a Rapid Re-housing model for young adults to add approximately 50 units for young adults to be rapidly re-housed from homelessness;
- Work with affordable housing providers to provide access to 30 affordable housing units for diversion from homelessness for young adults;
- Explore developing a Host Home program for youth who identify as LGBTQ;
- Increase access to the network of community resources for youth and young adults who are pregnant or parenting and either at-risk of or experiencing homelessness to connect them with prenatal care, birth supports, Medicaid enrollment, home visiting, early childhood and parenting programs, and engagement with primary care for access to family planning and reproductive health care, to support parent and child from gestation through early years;
- Establish a work group to work closely with Alaska Office of Children's Services (OCS), Division of Behavioral Health (DBH) and Division of Juvenile Justice (DJJ) to determine feasibility of group home models for youth ages 13-16 and supervised independent living models for youth age 17, or other models for youth who are currently not well-served;
- Embed specific Permanency Navigators with OCS to facilitate successful transitions for OCS-involved youth around age 16;

- Establish partnerships with scholarship, employment readiness programs, and leadership programs to connect youth and young adults to resources for completing education, building leadership skills, and securing and retaining employment;
- Develop a peer-based mentorship program with Covenant House and foster care alumni to help youth experience homelessness learn from those who have successfully transitioned beyond it;
- Build capacity of Youth Task Force and members of the task force to connect them with other advisory roles for the Municipality of Anchorage, non-profit boards, and other community organizations; and,
- Partner with the statewide and community partners to sponsor trainings and collaborations among youth and young adults, system providers, system leaders, and policy makers to share training and information related to Trauma-informed Care (TIC) and Positive Youth Development (PYD). Specifically address systemic racism and the effects of historical trauma on Alaska Native communities and other communities of color in Anchorage.

As we implement the activities included in this plan, we will also ensure that our approach and the systems we transform will incorporate the following guiding principles:

- Youth voice, choice and leadership are at the center of all we do.
- We will focus on special populations who are at increased risk for homelessness and who disproportionately experience homelessness. These include youth and young adults who are pregnant or parenting, who identify as LGBTQ, who are under 18, who are or have been system-involved and/or victims of trafficking, and/or those who are Alaska Native.
- To ensure we build upon the strengths of youth and young adults, help to increase their resilience and self-efficacy, and understand the impacts of trauma on both individuals and communities, our work will incorporate Positive Youth Development and Trauma-Informed Care, and will increase family engagement, wherever possible.
- To ensure fair and equal access to housing and to use the Housing First approach to ending homelessness, we will ensure housing with no pre-conditions using a youth-appropriate coordinated entry system to match individuals with appropriate housing.
- Ensure services are flexible and tailored to build on the strengths of each young person and address his/her/their individual needs.
- Commit to a process for Continuous Quality Improvement and monitoring measurable outcomes.
- To ensure youth and young adults are valued members of their communities, our activities will support social and community integration.

4. Statement of Need

Olivia's Story

At the age of 17, Olivia came to Passage House, CHA's Maternity Group Home in Anchorage, Alaska. She was pregnant with her first child after being treated at the hospital for health issues and extreme depression with suicidal ideation. At the time she was referred, the reasons for her depression with suicidal ideation were not fully identified. Once Olivia delivered her baby, the reasons became clearer. The father of the baby, 11 years her senior, was controlling, isolated her, and within a week had convinced her to leave Passage House. Passage House staff continued to maintain a relationship with Olivia despite her moving from city to city throughout the lower 48. She requested housing with Passage House again, just over two years later.

Over the next year, Olivia disclosed that since the age of 13 she had been the victim of sex trafficking for over eight years. Now, pregnant with her third child, she wanted to find a way out. She was referred to Priceless Alaska, an anti-sex trafficking organization based in Anchorage, for victim's services, and together Passage House and Priceless Alaska assisted Olivia on her journey to freedom. Freedom included mentorship, legal support and immigration, emergency safe housing, and a referral to the FBI to begin the long and terrifying path to prosecuting the trafficker. Olivia is now working on her education and is gainfully employed. Passage House has recently assisted Olivia in moving into her own apartment through a rapid-rehousing program where she can freely parent her young children.

Olivia's story of isolation, despair and abuse is not unique. Alaska Native youth are often targeted and recruited from rural Alaska villages. In April-May 2016, researchers at Loyola University New Orleans interviewed youth at ten Covenant House sites across the country, including CHA. They found that Anchorage had the highest percentage of respondents, approximately one in four, who reported being trafficked for sex. Seventy-seven percent (77%) of the youth who said they had been trafficked, or engaged in sex in exchange for housing, were homeless at the time. Of the cases of sex trafficking, eight had engaged in survival sex as minors (trading sex for necessities).⁵

Statement of Need

How many Anchorage youth and young adults are homeless?

Measuring the true scale of youth and young adult homelessness in Anchorage is an ongoing challenge. Youth and young adults experiencing homelessness face social, environmental and economic conditions that put them at risk for exploitation, trafficking, physical and mental harm, and ongoing homelessness.

In the annual 2017 Point-in-Time (PIT) count conducted by the Anchorage Continuum of Care (CoC), there were **115 unaccompanied youth**.⁶ Anchorage's 2017 rate of homelessness per 10,000 people is 37.7, which is more than double the rate for the U.S. of 17.7 in 2015.⁷ In 2017, 10% of the homeless population in Alaska

⁵ Loyola University New Orleans, Modern Slavery Research Project, *Labor and Sex Trafficking Among Homeless Youth*, 2016

⁶ January 2017, HUD CoC (Anchorage) Point in Time Count (PIT).

⁷ Sources: AKDOLWD (Alaska population estimate 2016), HUD Exchange, Point in Time Counts for Continuum of Care areas in selected cities, 2017.

were children, youth, and young adults up to age 24,⁸ which is fairly consistent with the national rate where 1.2% of the homeless population are under age 18 and 9.5% are age 18-24.⁹

Figure 1: Homeless Populations, Municipality of Anchorage, Balance of State, Alaska, 2017

Continuum of Care (CoC) Area	Total Population (2016)	Homeless Populations (2017)					
		Total Homeless Population	Individual Adults (Age 25+)	Families with Children	Population in Families with Children	Unaccompanied Youth (Up to Age 24)	Veterans
Municipality of Anchorage	299,037	1,128	733	87	280	115	69
Alaska Balance of State	440,791	717	499	78	211	47	55
State of Alaska Total	739,828	1,845	1,232	165	491	162	124

In the 2016-2017 school year, **1,332 youth ages 13-22 were identified as homeless**;¹⁰ of these, 527 (39 percent) were ages 18-22, and 806 (60 percent) were ages 13-17. Youth identified by the Anchorage School District includes homeless youth and young adults who are unaccompanied and those staying with their families who are also homeless.¹¹ **628 youth met the U.S. Department of Education definition of unaccompanied youth at some point during the year; of these, 408 (64 percent) were ages 18-22, and 220 (35 percent) were ages 13-17.** These include youth who were staying with a relative who is not their legal guardian. 249 of these youth spent at least one night at CHA during the year, and of these youth, 202 were ages 18-22; only 47 of the unaccompanied youth ages 13-17 spent at least one night at Covenant House.

Figure 2: Anchorage School District Count of Homeless and Unaccompanied Youth, 2016-2017

Notes		Number of YYA	Ages 13-17	Ages 18-22
A	13+ Homeless	1332	806	527
B	13+ Unaccompanied Youth	628	220	408
C	13+ UY without siblings	482		
D	13+ UY couch surfing	293		
E	13+ UY, at least one night at Covenant House	249	47	202
F	13+ UY couch surfing, no nights at Covenant House	271		

For all of the above, the youth at some point met the US Department of Education's definition of homeless.

A	This includes all children 13+ that we identified last year. It includes UY but also youth staying with their family.
B	This is a smaller subset, those that at some point in the year were a UY. We use the federal definition of UY which includes anyone staying with someone other than a parent or legal guardian. If the youth are staying with a relative that is not legally (court documents) their guardian. OCS custody is not in and of itself a UY.
C	Another smaller subset. These are youth that are 'on their own', not staying with siblings at all during the year
D	A smaller subset of B. At some point during the year they were couch surfing.
E	A different subset of B. At some point during the year they spent at least one night at Covenant House.
F	A subset of D. They couch surfed but did not spend a night at Covenant House.

IMPORTANT NOTE: D, E, and F are subsets of B but do not exactly overlap. Covenant House provides a list of all the youth that spend a night in shelter but we often do not know where the youth spent the remainder of the year.

⁸ January 2017, HUD CoC (Anchorage) Point in Time Count (PIT).

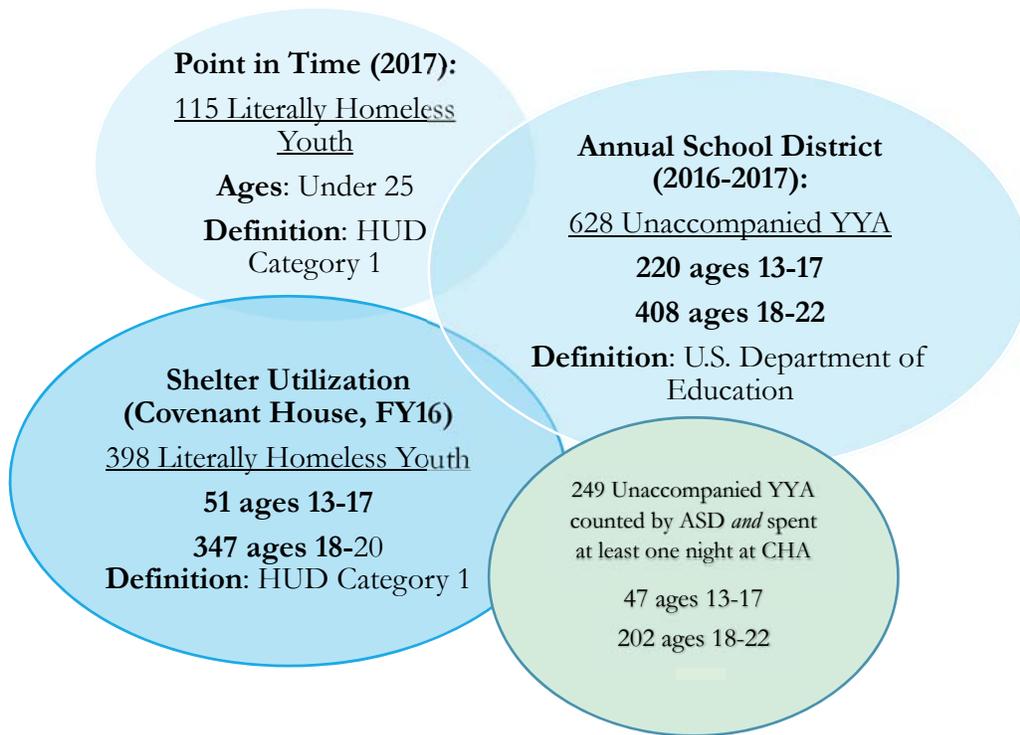
⁹ The State of Homelessness in America, 2016.

¹⁰ Anchorage School District, Child in Transition Program.

¹¹ These data use the US Department of Education's definitions of 'homeless'; the 'unaccompanied youth' definition includes children and youth who are not living with legal guardians for any number of reasons.

In FY16, **398 unduplicated youth were served at CHA’s emergency shelter**; 2,331 unduplicated youth were served across CHA’s programs, including Street Outreach, Drop-In Center and Transitional Living Programs.¹²

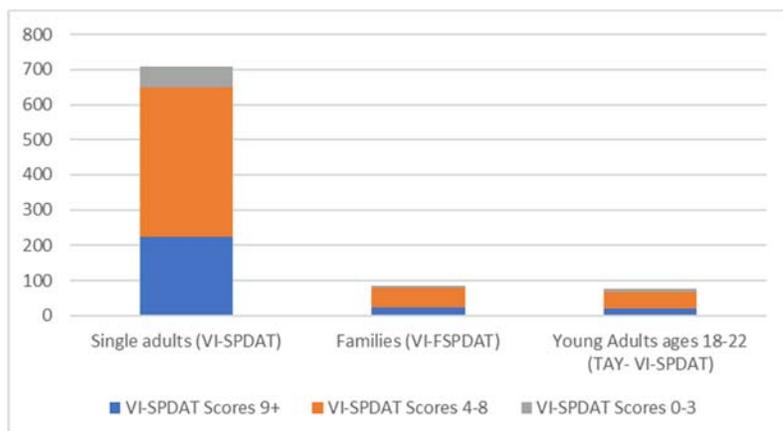
Figure 3: Summary of Counts of Homeless Youth and Young Adults



Vulnerability Data

In November 2017, the Coordinated Entry System has identified 721 single adults, 88 families and 77 young adults in need of housing and supports in Anchorage (Figure 4 and Figure 5). Among the single adult population, 31% of those assessed have a vulnerability score of 9 or higher, 59% score between 4 and 8, and 8% score between zero and 3. Among young adults, 19 (25 percent) scored 9 or higher on the vulnerability scale; 48 (62 percent) scored between 4 and 8; and, 10 (13 percent) scored in the low range for vulnerability (0-3). Among the family population, the proportions are similar but edging upwards towards the proportions among the single adult population.

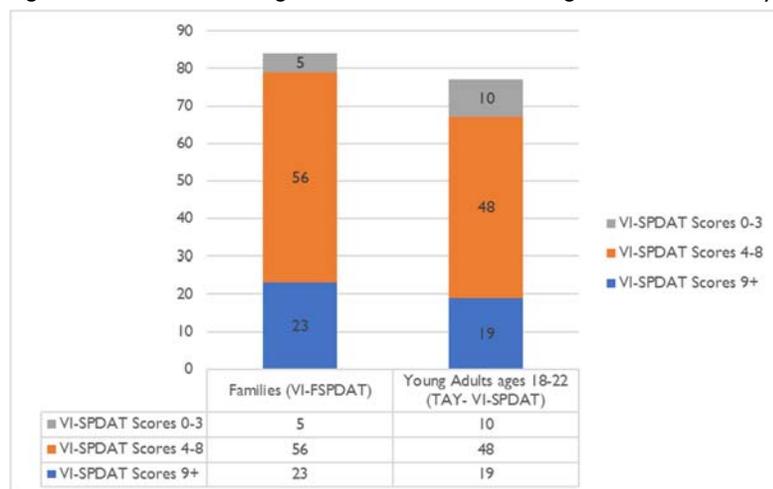
Figure 4: Number and Vulnerability Score among Single Adults, Families and Young Adults Referred to Anchorage Coordinated Entry System, HMIS, November 2017



¹² CHA outreach and shelter utilization data, 2016.

This range of vulnerability, which increases as a person gets older and spends more time homeless, supports early intervention to find permanent housing for young people to prevent them from progressing in vulnerability and long-term homelessness.

Figure 5: Families and Young Adults Referred to Anchorage Coordinated Entry System, HMIS, November 2017



Covenant House Alaska’s Youth Engagement Center is the access point for youth and young adults for the Coordinated Entry System. Some youth decline to participate in the assessment, and others access services at the Youth Engagement Center and self-resolve without entering the Coordinated Entry System. The average daily census of youth ages 13-17 at CHA is 10 youth, which is 20% of the average daily census at the emergency shelter. While the VI-SPDAT is not used to assess vulnerability among youth, CHA’s data in Figure 6 gives some indication of level of vulnerability among youth. Approximately 40% enter from their family and 52% exit shelter to family. Between 10 and 30 percent enter the shelter from the street, OCS and/or DJJ, and 29% exit shelter to the street; these youth are considered the most vulnerable. Approximately 19% of youth exit shelter to foster care; these youth are also considered moderately vulnerable because of the high rate of return to shelter from OCS and foster care.

Figure 6: Number of Youth Ages 13-17 Served at CHA During FY16 and FY17

Youth Ages 13-17			
Total Number Served at CHA Emergency Shelter (FY16)	51		
Average Daily Census for youth age 13-17	10	Average Daily Census for total youth age 13 to 21	49
Youth who entered the shelter in FY 16 and 17:		Percent of average daily census age 13-17	20%
Entered from OCS and foster care	30%	Percent of total beds at CH used by age 13-17	17%
Entered from family	40%		
Entered from DJJ	20%	Youth who were discharged from shelter in FY16 and 17:	
Entered from streets	10%	Discharged to family	52%
Addiction and/or mental health or other disability	48%	Discharged to foster care	19%
Mental health treatment needs specifically	18%	Discharged to other (streets, psych, AWOL, etc)	29%

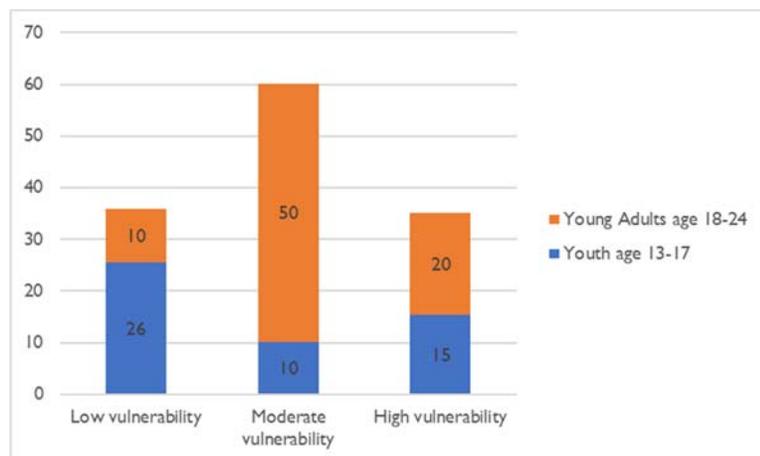
Source: Covenant House, FY16 + 17

Number of Youth and Young Adults to be Served by YHDP in Anchorage

By combining what we know about the number of youth and young adults who experience homelessness, with the range of vulnerability identified through the data from HMIS and CHA, we can approximate the number of youth and young adults at each range of vulnerability to be served by the YHDP in Anchorage. Figure 7 identifies a total of approximately 50 youth and 80 young adults and the number in each vulnerability

range. **The range of vulnerability helps YHDP partners to identify the number of beds in each housing type that is needed to achieve the shared vision of this project.**

Figure 7: Approximate Number of Youth and Young Adults to be Served by Vulnerability Level (HMIS)



Special Populations to be Served

Cultural Background and Disproportional Risk for Homelessness

The youth and young adult homeless population in Anchorage is disproportionately Alaska Native. In FY16, more than half (52%) of the youth CHA served were Alaska Native, whereas only 12% of Alaska’s total population and 14% of the 24 and under population in Anchorage are Alaska Native/American Indian.¹³ The second largest racial group served is White (29%), followed by African American youth (12%).¹⁴ To address the high number of Alaska Native youth in need of housing and supports and to better connect them to the robust system of social supports and health services available through the Alaska Native Tribal Health System, Southcentral Foundation, and Cook Inlet Tribal Council, staff from these organizations are located in CHA’s Youth Engagement Center and these organizations are represented among the Leadership Team, workgroups and the Youth Task Force.

Lower Levels of Educational Attainment

According to an extensive literature review conducted by the Office of the Assistant Secretary for Planning and Evaluation (ASPE) on the factors associated with long term homelessness among youth and young adults, “Repeated homelessness was associated with even greater likelihood of dropping out of school than a single runaway episode. Similarly, youth at highest risk for five or more years of homelessness were more likely not to have a high school degree or GED than those at lower risk levels (43% vs. 34%).”¹⁵ Youth and young adults who access shelter at Covenant House Alaska have experienced disruptions in their education. In FY17, among youth ages 13-20 in shelter 68 percent had **not** acquired a high school diploma, 28 percent had dropped out from school, only 23 percent reported attending high school regularly, and 6% attended

¹³ U.S. Census Bureau. American FactFinder. ACS Demographic and Housing Estimates, 2014. Community Survey 1-Year Estimates

¹⁴ CHA 2015 Annual Numbers Served.

¹⁵ Factors Associated with Prolonged Youth Homelessness, ASPE summary of work under the project An Examination of Young People Experiencing or at High Risk for Homelessness, conducted by ICF Macro under contract number GS-23F-9777H to ASPE. Accessed at <https://aspe.hhs.gov/system/files/pdf/257806/RiskFactorsAssociatedProlongedHomelessness.pdf>, November 2017.

GED classes.¹⁶ In the 2016-17 school year, 55 percent of homeless high school students enrolled in the ASD were on track to graduate at the end of their senior year, meaning they are earning the credits required to meet ASD and State of Alaska standards. By comparison, 82 percent of the overall high school student population was on track for graduation during the same school year.¹⁷

Pregnant or Parenting Youth

Living as a homeless, unaccompanied youth is dangerous, especially if the teen is pregnant or parenting a small child. The instability of moving from place to place is not conducive to healthy pregnancies or successful parenting where the first 1,000 days of a child's life are a critical time for cognitive, physical and social development.¹⁸ The stability provided by safe housing and good nutrition are vital to forming a strong bond between mother and child. Of 163 young women ages 13-21 who accessed CHA's shelter in FY16, 68 requested pregnancy screenings; of these, 18 young women, more than one in four, were pregnant, and approximately 80% of these needed maternity group home care. 12 of the family households on the November 2017 Coordinated Entry list are identified as young adult families; young adult families comprise approximately 12 percent of the homeless families in a typical period.¹⁹ Crossroads, ASD's school for pregnant and parenting youth, had an enrollment of 25 students in the 2016-17 school year; of those students, seven (28 percent) qualified for services through ASD's Child in Transition Program for students who are experiencing homelessness.²⁰

Using Alaska Surveillance of Child Abuse and Neglect data,²¹ a population level study was completed to identify factors for involvement with child protective services and the associated odds ratio for each factor.²² This study asked the question: by how much does each of these factors increase the risk of a family being involved with child protection? The two factors with the highest odds ratio, meaning those which increased the odds of involvement with child protection the most, were, for the mother, 'being homeless' and having 'public aid as a source of family income'. These factors increased the odds of involvement with child protection by a factor of 5.48. The second highest factor was maternal age and education. For children whose mothers were under the age of 20 and had less than 12 years of education, the odds of involvement with child protection were increased by a factor of 4.11.

Covenant House Alaska's Passage House Maternal Group Home housed a total of 14 mothers with 16 children, and provided aftercare to eight additional families in FY16. According to the director of the Passage House Maternal Group Home, pregnant and parenting youth who are at-risk for homelessness or experience homelessness typically are young people who have not finished their education or vocational training. They have often fled dysfunctional families after experiencing complex early childhood trauma, which often

¹⁶ CHA

¹⁷ Anchorage School District, Child in Transition Program, 2016-2017.

¹⁸ Preventing Early Childhood Adversity Before it Starts, <https://www.chcs.org/maximize-medicaid-opportunities-prevent-early-childhood-adversity-starts/>

¹⁹ Anchorage HMIS, November 2017.

²⁰ Anchorage School District, Child in Transition Program, 2016-2017.

²¹ The Alaska Surveillance of Child Abuse and Neglect (SCAN) Program is housed in the Maternal-Child Health Epidemiology Unit, Section of Women's, Children's, and Family Health, Alaska Division of Public Health. Alaska SCAN is the central source for standardized child maltreatment-related morbidity and mortality data.

²² Parrish, J.W.; Lanier, P.; Newby-Kew, A.; Arvidson, J.; and Shanahan, M. (2016). Maternal Intimate Partner Violence Victimization Before and During Pregnancy and Postbirth Child Welfare Contact: A Population-based Assessment. *Child Maltreatment Journal*. Vol. 21(1) 26-36

includes the scars of parental alcohol abuse and domestic violence. Pregnant and parenting homeless youth oftentimes are without positive family or community connections to support them. 82 percent of teen births between 2008 and 2014 in Alaska occurred among teens who were enrolled in Medicaid, which indicates that most teen mothers in Alaska are low income, placing them at higher risk for homelessness.²³

As identified above, Alaska Native youth and young adults experience homelessness at a disproportionate rate. In addition, American Indian/Alaska Native teen mother birth rates in Alaska are approximately three times higher than white teen mother birth rates. In 2015, the teen birth rate for AI/AN teens was 55 per 1,000 population, compared to 18 per 1,000 for white teens.²⁴ Alaska Native and American Indian mothers living in Anchorage tend to be somewhat younger compared with the rest of the Anchorage population. Ten percent of Alaska Native and American Indian births are to mothers who are under 19 years old and 33 percent are to mothers between 20 and 24 years old.²⁵

Alaska Native and American Indian (AN/AI) mothers of three-year olds also tended to have lower incomes compared with the rest of the Anchorage. 22 percent of AN/AI mothers of three-year olds in Anchorage had annual incomes of less than \$10,000,²⁶ which places them at heightened risk for homelessness. 42 percent of Alaska Native women living in Anchorage reported experiencing three or more life stressors during pregnancy. Some of these stressors include incarceration, homelessness, low incomes, tobacco use, and maternal physical abuse by male perpetrators.²⁷

Alaska has a large population of youth who have experienced complex trauma, which may include one or more Adverse Childhood Experiences (ACEs) such as abuse, neglect, exposure to violence, and/or family dysfunction. Exposure to ACEs in early childhood dramatically increases the potential for life-long negative health and social outcomes, such as poor school performance, developmental delays, juvenile justice involvement, and poor health in adulthood.²⁸

Youth and Young Adults Who Identify as LGBTQ

According to national studies, Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) identified youth make up 40% of the homeless youth population.²⁹ Direct service providers and outreach workers in Anchorage agree, anecdotally, that a substantial portion of the youth homeless population identifies fluidly somewhere on the LGBTQ spectrum. Additionally, multiple sources identify that LGBTQ youth face a specific set of barriers relating to being marginally housed or homeless, making them particularly vulnerable. Social stigma, discrimination, and, in many cases, experiences of rejection by their families of origin and/or

²³ Reilly K, Newby-Kew A, Rosier, M. Recent Decline in Teen Birth Rate - Alaska, 2008-2014. State of Alaska Epidemiology Bulletin. 2016;12. May 3, 2016. http://www.epi.alaska.gov/bulletins/docs/b2016_12.pdf.

²⁴ Alaska Department of Health and Social Services, Division of Public Health, Health Analytics and Vital Records Section. Alaska Vital Statistics 2015 Annual Report. http://dhss.alaska.gov/dph/VitalStats/Documents/PDFs/VitalStatistics_Annualreport_2015.pdf.

²⁵ Alaska Bureau of Vital Statistics, 2010-2012.

²⁶ Alaska Childhood Understanding Behavior Survey (CUBS), Alaska DHSS 2012-2014.

²⁷ Alaska Pregnancy Risk Assessment Monitoring System (PRAMS), Alaska DHSS 2009-2011.

²⁸ Center for Health Care Strategies, Inc. Preventing Early Childhood Adversity Before it Starts, <https://www.chcs.org/maximize-medicaid-opportunities-prevent-early-childhood-adversity-starts/>

²⁹Williams Institute. Findings from a National Survey of Service Providers Working with LGBT Youth Who Are Homeless or at Risk of Becoming Homeless. UCLA Law School; Center for American Progress. On the Streets: The Federal Response to Gay and Transgender Youth. June 2010; National Alliance to End Homelessness. Incidence & Vulnerability of LGBTQ Homeless Youth. Youth Homelessness Brief No. 2

licensed foster homes, may add to the physical, logistical, and social/emotional challenges that all people experiencing homelessness are more likely to struggle with.

Both the lack of sheltering systems that explicitly accept and affirm the held identities of LGBTQ youth in Anchorage, and the stigma LGBTQ youth often experience, puts them at higher risk for violence, abuse, and exploitation in comparison to their counterparts. Transgender youth and young adults are among the most vulnerable subpopulations, also due to social stigma and discrimination, and a critical lack of appropriate sheltering options. There are currently no sheltering systems explicitly designed for and protective of the diverse psycho-social needs of LGBTQ Alaska youth experiencing barriers to housing.

More data is needed, both locally and nationally, to adequately assess the gender identity and sexual orientation diversity of our communities, and the extent of correlated disproportionality in homelessness, access to services, and co-occurring impacts. Anchorage has included in its indicators of success for this project, 'Indicator 1.7: Number of youth who identify as LGBTQ provided housing through Host Home program'. To collect data on this measure we will add the data element that is currently available through HMIS to collection and reporting to better serve youth and young adults who identify as LGBTQ.

Nearly half of the Youth Task Force members for the Anchorage YHDP self-identify as LGBTQ. Working closely with local partners, including Choosing Our Roots, a newly formed organization dedicated to providing LGBTQ-friendly housing for youth in Anchorage, the Youth Task Force will play a strong role in improving service options for youth and young adults who identify as LGBTQ.

Youth and Young Adults with Higher Service Needs Due to Behavioral Health Issues

Parental alcohol abuse often contributes to child maltreatment and family instability, which can result in youth and young adult homelessness. It is also a contributor to substance abuse and mental health issues among youth and young adults. There is an extremely disproportionate burden of alcohol abuse on Alaska Native families, who have an alcohol-induced death rate that is eight times more than the national rate (see Indicator 1 below). The issue of substance abuse in Alaska, including opiate abuse, has reached crisis levels. The number of heroin-associated deaths in Alaska quadrupled between 2009 and 2015.³⁰ In 2012, the rate of such deaths was 42% higher than the national rate.³¹ Homeless, runaway and trafficked youth are particularly vulnerable to hard drugs like heroin and other opiates that have become cheaper and more widely available on the street. In response, Governor Bill Walker issued an order in February 2017 that officially declared the state's opioid crisis a public health disaster.

Figure 8: Indicator of Substance Abuse, Alaska, Alaska Native and National Rates, 2015

Substance abuse Indicator	Alaska (total) Rate	Alaska Native Rate	National Rate
1. Alcohol-induced death rate per 100,000 people (2015) ³²	20.4	71.1	8.5 (2014)

Alaska collects data each year using the Youth Risk Behavior Surveillance System (YRBSS). Alcohol is the substance that is most frequently consumed by youth based on self-reported data. According to the 2015

³⁰ "Anchorage is seeing a dramatic surge in in heroin overdoses," Alaska Dispatch News, May 16, 2017

³¹ State of Alaska Epidemiology Bulletin, *Health Impacts of Heroin Use in Alaska*, 2015

³² Alcohol-induced death rate. Retrieved on July 5, 2017 from Alaska Department of Health and Social Services, Indicator-Based Information System for Public Health (AK-IBIS) website: <http://ibis.dhss.alaska.gov/>.

YRBSS, 22 percent of youth enrolled in traditional high schools in Alaska reported using alcohol in the past 30 days. Nineteen percent of these same youth reported using marijuana in the past 30 days. Youth alcohol use in Alaska has decreased by 33 percent since 2009. The percentage of youth who report current alcohol use has decreased over the same period for the nation as a whole, though the decrease has been less dramatic (down 17 percent between 2009 and 2015). Other youth alcohol consumption indicators (binge drinking and first use of alcohol before turning 13) have also improved over the same period in both Alaska and nationwide.

Data from the Alaska Youth Risk Behavior Surveillance System (YRBSS) for 2011, 2013, and 2015, show far fewer youth reported using prescription drugs than reported using alcohol or marijuana. Less than seven percent of youth in Alaska reported current (past month) use of prescription drugs in each of the last three YRBSS surveys. More youth reported current prescription drug use than reported using cocaine, heroin, or methamphetamine. In fact, according to 2014 National Survey on Drug Use and Health (NSDUH) data, one-third of all new prescription drug users in the past year were youth between the ages of 12 and 17.³³

Significant disparities exist, however, between survey results among students in traditional high schools and those who are enrolled in alternative schools that serve higher-risk youth. Students from alternative schools reported significantly higher rates for all alcohol use indicators and other risk factors when compared to their traditional school counterparts. For example, 42 percent of alternative high school students reported current alcohol use, compared with 22 percent of traditional high school students. Almost 50 percent of alternative high school students reported current marijuana use, more than double the rate among traditional high school students. The binge drinking rate among alternative high school students was also more than double the rate among traditional high school students (28% compared to 13%). These disparities indicate that while youth substance abuse is decreasing among the general population, among higher risk youth in Alaska, rates of drug and alcohol use are alarmingly high.³⁴

The Alaska Behavioral Health Systems Assessment completed in January 2016 found that among Alaska traditional high school students, 8,450 or 33.5 percent are estimated to have a risk behavior for substance use present and 4,641 or 18.4 percent are estimated to have a moderate or high-risk behavior for substance use present. Among Alaska high school students, 7,214 or 28.6 percent are estimated to have had mental health issue in the past year and 2,396 or 9.5 percent are estimated to have a moderate or high-risk behavior for substance use present and a mental health issue in the past year.³⁵

During the planning process for the Anchorage YHDP, youth and young adults with the highest levels of vulnerability were identified as the “hardest to serve” in our current system for youth and young adults at risk for or experiencing homelessness. Figure 7 identifies that approximately 25% of young adults assessed in January 2017 scored 9 or above on the vulnerability assessment. Substance abuse and/or mental health issues are present for most or all of these young adults.

³³ Rivera, Marny; & Lepage, Cory R. (2016). "Youth Marijuana and Prescription Drug Abuse in Anchorage." Alaska Justice Forum 33(1): 5–11 (Spring 2016). Accessed https://www.uaa.alaska.edu/academics/college-of-health/departments/justice-center/alaska-justice-forum/33/1spring2016/c_apays_youth_drugs.cshtml December 2017.

³⁴ Alaska Department of Health and Social Services, 2015 YRBSS Highlights, October 2016. Accessed http://dhss.alaska.gov/dph/Chronic/Documents/yrebs/2015YRBS_Highlights.pdf December 2017.

³⁵ Alaska Behavioral Health Systems Assessment, Agnew::Beck completed for the Alaska Mental Health Trust Authority, January 2016.

Involvement with Juvenile Justice and Child Protection Systems

According to the same ASPE study referenced above, “Youth who had experienced violence at home between family members were 2.23 times more likely than other youth to experience five or more years of homelessness, and youth at highest risk of long-term homelessness were also more likely to report physical abuse (65% vs. 40%), being physically molested, (46.7% vs. 23%), and being forced to have sex against their will (42.6% vs. 19%). Childhood physical neglect has also been associated with longer durations of homelessness among homeless youth with a history of foster care.”³⁶

Many youth and young adults who become homeless in Anchorage have been or are currently involved with the child protection, foster care, and juvenile justice systems. Alaska Native children are disproportionately involved in these systems: 57.5% of children in out-of-home placement are Alaska Native as of May 2017;³⁷ and, between 2006 and 2015, 35% of referrals to the Division of Juvenile Justice were Alaska Native youth.

Figure 9: Indicators of Involvement with Child Protection, Alaska vs. National Rates

Indicator	Alaska Rate	National Rate
1. Rate of referrals to child protective services per 1,000 children (2013)	80.7	47.1
2. % of children who are the subject of a report of harm and who do not experience another report of harm in a 6-month period (2013) ³⁸	13%	5.4%
3. Rate of children in foster care per 1,000 children	10	5

Involvement with foster care is a persistent risk factor for youth homelessness in Anchorage. Children in Alaska were twice as likely as children nationwide to be in foster care (see Indicator 3 above). In 2013, 30 of every 1,000 Alaska Native children were in foster care, making them about seven times more likely than Non-Native children to be in foster care.³⁹

A 2016 article in the Juneau Empire reported that there were 2,929 Alaska youth or children in foster care at the end of February, according to Alaska’s OCS; four years ago, that number was 1,860. OCS Director Christy Lawton identified several factors contributing to the increase including systematic changes within OCS and the state’s heroin epidemic.⁴⁰ Foster youth are more likely to be homeless, incarcerated, unemployed, and more likely to experience physical, developmental, behavioral, and mental health challenges.⁴¹

³⁶ Factors Associated with Prolonged Youth Homelessness, ASPE summary of work under the project An Examination of Young People Experiencing or at High Risk for Homelessness, conducted by ICF Macro under contract number GS-23F-9777H to ASPE. Accessed at <https://aspe.hhs.gov/system/files/pdf/257806/RiskFactorsAssociatedProlongedHomelessness.pdf>, November 2017.

³⁷ <http://dhss.alaska.gov/ocs/Documents/statistics/Webdata/chartsOohMo.pdf>

³⁸ Children’s Bureau (Administration on Children, Youth and Families, Administration for Children and Families) of the U.S. Department of Health and Human Services. Child Maltreatment 2013. <https://www.acf.hhs.gov/sites/default/files/cb/cm2013.pdf>

³⁹ Diwakar Vadapalli, Virgene Hanna, Jessica Passini, Trends in Age, Gender, and Ethnicity Among Children in Foster Care in Alaska. Institute of Social and Economic Research, University of Alaska Anchorage, November 2014.

⁴⁰ <http://juneauempire.com/local/2016-03-18/number-foster-children-alaska-record-high>

⁴¹ Norweeta G. Milburn et al., “Adolescents Exiting Homelessness Over Two Years: The Risk Amplification and Abatement Model,” *Journal of Research on Adolescence*, 19(4) 2009.

Involvement in the foster care/child welfare system and juvenile justice systems are consistent drivers of youth homelessness. Figure 6 provides shelter utilization data from Covenant House Alaska for FY17. During this period, among youth ages 13 to 20 who accessed shelter:

- 24% were in OCS custody
- 46% had aged out of custody (18 and older youth)
- In total, **70%** had previous or current OCS custody involvement
- 51% had previous or current juvenile justice involvement
- 30% had previous or current involvement in **both** OCS and juvenile justice

A further breakdown of the data of younger youth highlights other risks associated with systems involvement. Younger youth served at CHA make up approximately 20% of the average daily census at the emergency shelter. Approximately 50% of these youth enter the shelter from foster care, Office of Children’s Services (OCS) custody, or Division of Juvenile Justice (DJJ). Almost half of the youth in this age group have some need for substance abuse treatment, mental health services, or supports for a disability. Approximately 71% of these youth are discharged to family or foster care with almost 30% leaving the shelter for the streets or another unknown destination.

Human Trafficking Involvement

In April 2017, Covenant House International released a ground-breaking study⁴² that shed new light on the intersection between youth homelessness and human trafficking, referenced in “Olivia’s Story” above. It was the largest study ever of human trafficking among homeless youth. Of the ten cities studied, Anchorage had the highest reported prevalence of trafficking; 28% of youth surveyed at CHA were found to be survivors of human trafficking, compared to 19% in the survey nationally. The true scope of the link between youth homelessness and vulnerability to sexual exploitation and trafficking is beginning to be fully understood, highlighting the need for intensive case management and safe housing for youth.

Specific Needs of Priority Sub-Populations

To address the risks and vulnerabilities described in this section, Anchorage intends to develop a continuum of housing and supports that can be tailored to address each individual’s specific needs. Detailed inventories of housing types and supports for youth and young adults at each vulnerability level are included in Section 5 of this plan, in the sub-section titled ‘Strengthening the Coordinated System’. For all the priority sub-populations we need to develop a system that is accessible and easy to enter, to include:

- **Outreach and engagement:** All youth and young adults who are at-risk or experiencing homelessness need intentional outreach to engage them in coordinated entry to either divert them from homelessness or to make their experience of homelessness rare, brief and a one-time occurrence. They need information and referral to find the entry point to the system quickly, to assess their vulnerabilities and strengths and connect them to appropriate housing and supports. The Anchorage YHDP will provide additional outreach and engagement to youth gathering places, education at schools and other places, and increased use of technology through Alaska 2-1-1 and a youth app.

⁴² Loyola University New Orleans, Modern Slavery Research Project, *Labor and Sex Trafficking Among Homeless Youth*, 2016

- **Age-appropriate and Individualized Case Management:** All youth and young adults who are at-risk or experiencing homelessness need some level of individualized navigation to help identify the range of options available to the youth or young adult and to assist him/her/them in selecting the supports to best meet their needs.

For each of the priority sub-populations: at-risk unaccompanied youth, unaccompanied youth experiencing homelessness, at-risk pregnant or parenting youth, and pregnant or parenting youth experiencing homelessness, we have identified the following specific needs:

Unaccompanied Youth and Young Adults At-risk of Homelessness

Youth and young adults who are unaccompanied and at-risk of homelessness are those we intend to identify and divert from homelessness. To accomplish this, we will need to address the following needs:

- **Housing:** Depending on the age of the young person and their level of vulnerability, youth and young adults who are at risk of homelessness may need supports and navigation to be diverted from homelessness to include family reunification, host family respite or placement, or navigation to other housing types and supports including rapid re-housing, permanent supportive housing, host homes, and higher levels of support such as therapeutic foster care, assisted living and group homes. To address the needs of at-risk youth will require an assessment and individualized service planning to help the young person choose the most appropriate options to meet his/her/their needs. Training in rent-readiness and other skills to succeed as a tenant is a need among this group.
- **Employment + Education:** As described above, low levels of educational attainment greatly increases the risk of experiencing homelessness due to limited higher education, vocational, and employment options. At-risk youth and young adults require supports to complete their high school educations and to continue into vocational or higher educational training including transportation to maintain school stability, tutoring, credit recovery to re-take classes, and other individualized supports. Similarly, engagement with employers and skills to increase employability are also needed.
- **Social and Emotional Wellbeing:** Connecting youth who are at-risk of homelessness with one or more caring adult is a primary need to divert them from homelessness. Particularly for youth who have higher vulnerabilities through experiencing family violence, trafficking, stigma and rejection associated with gender and sexual identity, connecting with a positive social group and with caring adults is one of the most important needs to address to protect them from future homelessness.

Unaccompanied Youth and Young Adults Experiencing Homelessness

Youth and young adults who are unaccompanied and experiencing homelessness are those we intend to serve through the strengthened coordinated entry system of housing and supports. To accomplish this, we will need to address the following needs:

- **Housing:** The type of housing and supports appropriate to an individual depends on the age and level of vulnerability of the young person. The types of housing that have been identified as most needed in Anchorage are permanent supportive housing, rapid re-housing, affordable housing, and host homes for youth and young adults who identify as LGBTQ. Youth and young adults experiencing homelessness need a safe and stable home with the level of support appropriate to help the young person maintain housing.
- **Employment + Education:** Critical for a young person who is experiencing homelessness to maintain housing is the ability to complete education, go on to higher education or vocational training, and/or to maintain employment. This may include completion of a GED, re-enrollment in

high school, assistance applying for college or vocational programs, and employment readiness services.

- **Social and Emotional Wellbeing:** For a young person who is experiencing homelessness, developing a positive social network by engaging with pro-social communities and developing stable relationships with caring adults is fundamental to the young person maintaining housing, overcoming obstacles, and succeeding in their educational, employment and other life goals.

At-risk pregnant or parenting youth

As described above, many socioeconomic factors increase the risk of homelessness for youth and young adults who are pregnant and/or parenting. The specific needs of those who are at-risk of homelessness include:

- **Housing:** Stable, affordable housing that is secure and appropriate for young children is the primary need of at-risk pregnant or parenting youth. Passage House. Anchorage's home visiting programs also help develop and find supports for young parents living in their own homes.
- **Employment + Education:** For at-risk pregnant or parenting youth employment options must allow for quality childcare for young children, or at-risk pregnant or parenting youth need assistance finding appropriate childcare that is also affordable. Access to public benefits is also needed by this group to allow parents and children time and stability to develop a strong bond and health family relationships. Parenting, life skills, relationship skills, are also important educational opportunities needed by this group. Assistance applying to higher education or vocational programs to build skills to increase income and employment options is also needed.
- **Social and Emotional Wellbeing:** Particularly for first-time and young parents, finding positive social groups with other new parents, or seasoned parents, is critical to develop strong peer support during the sometimes difficult early years of being a parent. Peers can provide both practical support such as shared childcare and transportation, as well as emotional support through sharing stories and strategies for coping. Connections with caring adults is also needed by this group to continue to receive the care the young parent needs, while learning to care for their own young children.

Pregnant or Parenting Youth and Young Adults Experiencing Homelessness

For pregnant or parenting young people who experiencing homelessness, the need to rapidly find stable housing and supports is critical to ensure the young children in their care are safe and able to remain with their families.

- **Housing:** Emergency shelter to ensure immediate safety is the critical need for pregnant or parenting young people who experiencing homelessness, and a swift transfer to safe transitional or permanent housing. Housing types must be appropriate for young children. Connection with home visiting and parent support programs is also needed.
- **Employment + Education:** Once the individual or family is in safe housing, the education and employment needs of these young people are similar to those above including employment or educational attainment and childcare, parenting and family supports, and encouragement and connection to completing higher education and vocational programs.
- **Social and Emotional Wellbeing:** These needs are the same as for those described above as at risk of homelessness. For the higher vulnerable young people who have been homeless and are pregnant or parenting, additional supports may be needed to address trauma, experiences being trafficked,

behavioral health issues, or other concerns that can impede a person's ability to parent and may lead to child abuse and/or neglect.

Housing in Anchorage and Economic Migration

An overriding factor that increases the risk for homelessness in Anchorage is the high cost and low availability of housing, and Alaska's uncertain economy and fiscal outlook. A 2012 Anchorage Housing Market Analysis by the McDowell Group showed that Anchorage will lack about 8,900 units in the coming decades and will fail to meet half the expected demand. To afford a one-bedroom apartment in Anchorage, an individual must earn \$19.58 per hour, and \$24.87 to afford a basic two-bedroom apartment at fair market rent.⁴³ The Alaska Department of Labor (Economic Trends July 2016) reports that Anchorage has an overall cost of living 131.3% of the national average, and housing costs are 153.1% of the national average.

The Anchorage economy is currently in a recession. Alaska's economy has been heavily impacted by the decrease in oil prices and is currently ranked last for economic growth in the United States.⁴⁴ The April 2017 unemployment rate in Anchorage was 5.7%, compared to the national average of 4.1%.⁴⁵ Governor Bill Walker called the state's current financial position the 'gravest fiscal crisis in state history,'⁴⁶ which creates a trickle-down effect that puts youth and families at increased risk for homelessness.

Alaska's non-Native population is made up largely of migrants from other parts of the United States and countries around the world; only 38% of Alaska residents were born in the state.⁴⁷ Families who move to Alaska from out of state are separated from extended family and support networks. When families encounter divorce, homelessness or other crises, they do not have the safety net of extended family living nearby. A high proportion of runaway youth come from chaotic family situations.

The state's economy and the high cost of living in rural communities increases migration of families and youth from rural communities to Anchorage. Many rural migrants are Alaska Native individuals or families who are seeking new opportunities. Studies of outmigration from rural to urban areas in Alaska have suggested that movement is driven by opportunities for increases in income, education, employment and access to health care. Many are also driven to Anchorage by the high cost of heat, electricity, food and commodities in rural villages. These studies have shown that the number one need of rural migrants is affordable housing.⁴⁸ Some youth arrive in Anchorage with a history of victimization, family alcohol abuse, and poor education. Some are flown to Anchorage for psychiatric hospitalization with no resources to return home. As a magnet city, Anchorage's unaccompanied youth count is 2.5 times the unaccompanied youth count for the rest of the state.⁴⁹

⁴³ National Low-Income Housing Coalition, *Out of Reach 2017: Alaska*, 2017

⁴⁴ U.S. News & World Report; *Best States Rankings: Measuring outcomes for citizens using more than 60 metrics*, 2017

⁴⁵ Anchorage Economic Development Corporation, *Anchorage Employment Report*, April 2017

⁴⁶ Juneau Empire. *Walker says Alaska is in the 'gravest fiscal crisis in state history'*, January 18, 2017

⁴⁷ State of Alaska Department of Labor and Workforce Development, *Alaska Economic Trends: Migration*, 2004

⁴⁸ International Journal of Circumpolar Health, *Assessing the influence of health on rural outmigration in Alaska*, 2010

⁴⁹ January 2017, HUD CoC (Anchorage) Point in Time Count (PTI).

Conclusion

In conclusion, youth and young adults in Anchorage who are at risk or experiencing homelessness often have experienced high levels of trauma that puts them at risk for repeating family patterns of sexual, physical and alcohol abuse. For youth or young adults who are pregnant or parenting young children, their own experience of trauma and the instability of being homeless greatly increases the risks for childhood trauma for their children. With the advent of the Coordinated Entry System in January 2017, Anchorage is building a decentralized, comprehensive system to identify youth and young adults who are at-risk or experiencing homelessness to swiftly intervene and work with each youth or young adult to identify permanent placements and housing. The award of the Youth Homelessness Demonstration Program funding has catalyzed efforts to end youth and young adult homelessness in Anchorage, as part of the broader effort to eliminate homelessness in our community. The plan that follows outlines our approach.

5. How will we end Youth and Young Adult Homelessness in Anchorage?

Overview

To realize the shared vision, we must design and implement a service system that will effectively and efficiently meet the needs of youth and young adults at-risk of or experiencing homelessness. Through the YHDP planning process, we identified the range of housing types and supportive services that youth and young adults who are at-risk for or experiencing homelessness need to be able to select from to address their individual needs. The results of this inventory and analysis are in Appendix A and informed the goals, objectives and activities identified in this plan.

Coordinated Entry to Individualized Services

To implement the Youth Homelessness Demonstration Program in Anchorage, the ACEH and the network of partners developed through this planning process will continue to strengthen and grow the Coordinated Entry System, which is the linked network of community providers, groups, and organizations who are joining together to best meet the needs of youth and young adults in Anchorage who are at-risk for or experiencing homelessness.

Figure 10: Coordinated Entry to Individualized Housing and Services

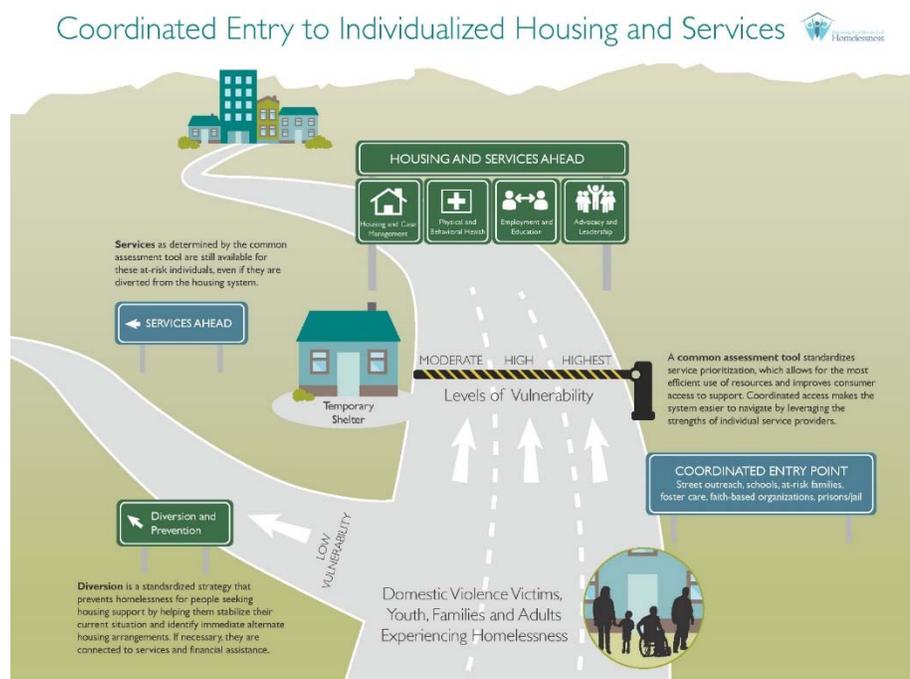
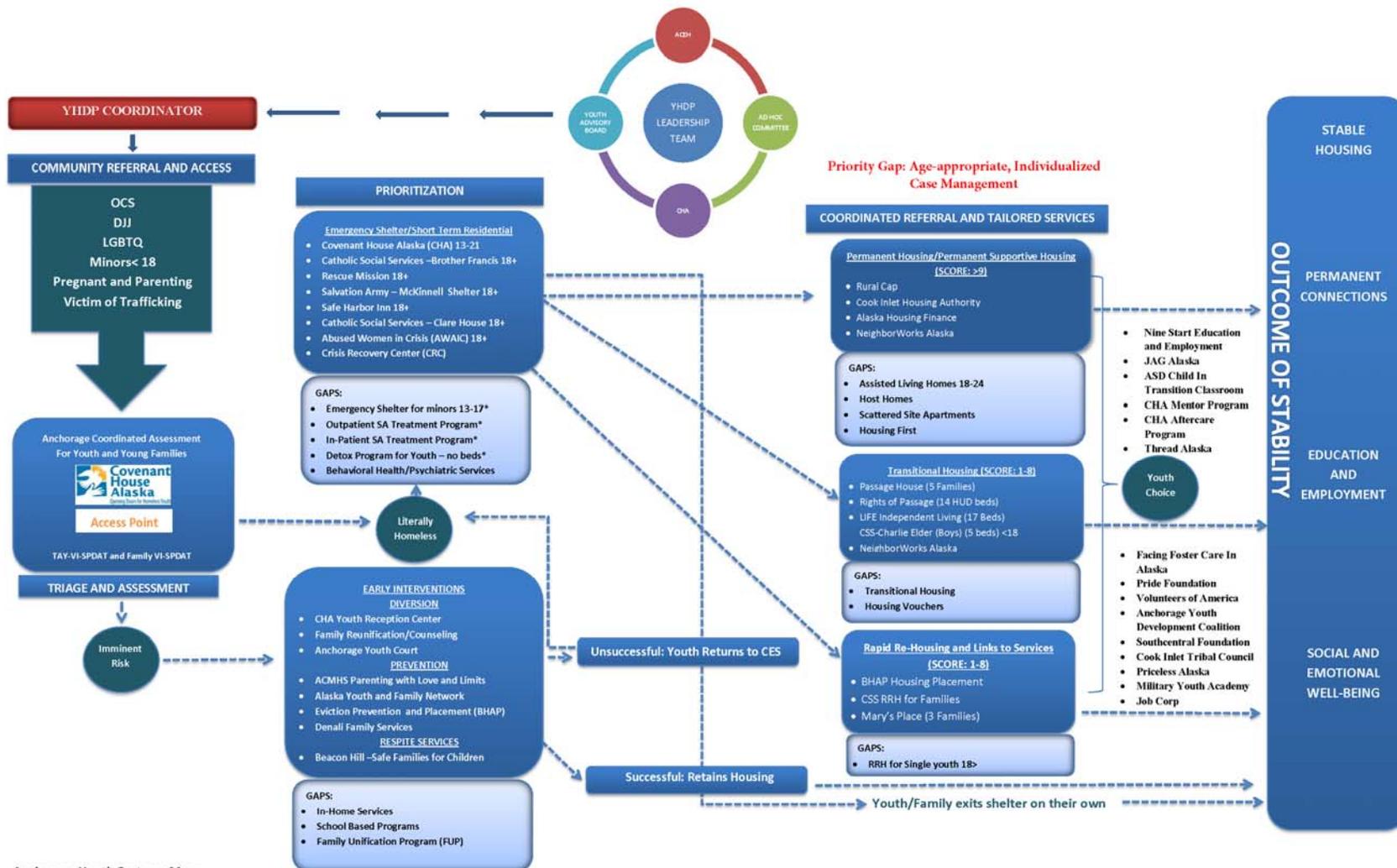


Figure 11 is a map of the Coordinated System of housing and services that will be strengthened and grown through implementing the YHDP in Anchorage.

Figure 11: Detail of Coordinated System to Serve Youth and Young Adults At-risk for or Experiencing Homelessness



Anchorage Youth Systems Map:

Impact Statement: Our community is committed to ensuring every youth has a safe place to live and the supports necessary to thrive.

Priority Gaps in the Current System

The priority gaps identified in the current system through review of the data included in this plan, focus groups with staff of CHA, regular meetings of and discussions among the Youth Task Force and the Youth Housing Demonstration Program Leadership Team include:

- **Age-appropriate and individualized Permanency Navigation** is needed to help each youth and young adult identify and make choices among the available housing and services and to navigate among community agencies to secure housing and supports. This would address the current gaps in coordination between parts of the service system, specifically with behavioral health treatment providers. This form of navigation continues to serve youth and young adults when they are housed, and is mobile to meet each young person where they are.
- **Address the needs of young adults with substance abuse and mental health issues** with appropriate housing options and supports, including:
 - Ensure young adults with severe service needs who may not meet the Chronically Homeless definition have access to permanent supportive housing beds;
 - Provide structured steps from emergency shelter, through transitional housing, to permanent housing;
 - Increase access to peer supports;
- **Increase access to Rapid Re-housing for young adults** with low or moderate vulnerability;
- **Address the needs of systems-involved youth** with appropriate housing and supports, by exploring:
 - Smaller, more home-like shelter with individualized case management to help with family reunification or successful alternative family placements;
 - Longer-term group home for younger age youth who are not succeeding in foster care;
 - Supervised independent living for youth ages 16-17 who have not succeeded in foster care and for whom family reunification is not an option;
 - Create an ongoing work group to explore new projects and advocate for continuing change in child welfare and juvenile justice systems to prevent systems-involved youth from becoming homeless.
- **Increase rent readiness training, rental assistance and priority placement in affordable housing** for homeless young adults.

As described in the Statement of Need section, by using available data from the Coordinated Entry System and from YHDP partners to understand the number of youth and young adults in each level of vulnerability, we have identified the following Goals, Objectives and Actions to achieve the Shared Vision.

Shared Vision

Anchorage is a very diverse community with youth from many different backgrounds and cultures with a wide range of abilities, ages, strengths, vulnerabilities, and skills. To prevent and end youth and young adult homelessness requires that all young people recognize their individual skills and strengths to overcome the challenges in their lives. To achieve our collective vision, we commit to bringing youth voices, choices and leadership to the forefront, both in planning and implementing system changes, and in the way programs and housing are designed and delivered.

In Anchorage by 2020...



1

Shared Vision: Youth and young adult homeless experience is rare and brief, and, when it does occur, it is a one-time occurrence.

We will accomplish this by achieving the following goals:



System-Wide Goal 1:

HOUSING + SUPPORTS: Youth are in stable housing, in the type of housing most suited to each individual's needs and with appropriate supports to maintain permanent housing. Youth and young adults build self-efficacy by setting goals and participating in service planning and choice.



System-Wide Goal 2:

EDUCATION + EMPLOYMENT: Youth and young adults enter post-secondary education, vocational or certificate program. Youth and young adults retain living wage employment.



System-Wide Goal 3:

SOCIAL AND EMOTIONAL WELL-BEING + PERMANENT CONNECTIONS:

Youth and young adults engage in positive, healthy relationships and behaviors; are involved with culture and community; remain in services and aftercare; and, report a feeling of self-sufficiency and independence. Young people have at least one permanent connection with a caring adult.



System-Wide Goal 4:

LEADERSHIP + SYSTEMS TRANSFORMATION:

Youth and young adults build skills and engage as leaders and advocates to transform systems, informed by their lived experience.

Systems that address issues related to youth and young adults who experience homelessness are trauma-informed and rooted in Positive Youth Development principles.

Goals, Objectives and Actions

 System-Wide Goal 1: HOUSING + SUPPORTS: Youth are in stable housing, in the type of housing most suited to each individual's needs and with appropriate supports to maintain permanent housing. Youth and young adults build self-efficacy by setting goals and participating in service planning and choice.			
Objectives + Indicators	Action Steps	Leaders + Partners	Responsible Person + Timeline
<p>Objective 1.1: No youth or young adults are unsheltered for more than one day.</p> <p>Indicator 1.1.a: Number of days youth or young adults are unsheltered.</p> <p>Indicator 1.1.b: Number of referral sources for youth and young adults to access Coordinated Entry System.</p> <p>Data sources: HMIS</p>	<p>Work with community partners to expand and coordinate street outreach services to increase intake into the Coordinated Entry System through the development of a Community Outreach Team.</p> <p>Partner with Tribal service providers and coordinate outreach schedules and services.</p> <p>Work with the Youth Task Force to conduct outreach to schools and other youth gathering places to share information about resources for homeless youth and young adults. Include education for youth at-risk for homelessness about human trafficking and domestic violence.</p> <p>Work with Youth Task Force and Choosing Our Roots to tailor outreach efforts for youth and young adults who identify as LGBTQ.</p> <p>Increase referrals to access points for Coordinated Entry System for youth and young adults through Alaska 2-1-1, text-based alerts, and coordination with Covenant House and other partners.</p>	<p>Leader: Youth Task Force, Anchorage Coalition to End Homelessness and Covenant House</p> <p>Partners: Cook Inlet Tribal Council; Cook Inlet Housing Authority; Choosing Our Roots; Anchorage Police Department; Rural CAP; Anchorage School District Child in Transition Program; Priceless Alaska; United Way of Anchorage and Alaska 2-1-1; Identity; Alaska Native Justice Center</p>	<p>YHDP Coordinator at CHA</p> <p>Community Outreach Team operational by June 2018 and continues through YHDP period; other tasks ongoing throughout YHDP period</p>
<p>Objective 1.2: No youth or young adults in emergency shelter for more than 30 days. All youth and young adults who are at-risk of or who experience homelessness receive equal access through the Coordinated Entry System</p>	<p>Establish the Permanency Navigator team.</p> <p>Recruit youth and young adults who have lived experience with homelessness and system-involvement to be trained</p>	<p>Leader: Anchorage Coalition to End Homelessness, Youth Task Force, and Covenant House</p> <p>Partners: Anchorage Coalition to End Homelessness; Cook Inlet</p>	<p>Operator of the Permanency Navigator team will be competitively selected through the ACEH process, be operational by June 2018, and continue through YHDP period; other tasks ongoing throughout YHDP period</p>

<p>to prevention, diversion, housing, social supports, and referral to health services, including substance abuse treatment and mental health services, to meet their individual needs.</p> <p>Indicator 1.2.a: Length of time in emergency shelter.</p> <p>Indicator 1.2.b: Permanency Navigator team established.</p> <p>Indicator 1.2.c: Percent of youth and young adults entered into Coordinated Entry System and served by a Permanency Navigator.</p> <p>Indicator 1.2.d: Percent of youth in emergency shelter who are successfully reunified with family.</p> <p>Data sources: HMIS, CHA</p>	<p>and mentored to provide navigation services.</p> <p>Youth and young adults who experience homelessness are connected with a Permanency Navigator to progressively move youth and young adults from crisis to stabilization.</p> <p>Permanency Navigators work with each youth or young adult to complete assessment of individual vulnerabilities and strengths; use results to develop a plan with the youth or young adult to identify goals and services needed to support the youth or young adult finding and maintaining housing.</p> <p>Permanency Navigators provide trauma-informed services using Positive Youth Development principles to help youth and young adults build upon their strengths and increase self-efficacy.</p> <p>Increase family reunification supports for youth in emergency shelter.</p>	<p>Tribal Council; Cook Inlet Housing Authority; Anchorage Police Department; Rural CAP; DJJ; OCS; Anchorage School District Child in Transition Program; Shiloh Community Housing Inc.; Priceless Alaska; United Way of Anchorage and Alaska 2-1-1; Denali Family Services; AK Child and Family; VOA; Southcentral Foundation; Alaska Youth and Family Network; Identity; Pride Foundation; Covenant House Passage House Maternal Group Home; Anchorage Youth Development Coalition; Alaska Mental Health Trust Authority</p>	
<p>Objective 1.3: Anchorage offers adequate supply of the appropriate housing types and supports, using a Housing First approach with no pre-conditions for housing, to meet the needs of youth and young adults who experience homelessness.</p> <p>Indicator 1.3.a: Length of time on the Coordinated Entry by-name waitlist (median and mean)</p> <p>Indicator 1.3.b.: Number of youth and young adults successfully housed in affordable housing units with 30% of income spent on housing costs each month, tracked at least one year after exit from the Coordinated Entry System.</p> <p>Data sources: HMIS, CHA</p>	<p>Identify criteria and process to determine allocation of YHDP funding for priority projects.</p> <p>Identify local and other funding sources to secure to supplement YHDP funding for priority projects.</p> <p>Identify and prioritize highest vulnerability young adults for permanent supportive housing. Identify 8 existing permanent supportive housing beds to serve high vulnerability young adults who do not meet the definition of Chronically Homeless.</p> <p>Develop a Rapid Re-housing model to house approximately 50 young adults from homelessness.</p> <p>Work with Cook Inlet Housing Authority and other</p>	<p>Leader: Anchorage Coalition to End Homelessness, Covenant House, Rural CAP, Youth Task Force</p> <p>Partners: Cook Inlet Tribal Council; Cook Inlet Housing Authority; Rural CAP; Anchorage School District Child in Transition Program; Shiloh Community Housing Inc.; Alaska Mental Health Trust Authority; Rasmuson Foundation; Choosing Our Roots</p>	<p>Director of ACEH will identify allocation process for YHDP funding by March 2018, and will work with ACEH, Mayor's Office, and United Way of Anchorage to identify additional funding sources throughout year 1 of YHDP.</p> <p>YHDP housing models will be competitively selected by June 2018 through the ACEH process and implemented during the second half of 2018.</p>

	<p>housing providers and landlords to provide access to 30 affordable housing units per year for young adults for diversion from homelessness.</p> <p>Explore developing a Host Home program for youth who identify as LGBTQ.</p>		
<p>Objective 1.4: Youth and young adults who are homeless and experiencing addictions and/or mental health issues receive comprehensive assessments, complete appropriate treatment, and supports to maintain appropriate housing.</p> <p>Indicator 1.4.a: Number of youth and young adults assessed for behavioral health services and engaged in services three months following assessment.</p> <p>Indicator 1.4.b: Percent of youth with moderate to highest levels of vulnerability maintaining housing with supports six months following assessment.</p> <p>Data sources: HMIS, CHA, Southcentral Foundation Wellness Center</p>	<p>Permanency Navigators use the VI-SPDAT TAY screening tool to make appropriate referrals to behavioral health providers who will provide timely and age-appropriate assessments and connect youth to appropriate treatment services and supports.</p> <p>Locate a full-time behavioral health clinician at the Wellness Center located at Covenant House’s Youth Engagement Center to provide immediate access to behavioral health assessment and referral for treatment.</p> <p>Consider developing a medium-term (30-days to 6 months) supportive housing program in the CHA Youth Engagement Center to stabilize moderate and high vulnerability youth to prepare them for permanent placement in the community. This longer-term stay would be paired with behavioral health case management, and other more intensive services that would focus on helping the youth to stabilize, engage in services and prepare for more independent housing.</p> <p>Navigators working with youth and young adults with high vulnerability will develop strong referral relationships with providers of behavioral health care and services for people with intellectual and developmental disabilities. These navigators will manage transitions to and from higher levels of care, such as inpatient psychiatric and residential treatment, into supportive housing that is</p>	<p>Leader: Covenant House and Southcentral Foundation Wellness Center staff at Youth Engagement Center</p> <p>Partners: Anchorage Coalition to End Homelessness; Cook Inlet Tribal Council; Cook Inlet Housing Authority; Anchorage Police Department; Rural CAP; DJJ; OCS; Anchorage School District Child in Transition Program; Shiloh Community Housing Inc.; Priceless Alaska; Denali Family Services; AK Child and Family; Akeela, Inc.; VOA; Southcentral Foundation; Alaska Youth and Family Network; Identity; Pride Foundation; Anchorage Youth Development Coalition; Stone Soup Group</p>	<p>Permanency Navigator Team will be responsible for these tasks beginning in June 2018 once the team is operational, and ongoing through YHDP period.</p>

	<p>appropriate to the needs of the young person. These may include therapeutic foster care or group homes, assisted living, and permanent supportive housing that is developmentally appropriate for youth, and/or recovery-oriented housing.</p> <p>Any potential partners who provide housing and/or services will receive training in trauma-informed care and using Positive Youth Development principles, and will develop policies and procedures that are trauma-informed. Investigate securing national training from T-3 or other national trainers.</p>		
<p>Objective 1.5: Youth and young adults who are pregnant or parenting and are at-risk of or who experience homelessness will receive immediate and tailored assistance to ensure stable housing and supports for both parent and child.</p> <p>Indicator 1.5.a: Number of pregnant or parenting youth and young adults diverted from homelessness.</p> <p>Indicator 1.5.b: Number of pregnant or parenting youth and young adults who experienced homelessness and who are housed six months following housing placement through the Coordinated Entry system.</p> <p>Data sources: HMIS, CHA Passage House Maternal Group Home</p>	<p>Permanency Navigators use the VI-SPDAT TAY screening tool to identify youth and young adults who are pregnant or parenting and either at-risk of or experiencing homelessness and refer to Covenant House Passage House Maternal Group Home to identify, assess, and secure housing and supports.</p> <p>Increase referrals to Southcentral Foundation Nutaqsiivik Nurse-Family Partnership and Providence Nurse-Family Partnership home visiting programs from Coordinated Entry and from Passage House Maternal Group home to increase access to the network of community resources for prenatal care, birth supports, family planning and reproductive health, Medicaid enrollment, home visiting, early childhood and parenting programs, to support parent and child from gestation through early years.</p> <p>Increase referrals to Parents as Teachers and Early Head Start for quality early childhood supports.</p> <p>Explore placing a priority for access to Rapid Re-housing</p>	<p>Leaders: Anchorage School District Child in Transition Program, Covenant House Passage House Maternal Group Home, and Priceless Alaska</p> <p>Partners: Cook Inlet Tribal Council; Rural CAP; DJJ; OCS; DBH; Shiloh Community Housing Inc.; Priceless Alaska; Denali Family Services; AK Child and Family; VOA; Southcentral Foundation Nutaqsiivik Nurse-Family Partnership; Providence Nurse-Family Partnership; Alaska Medicaid Program; Abused Women Aid in Crisis (AWAIC)</p>	<p>Covenant House Passage House Maternal Group Home Director is responsible for these tasks beginning in June 2018 once Permanency Navigator Team is operational, and ongoing through YHDP period.</p>

	<p>project for young adult families who are pregnant or parenting and experiencing homelessness.</p> <p>Work with the Alaska Medicaid program, Southcentral Foundation, and Section of Women, Children and Family Health to explore coordinated care models to meet the needs of youth and young adults who are pregnant or parenting and at-risk of homelessness.</p> <p>Increase enrollment of young families with primary care providers to increase access to reproductive health and family planning, well child visits and developmental screenings, and other family health supports.</p>		
<p>Objective 1.6: Youth and young adults who are victims of human trafficking and/or affected by domestic violence will receive immediate and tailored assistance to ensure stable housing and supports.</p> <p>Indicator 1.6: Number of youth and young adults who are victims of human trafficking and/or affected by domestic violence and who are housed six months following housing placement through the Coordinated Entry system.</p> <p>Data sources: HMIS, AWAIC</p>	<p>Permanency Navigators use the VI-SPDAT TAY screening tool to help identify victims of trafficking and/or domestic violence and make appropriate referrals to connect victims with justice supports, housing and other services, including behavioral health treatment.</p> <p>Partner with community education program at AWAIC to offer training to youth and young adults in personal safety, healthy relationships, domestic violence, trafficking, and other topics to prevent domestic violence and human trafficking.</p> <p>Continue to work with local and regional teams engaged in human trafficking projects to specifically address the needs of youth and young adults who are victims of human trafficking and/or affected by domestic violence.</p> <p>Partner with Priceless Alaska to connect youth and young adult survivors of trafficking with mentors and with positive social supports.</p>	<p>Leaders: Covenant House and Abused Women Aid in Crisis (AWAIC)</p> <p>Partners: Anchorage Coalition to End Homelessness; Cook Inlet Tribal Council; Anchorage School District Child in Transition Program; Priceless Alaska; Anchorage Police Department; Southcentral Foundation, Willa's Way; Alaska Native Justice Center; Alaska Institute of Justice; Federal Bureau of Investigations Victim Specialist</p>	<p>AWAIC Director (not yet confirmed) is responsible for these tasks beginning in June 2018 once Permanency Navigator Team is operational, and ongoing through YHDP period.</p>

<p>Objective 1.7: Youth and young adults who identify as LGBTQ and who are at-risk of or who experience homelessness will receive immediate and tailored assistance to ensure stable housing and supports.</p> <p>Indicator 1.7: Number of youth who identify as LGBTQ provided housing through Host Home program.</p> <p>Data sources: HMIS, CHA</p>	<p>Explore developing a Host Home program for youth who identify as LGBTQ.</p> <p>Identify and secure training from a local or national expert to build competency among ACEH partners and all YHDP partners in serving youth and young adults who identify as LGBTQ.</p> <p>Engage Youth Task Force members who identify as LGBTQ as leaders in discussions and trainings for local youth-serving agencies.</p> <p>Support local efforts to increase data collection regarding youth and young adults who identify as LGBTQ and homelessness.</p>	<p>Leaders: Youth Task Force, Identity, Choosing Our Roots</p> <p>Partners: Anchorage Coalition to End Homelessness; Covenant House; Anchorage School District Child in Transition Program; Priceless Alaska; Pride Foundation;</p>	<p>Host Home model will be competitively selected through the ACEH process by June 2018, with a provisional timeline of offering host home services by the beginning of 2019.</p>
<p>Objective 1.8: No youth or young adult leaves State custody into homelessness. All youth and young adults leaving State custody have an actionable plan for housing and appropriate supports, developed in cooperation with youth and young adults.</p> <p>Indicator 1.8: Number of youth or young adults who exit state custody to homelessness.</p> <p>Data sources: HMIS, CHA, DJJ, OCS</p>	<p>Establish a work group to work closely with OCS, DBH and DJJ to investigate group home models for youth ages 13-16 and supervised independent living models for youth age 17, or other models for youth who are currently not well-served.</p> <p>Include appropriate YHDP partners in team-based decision making for transitions in care or exit from State custody with DJJ and OCS.</p> <p>Establish a specific Permanency Navigator to facilitate successful transitions for OCS and DJJ-involved youth around age 16. For youth ages 13-17 who are seeking adoption or a permanent family and are in OCS custody, a dedicated Permanency Navigator will partner with community agencies to complete relative searches, contact tribes and previous placements, and help younger youth exit OCS custody to permanency.</p> <p>Investigate partnerships with Alaska Tribes who will enter compacts with the State of Alaska to provide child protection services, to assist</p>	<p>Leader: Covenant House and Facing Foster Care Alaska</p> <p>Partners: Anchorage Coalition to End Homelessness; Cook Inlet Tribal Council; Cook Inlet Housing Authority; Rural CAP; Alaska Youth Advocates; DJJ; OCS; DBH; Anchorage Court Improvement Project; Anchorage School District Child in Transition Program; Alaska Center for Resource Families; Shiloh Community Housing Inc.; Priceless Alaska; Denali Family Services; AK Child and Family; VOA; Southcentral Foundation; Alaska Youth and Family Network; Alaska Children’s Trust; Alaska Mental Health Trust Authority; Rasmuson Foundation</p>	<p>YHDP Coordinator at CHA, working with systems leaders, is responsible for these tasks throughout the YHDP period, with a provisional timeline of offering group home or other models by the beginning of 2019.</p>

	with youth who are transitioning from tribal custody into permanency.		
<p>Objective 1.9: Youth and young adults access public assistance, healthcare coverage, and other mainstream benefits.</p> <p>Indicator 1.9: Number of youth or young adults accessing public benefits to help support the transition to independence.</p> <p>Data sources: CHA</p>	<p>Permanency Navigators work with each youth or young adult to complete assessment of individual vulnerabilities and strengths; use results to develop a plan with the youth or young adult to identify goals and services needed to support the youth or young adult finding and maintaining housing.</p> <p>Work with partners to help youth and young adult identify healthcare coverage options including Medicaid enrollment or enrollment in health insurance marketplace to secure health care coverage.</p> <p>Help youth and young adults learn life skills such as managing finances, obtaining identification, applying for Medicaid, the Alaska Permanent Fund Dividend, and mainstream benefits, and opening a bank account.</p>	<p>Leader: Covenant House</p> <p>Partners: Anchorage Coalition to End Homelessness; Cook Inlet Tribal Council; Facing Foster Care Alaska; Alaska Youth Advocates; Anchorage School District Child in Transition Program; Shiloh Community Housing Inc.; Priceless Alaska; United Way of Anchorage and Alaska 2-1-1; Southcentral Foundation</p>	<p>Permanency Navigators are responsible for these tasks, ongoing starting in June 2018.</p>

	<p>System-Wide Goal 2:</p> <p>EDUCATION + EMPLOYMENT: Youth and young adults enter post-secondary education, vocational or certificate program. Youth and young adults retain living wage employment.</p>
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<i>Objectives + Indicators</i>	<i>Action Steps</i>	<i>Leaders + Partners</i>	
<p>Objective 2.1: All youth and young adults who enter the Coordinated Entry System will receive supports to empower them to complete high school diploma or GED and to enter post-secondary education and programs.</p> <p>Indicator 2.1.a: Percent who receive a high school diploma or GED.</p> <p>Indicator 2.1.b: Percent who attend school regularly.</p>	<p>Secure continued funding to support Back on Track Wraparound Coordinators to continue to provide mobile case management support for youth and young adults to complete high school education.</p> <p>Partner with the Alaska Commission on Post-Secondary Education’s Success Centers to connect youth and young adults with one-on-one coaching, career exploration, college and career applications, financial aid applications, including the</p>	<p>Leader: Anchorage School District Child in Transition Program and Nine Star;</p> <p>Partners: Covenant House JAG and Back on Track programs; Child Welfare Academy Education and Training Voucher Program; University of Alaska, Anchorage; Alaska Commission on Post-Secondary Education’s Success Centers; Cook Inlet Tribal Council; Alaska Native Regional Corporations; First Alaskans Institute; Alaska Humanities Forum</p>	<p>Anchorage School District Child in Transition Program Director is responsible for these tasks beginning in January 2018 and ongoing throughout the YHDP period.</p>

<p>Indicator 2.1.c: Percent who enroll in post-secondary education.</p> <p>Data sources: ASD, Nine Star</p>	<p>FAFSA, scholarship searches and college enrollment coaching.</p> <p>Increase enrollment in the Child Welfare Academy Education and Training Voucher Program at UAA and increase supports to youth who are enrolled in the program.</p> <p>Work with the University of Alaska Anchorage to identify 'guest housing' options for students engaged in internships and other vocational programs.</p> <p>Establish partnerships with scholarship, employment readiness programs, and leadership programs to connect youth and young adults to resources for completing education, building leadership skills, and securing and retaining employment.</p> <p>Engage Child Welfare Academy Education and Training Voucher Program participants as part-time employees during their post-secondary training to mentor and help youth and young adults complete high school education and prepare for post-secondary.</p>		
<p>Objective 2.2: Youth and young adults become job ready with resumé prepared, identification secured, trained in job search, and how to maintain employment. Youth and young adults identify job interests, skills and capacities.</p> <p>Indicator 2.2.a: Percent who secure part-time or full-time employment.</p> <p>Indicator 2.2.b: Percent who retain employment.</p> <p>Indicator 2.2.c: Percent who have income at transition to independent living.</p> <p>Data sources: HMIS, CHA, Nine Star, ASD</p>	<p>Continue to work with Nine Star to provide on-site educational and employment services at Covenant House Alaska and at other partner sites.</p> <p>Provide aftercare and follow up with Permanency Navigators to ensure youth and young adults retain employment.</p> <p>Engage Child Welfare Academy Education and Training Voucher Program as part-time employees during their post-secondary training to mentor and help youth and young adults maintain employment.</p>	<p>Leader: Nine Star</p> <p>Partners: Anchorage School District; Covenant House JAG and Back on Track programs; Alaska Youth Advocates; Child Welfare Academy Education and Training Voucher Program; Alaska Commission on Post-Secondary Education's Success Centers; Cook Inlet Tribal Council; Alaska Native Regional Corporations; First Alaskans Institute; Alaska Humanities Forum; Cook Inlet Tribal Council; Seeds of Change</p>	<p>Nine Star Director (not yet confirmed) is responsible for these tasks beginning in January 2018 and ongoing throughout the YHDP period.</p>

	<p>Establish partnerships with scholarship, employment readiness programs, and leadership programs to connect youth and young adults to resources for completing education, building leadership skills, and securing and retaining employment.</p> <p>Work with Seeds of Change, a new small business growing vegetables in an indoor greenhouse and employing youth who have been involved in foster care or juvenile justice, to secure supportive employment for youth and young adults.</p>		
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System-Wide Goal 3:
SOCIAL AND EMOTIONAL WELL-BEING + PERMANENT CONNECTIONS:
Youth and young adults engage in positive, healthy relationships and behaviors; are involved with culture and community; remain in services and aftercare; and, report a feeling of self-sufficiency and independence. Young people have at least one permanent connection with a caring adult.

Objectives + Indicators	Action Steps	Leaders + Partners	
<p>Objective 3.1: Connect youth and young people with caring adults defined by the adult being able to provide a place to stay and spend the holidays; provide care when young person is sick; and, provide financial support in emergencies.</p> <p>Indicator 3.1: Percent of youth and young adults who report at least one connection with a caring adult.</p> <p>Data sources: Big Brothers Big Sisters, CHA</p>	<p>Develop a peer-based mentorship program with Covenant House and foster care alumni to help youth experience homelessness learn from those who have successfully transitioned beyond it.</p> <p>Partner with LGBTQ organizations to connect youth and young adults who identify as LGBTQ with mentors.</p> <p>Investigate process for youth and young adults becoming certified by DBH as peers to offer supportive services to other youth and young adults.</p>	<p>Leaders: Youth Task Force</p> <p>Partners: Big Brothers Big Sisters; Covenant House; Choosing Our Roots; Facing Foster Care Alaska; Cook Inlet Tribal Council; OCS; Alaska 4-H; Anchorage Youth Development Coalition; Alaska Youth Advocates; Alaska Youth and Family Network; DBH; Identity; Pride Foundation; Priceless Alaska; Alaska Mental Health Trust Authority</p>	<p>Youth Task Force is responsible for these tasks beginning in January 2018 and ongoing throughout the YHDP period.</p>
<p>Objective 3.2: Youth and young adults identify areas of interest to participate within the community such as</p>	<p>Youth Task Force members to work with Mayor's Office Innovation Team to build or customize a youth app to</p>	<p>Leaders: Youth Task Force</p> <p>Partners: Covenant House; Facing Foster Care Alaska;</p>	<p>Youth Task Force is responsible for these tasks beginning in January 2018</p>

<p>cultural, faith-based, recreational groups.</p> <p>Indicator 3.2.a: Percent who participate in at least one group on a regular basis</p> <p>Indicator 3.2.b: Youth and young adults report increase in wellbeing measures:</p> <ul style="list-style-type: none"> Community, school, social and family connections Annual physical and dental exams Medicaid/Healthcare coverage Behavioral health services Healthy habits and coping skills New hobbies Meaningful goals and follow through <p>Youth and young adults report decrease in negative measures:</p> <ul style="list-style-type: none"> Substance abuse Psychiatric hospital stays Emergency room visits Involvement in child protection, juvenile justice and corrections <p>Data sources: Youth Task Force, CHA</p>	<p>share resources with youth, maintain connections with youth, build an alumni network, and create a tool for collecting data from youth on wellbeing measures, share information on groups, recreation and social events.</p> <p>Work with Alaska 2-1-1 to increase resource directory for youth-serving programs and groups, and prevention and diversion resources.</p>	<p>Mayor of Anchorage’s Innovation Team; GCI; Alaska 2-1-1; Cook Inlet Tribal Council; Identity; Pride Foundation; Priceless Alaska; Anchorage Youth Development Coalition; Alaska Youth and Family Network; Alaska Mental Health Trust Authority</p>	<p>and ongoing throughout the YHDP period.</p>
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System-Wide Goal 4:

LEADERSHIP + SYSTEMS TRANSFORMATION:

Youth and young adults build skills and engage as leaders and advocates to transform systems, informed by their lived experience.

Systems that address issues related to youth and young adults who experience homelessness are trauma-informed and rooted in Positive Youth Development principles.

Objectives + Indicators	Action Steps	Leaders + Partners	
<p>Objective 4.1: Youth and young adults engage in leadership and advocacy training, participate in leadership and advocacy activities, and become educated on civic engagement.</p>	<p>Establish partnerships with scholarship, employment readiness programs, and leadership programs to connect youth and young adults to resources for completing education,</p>	<p>Leaders: Youth Task Force, Anchorage Youth Development Coalition, Facing Foster Care Alaska</p> <p>Partners: Covenant House; Big Brothers Big Sisters;</p>	<p>Youth Task Force is responsible for these tasks beginning in January 2018 and ongoing throughout the YHDP period.</p>

<p>Indicator 4.1: Youth and young adults serving in advisory and leadership positions with community-serving entities.</p> <p>Data sources: Youth Task Force, CHA</p>	<p>building leadership skills, and securing and retaining employment.</p> <p>Build capacity of Youth Task Force and members of the taskforce to build leadership and public speaking skills, and to fill with other advisory roles for the Municipality of Anchorage, non-profit boards, and other community organizations.</p>	<p>Cook Inlet Tribal Council; Alaska Humanities Forum; First Alaskans Institute; Alaska Native Regional Corporations; Mayor of Anchorage; Alaska Children's Trust</p>	
<p>Objective 4.2: Build upon the system transformation in progress among partners in Alaska communities to develop trauma-informed organizations, systems and communities.</p> <p>Indicator 4.2: Partners report an increase in knowledge and awareness of the effects of trauma on individuals and communities and an understanding of Positive Youth Development and how to use it to transform systems.</p> <p>Data sources: ACEH, Anchorage Youth Development Coalition</p>	<p>Promote and support trainings provided by ACEH partners in trauma-informed care, domestic violence dynamics, grief support practices, confidentiality, response to trafficking, and safety planning for housing and supportive services providers.</p> <p>Provide training to Youth Task Force members about trauma-informed care and Positive Youth Development.</p> <p>Work with the statewide and community partners to sponsor trainings and collaborations among youth and young adults, system providers, system leaders, and policy makers to share information related to trauma-informed systems and Positive Youth Development (PYD). Specifically address systemic racism and the effects of historical trauma on Alaska Native communities and other communities of color in Anchorage.</p>	<p>Leaders: Youth Task Force, Anchorage Youth Development Coalition, Facing Foster Care Alaska, Choosing Our Roots</p> <p>Partners: Covenant House; Big Brothers Big Sisters; Cook Inlet Tribal Council; Alaska Humanities Forum; First Alaskans Institute; Alaska Native Regional Corporations; Mayor of Anchorage; Alaska Children's Trust; Alaska Mental Health Trust Authority; Rasmuson Foundation; Abused Women Aid in Crisis (AWAIC)</p>	<p>YHDP Coordinator at CHA is responsible for these tasks beginning in January 2018 and ongoing throughout the YHDP period.</p>
<p>Objective 4.3: Build strong relationships with systems leaders of OCS, DJJ and DBH to identify and implement systems-level change to prevent and address youth and young adult homelessness.</p> <p>Indicator 4.3: Memorandum of Agreement developed and signed by all parties.</p> <p>Data sources: CHA</p>	<p>Proactively develop strong relationships between systems leaders, the YHDP Leadership Team and the Youth Task Force.</p> <p>Meet with DHSS commissioner to present YHDP plan and identify process for working together.</p> <p>Engage LGBTQ youth and young adult advocates to increase competency among system leaders in working</p>	<p>Leaders: Youth Task Force, YHDP Leadership Team</p> <p>Partners: Alaska Department of Health and Social Services (OCS, DBH, DJJ), Alaska Children's Trust; Choosing Our Roots;</p>	<p>YHDP Coordinator at CHA is responsible for these tasks beginning in January 2018 and ongoing throughout the YHDP period.</p>

	with youth who identify as LGBTQ. Establish a Memorandum of Agreement between the YHDP Leadership Team, Youth Task Force, Office of Children’s Services, Divisions and Behavioral Health and Juvenile Justice to identify and agree to implement actionable steps for systems change in the child welfare system.		
<p>Objective 4.4: Secure a sustainable pool of funding for ending youth and young adult homelessness in Anchorage.</p> <p>Indicator 4.4: Funding target identified and secured.</p> <p>Data sources: Mayor’s Office, CHA</p>	Work with the ACEH and the Mayor’s Leadership Team to End Homelessness to develop a local funders collaborative to leverage national funding to secure comprehensive funding to address homelessness in Anchorage.	<p>Leaders: Youth Task Force, YHDP Leadership Team</p> <p>Partners: ACEH, Mayor of Anchorage, United Way of Anchorage, Rasmuson Foundation, Alaska Community Foundation, Alaska Mental Health Trust Authority, Alaska Children’s Trust, Pride Foundation</p>	Director of ACEH will identify allocation process for YHDP funding by March 2018, and will work with ACEH, Mayor’s Office, and United Way of Anchorage to identify additional funding sources throughout year 1 of YHDP.

YHDP Timeline

Figure 12 summarizes the main activities that we will accomplish during the YHDP period, the responsible persons for each, and provides a timeline for establishing and implementing them.

Figure 12: YHDP Timeline

Description	Responsible Person	Jan-18	March	June	Sept	Jan-19	March	June	Sept
Goal 1 HOUSING + SUPPORTS									
Obj 1.1 Community Outreach Team and other tasks	YHDP Coordinator at CHA	Establish	Implement						
1.2 Permanency Navigator Team and other tasks	Permanency Navigator Team Operator	Establish	Implement						
1.3 Establish process for allocating YHDP funds	ACEH Director	Establish	Implement						
1.3 Establish new housing types: PSH, RRH	PSH and RRH Operators	Establish	Implement						
1.3 Establish other housing types	Host Home and other Operators	Establish	Implement						
1.4 Special population: YYA experiencing addictions and/or mental health issues	Permanency Navigator Team Operator							Implement	
1.5 Special population: YYA pregnant and/or parenting	Passage House Director							Implement	
1.6 Special population: YYA victims of human trafficking and/or DV	AWAIC Director (not yet confirmed)							Implement	
1.7 Special population: YYA LGBTQ	Host Home Operator	Establish	Implement					Implement	
1.8 Special population: YYA systems-involved	YHDP Coordinator at CHA	Establish	Implement					Implement	
1.8 YYA access mainstream and other benefits	Permanency Navigator Team Operator							Implement	
Goal 2 EDUCATION + EMPLOYMENT									
Obj 2.1 Special population: YYA with low educational attainment	ASD Child in Transition Program Director	Ongoing							
2.2 Special population: YYA with low educational attainment	Nine Star Director	Ongoing							
Goal 3 SOCIAL AND EMOTIONAL WELL-BEING + PERMANENT CONNECTIONS									
Obj 3.1 Connect YYA with caring adults	Youth Task Force	Ongoing							
3.2 Develop a youth app and other outreach to YYA	Youth Task Force	Ongoing							
Goal 4 LEADERSHIP + SYSTEMS TRANSFORMATION									
Obj 4.1 Youth leadership development and advocacy training	Youth Task Force	Ongoing							
4.2 Trauma-informed organizations, systems and communities	YHDP Coordinator at CHA	Ongoing							
4.3 Strong relationships and agreements with systems leaders	YHDP Coordinator at CHA	Ongoing							
4.4 Establish sustainable funding pool	ACEH Director	Establish						Implement	

Continuous Quality Improvement

Overview

The Youth Homelessness Demonstration Program in Anchorage will be implemented as part of a comprehensive local effort to eliminate homelessness. To ensure the Goals, Objectives and Actions identified above are implemented and the desired outcomes are achieved, the YHDP in Anchorage will integrate Continuous Quality Improvement (CQI) into all project activities, as described below.

Performance Framework: The Goals, Objectives and Actions, and accompanying indicators, describe the theory of change for this project. This is summarized in the logic model in Table 1. The theory of change identifies the activities, the outputs and indicators, and the intermediate and long-term outcomes of this project. By describing this in a logical sequence, we are putting forward our theory of how to achieve the Shared Vision in Anchorage. Until we begin to implement, however, this is only a theory. The process of Continuous Quality Improvement is how we will consistently measure our progress, and test our theory, to make adjustments as needed to achieve the long-term outcomes.

High Data Quality: The indicators included in the logic model identify the data points we will track. Most of this data will be available from ACEH using HMIS and from CHA, which has robust data tracking and analysis capabilities in-house. Additional data will be collected by the Youth Task Force using surveys or other outreach methods, and ultimately through the youth app, which is described in Objective 3.2, once it is developed and deployed. The YHDP Leadership Team will also survey its members and partners for additional data. Data sources are identified in the Goals, Objectives and Actions Plan.

Data-Driven Decision-Making: Data gathered and monitored during the Youth Homelessness Demonstration Program in Anchorage will be shared quarterly at Youth Task Force and YHDP Leadership Team meetings. Reviewing the Goals, Objectives and Actions against these data, and providing regular updates on implementation of the Action Plan, will allow the Youth Task Force and YHDP Leadership Team to assess how well the project is working and whether changes or course corrections are needed. Table 2 summarizes the key indicators that we will track throughout the YHDP period.

Culture of Learning: By collecting and sharing data on a regular basis, we will develop a strong culture of learning among YHDP partners to determine whether we are meeting our objectives and making a difference in the lives of youth and young adults who are at risk or experiencing homelessness.

Table 1: Anchorage YHDP Logic Model

Participants	Activities	Outputs + Indicators	Data Sources + Frequency	Intermediate Outcomes	Long-term Outcome
<p>Youth and young adults in Anchorage who are at-risk of or experiencing homelessness, with focus on the following special youth and young adult populations:</p> <ul style="list-style-type: none"> • Systems-involvement and/or behavioral health needs • Identifies as LGBTQ • Pregnant or Parenting • Victims of trafficking and/or DV <p>Youth Task Force members; YHDP Leadership Team; Anchorage Coalition to End Homelessness; Local and State Leaders from Child Protection, Juvenile Justice and Behavioral Health service systems; Local youth-serving organizations; Local and state funding organizations; local and</p>	<p>Those listed in Action Plan under System-wide Goal 1.</p>	<p>Those listed in Action Plan under each Objective for System-wide Goal 1.</p>	<p>Sources: Anchorage Coalition to End Homelessness HMIS, Covenant House Alaska</p> <p>Frequency: Reported quarterly to Youth Task Force and YHDP Leadership Team</p>	 <p>HOUSING + SUPPORTS: Youth are in stable housing, in the type of housing most suited to each individual's needs and with appropriate supports to maintain permanent housing. Youth and young adults build self-efficacy by setting goals and participating in service planning and choice.</p>	<p>Youth and young adult homeless experience is rare and brief, and, when it does occur, it is a one-time occurrence.</p>
	<p>Those listed in Action Plan under System-wide Goal 2.</p>	<p>Those listed in Action Plan under each Objective for System-wide Goal 2.</p>	<p>Sources: Anchorage School District Child in Transition Program, Nine Star, Covenant House JAG and Back on Track programs</p> <p>Frequency: Reported quarterly to Youth Task Force and YHDP Leadership Team</p>	 <p>EDUCATION + EMPLOYMENT: Youth and young adults enter post-secondary education, vocational or certificate program. Youth and young adults retain living wage employment.</p>	
	<p>Those listed in Action Plan under System-wide Goal 3.</p>	<p>Those listed in Action Plan under each Objective for System-wide Goal 3.</p>	<p>Sources: Surveys conducted by Youth Task Force; Big Brothers Big Sisters; Facing Foster Care</p> <p>Frequency: Reported quarterly to Youth Task Force and YHDP Leadership Team</p>	 <p>SOCIAL AND EMOTIONAL WELL-BEING + PERMANENT CONNECTIONS: Youth and young adults engage in positive, healthy relationships and behaviors; are involved with culture and community; remain in</p>	

Participants	Activities	Outputs + Indicators	Data Sources + Frequency	Intermediate Outcomes	Long-term Outcome
state government leaders				services and aftercare; and, report a feeling of self-sufficiency and independence. Young people have at least one permanent connection with a caring adult.	
	Those listed in Action Plan under System-wide Goal 4.	Those listed in Action Plan under each Objective for System-wide Goal 4.	<p>Sources: Surveys conducted by Youth Task Force; Anchorage Youth Development Coalition; YHDP Leadership Team; Mayor's Office</p> <p>Frequency: Reported quarterly to Youth Task Force and YHDP Leadership Team</p>	 <p>LEADERSHIP + SYSTEMS TRANSFORMATION: Youth and young adults build skills and engage as leaders and advocates to transform systems, informed by their lived experience. Systems that address issues related to youth and young adults who experience homelessness are trauma-informed and rooted in Positive Youth Development principles.</p>	

Table 2: Key Indicators and Data Sources

Objective	Indicator	Data Source
Objective 1.1: No youth or young adults are unsheltered for more than one day.	Indicator 1.1.a: Number of days youth or young adults are unsheltered.	Data sources: HMIS
	Indicator 1.1.b: Number of referral sources for youth and young adults to access Coordinated Entry System.	Data sources: HMIS
Objective 1.2: No youth or young adults in emergency shelter for more than 30 days. All youth and young adults who are at-risk of or who experience homelessness receive equal access through the Coordinated Entry System to prevention, diversion, housing, social supports, and referral to health services, including substance abuse treatment and mental health services, to meet their individual needs.	Indicator 1.2.a: Length of time in emergency shelter.	Data sources: HMIS, CHA
	Indicator 1.2.b: Permanency Navigator team established.	Data sources: HMIS, CHA
	Indicator 1.2.c: Percent of youth and young adults entered into Coordinated Entry System and served by a Permanency Navigator.	Data sources: HMIS, CHA
	Indicator 1.2.d: Percent of youth in emergency shelter who are successfully reunified with family.	Data sources: HMIS, CHA
Objective 1.3: Anchorage offers adequate supply of the appropriate housing types and supports, using a Housing First approach with no pre-conditions for housing, to meet the needs of youth and young adults who experience homelessness.	Indicator 1.3.a: Length of time on the Coordinated Entry by-name waitlist (median and mean)	Data sources: HMIS, CHA
	Indicator 1.3.b: Number of youth and young adults successfully housed in affordable housing units with 30% of income spent on housing costs each month, tracked at least one year after	Data sources: HMIS, CHA

Objective	Indicator	Data Source
	exit from the Coordinated Entry System.	
Objective 1.4: Youth and young adults who are homeless and experiencing addictions and/or mental health issues receive comprehensive assessments, complete appropriate treatment, and supports to maintain appropriate housing.	Indicator 1.4.a: Number of youth and young adults assessed for behavioral health services and engaged in services three months following assessment.	Data sources: HMIS, CHA, Southcentral Foundation Wellness Center
	Indicator 1.4.b: Percent of youth with moderate to highest levels of vulnerability maintaining housing with supports six months following assessment.	Data sources: HMIS, CHA, Southcentral Foundation Wellness Center
Objective 1.5: Youth and young adults who are pregnant or parenting and are at-risk of or who experience homelessness will receive immediate and tailored assistance to ensure stable housing and supports for both parent and child.	Indicator 1.5.a: Number of pregnant or parenting youth and young adults diverted from homelessness.	Data sources: HMIS, CHA Passage House Maternal Group Home
	Indicator 1.5.b: Number of pregnant or parenting youth and young adults who experienced homelessness and who are housed six months following housing placement through the Coordinated Entry system.	Data sources: HMIS, CHA Passage House Maternal Group Home
Objective 1.6: Youth and young adults who are victims of human trafficking and/or affected by domestic violence will receive immediate and tailored assistance to ensure stable housing and supports.	Indicator 1.6: Number of youth and young adults who are victims of human trafficking and/or affected by domestic violence and who are housed six months following housing	Data sources: HMIS, AWAIC

Objective	Indicator	Data Source
	placement through the Coordinated Entry system.	
Objective 1.7: Youth and young adults who identify as LGBTQ and who are at-risk of or who experience homelessness will receive immediate and tailored assistance to ensure stable housing and supports.	Indicator 1.7: Number of youth who identify as LGBTQ provided housing through Host Home program.	Data sources: HMIS, CHA
Objective 1.8: No youth or young adult leaves State custody into homelessness. All youth and young adults leaving State custody have an actionable plan for housing and appropriate supports, developed in cooperation with youth and young adults.	Indicator 1.8: Number of youth or young adults who exit state custody to homelessness.	Data sources: HMIS, CHA, DJJ, OCS
Objective 1.9: Youth and young adults access public assistance, healthcare coverage, and other mainstream benefits.	Indicator 1.9: Number of youth or young adults accessing public benefits to help support the transition to independence.	Data sources: CHA
Objective 2.1: All youth and young adults who enter the Coordinated Entry System will receive supports to empower them to complete high school diploma or GED and to enter post-secondary education and programs.	Indicator 2.1.a: Percent who receive a high school diploma or GED.	Data sources: ASD, Nine Star
	Indicator 2.1.b: Percent who attend school regularly.	Data sources: ASD, Nine Star
	Indicator 2.1.c: Percent who enroll in post-secondary education.	Data sources: ASD, Nine Star

Objective	Indicator	Data Source
<p>Objective 2.2: Youth and young adults become job ready with resumé prepared, identification secured, trained in job search, and how to maintain employment. Youth and young adults identify job interests, skills and capacities.</p>	<p>Indicator 2.2.a: Percent who secure part-time or full-time employment.</p>	<p>Data sources: HMIS, CHA, Nine Star, ASD</p>
	<p>Indicator 2.2.b: Percent who retain employment.</p>	<p>Data sources: HMIS, CHA, Nine Star, ASD</p>
	<p>Indicator 2.2.c: Percent who have income at transition to independent living.</p>	<p>Data sources: HMIS, CHA, Nine Star, ASD</p>
<p>Objective 3.1: Connect youth and young people with caring adults defined by the adult being able to provide a place to stay and spend the holidays; provide care when young person is sick; and, provide financial support in emergencies.</p>	<p>Indicator 3.1: Percent of youth and young adults who report at least one connection with a caring adult.</p>	<p>Data sources: Big Brothers Big Sisters, CHA</p>
<p>Objective 3.2: Youth and young adults identify areas of interest to participate within the community such as cultural, faith-based, recreational groups.</p>	<p>Indicator 3.2.a: Percent who participate in at least one group on a regular basis</p>	<p>Data sources: Youth Task Force, CHA</p>
	<p>Indicator 3.2.b: Youth and young adults report increase in wellbeing measures:</p> <ul style="list-style-type: none"> Community, school, social and family connections Annual physical and dental exams Medicaid/Healthcare coverage Behavioral health services Healthy habits and coping skills New hobbies 	<p>Data sources: Youth Task Force, CHA</p>

Objective	Indicator	Data Source
	<p>Meaningful goals and follow through</p> <p>Youth and young adults report decrease in negative measures:</p> <ul style="list-style-type: none"> Substance abuse Psychiatric hospital stays Emergency room visits Involvement in child protection, juvenile justice and corrections 	
<p>Objective 4.1: Youth and young adults engage in leadership and advocacy training, participate in leadership and advocacy activities, and become educated on civic engagement.</p>	<p>Indicator 4.1: Youth and young adults serving in advisory and leadership positions with community-serving entities.</p>	<p>Data sources: Youth Task Force, CHA</p>
<p>Objective 4.2: Build upon the system transformation in progress among partners in Alaska communities to develop trauma-informed organizations, systems and communities.</p>	<p>Indicator 4.2: Partners report an increase in knowledge and awareness of the effects of trauma on individuals and communities and an understanding of Positive Youth Development and how to use it to transform systems.</p>	<p>Data sources: ACEH, Anchorage Youth Development Coalition</p>
<p>Objective 4.3: Build strong relationships with systems leaders of OCS, DJJ and DBH to identify and implement systems-level change to prevent and address youth and young adult homelessness.</p>	<p>Indicator 4.3: Memorandum of Agreement developed and signed by all parties.</p>	<p>Data sources: CHA</p>
<p>Objective 4.4: Secure a sustainable pool of funding for ending youth and young adult homelessness in Anchorage.</p>	<p>Indicator 4.4: Funding target identified and secured.</p>	<p>Data sources: Mayor's Office, CHA</p>

Collaboration for Systems Transformation

To successfully implement the Goals, Objectives and Actions, and the Continuous Quality Improvement process to monitor implementation, will require strong collaboration for systems transformation, and strengthening the coordinated system of housing and services in Anchorage.

The most successful human service organizations collaborate outside of their own agencies for needed services. Not only does this avoid duplication of services, it synergizes resources, improves care coordination, and ultimately improves the outcomes of clients served. In our YHDP application, Anchorage wrote:

“We understand that this process needs to be truly innovative while bringing unlikely partners together who are willing to break out of their silos and embrace new ways of thinking. Change also requires leadership, and the stakeholders in our community putting forward their best leaders to engage in the efforts to demonstrate how we can and will end youth homelessness in Anchorage.”

Covenant House Alaska, the Lead Agency for Anchorage’s demonstration project, has been a leader in community collaboration over the last ten years. This philosophy is reflected in the design and program model of Covenant House Alaska’s Youth Engagement Center (YEC), a state-of-the-art centralized campus of youth services which opened in 2013. Programs offered at the 43,000-square foot YEC include a 60-bed youth shelter, a Drop-In Center, Education + Employment Services, a health center and dedicated spaces for art, music and recreation. More importantly, CHA intentionally created spaces for community partners to deliver on-site services to youth. Examples of partners include Southcentral Foundation, the state’s largest tribal health provider, which operates the Wellness Center and does crisis and suicide prevention program delivery on-site, the Anchorage School District, which operates a Title I Child in Transition classroom, and Volunteers of America, which offers substance abuse counseling. The ability to closely coordinate services for homeless youth with on-site partners has truly transformed our community’s ability to deliver low-barrier, high quality services to this population.

This close collaboration has also further strengthened the overall level of collaboration between these organizations which has leveraged further resources. For example, the Anchorage School District, United Way of Anchorage, and Covenant House Alaska received and are implementing a transformative AT&T Aspire grant for a “Back on Track” school program to help high-risk populations of youth graduate from high school on time.

The Anchorage Coalition to End Homelessness, with the partnership of Covenant House Alaska, will expand this model of integrated collaboration on a wider community scale through the YHDP. The process can be slow, and requires deliberate and relentless effort, particularly to get the “best leaders” who are “willing to break out of their silos.” During the development of this Coordinated Community Plan over the last year, these leaders have come forward to participate in honest conversations about the gaps in Anchorage’s system that lead to youth and young adults experiencing homelessness. The advantage of a small, tight-knit community like Anchorage is that many of these leaders are accessible and already have working relationships with one another. They recognize the high vulnerability of homeless youth and young adults in our community and are ready to act.

Throughout this planning process the state child welfare agency, juvenile justice, the school district, housing authorities and developers, the Youth Task Force, and other agencies have brought forward their best leaders to think outside the box to create systems change. This process goes far beyond the projects described in this Coordinated Community Plan. The funds from this demonstration project alone are not enough to elevate our efforts to the scale needed to truly end youth and young adult homelessness. Through ongoing efforts over the next two years, including work groups that address systems-involved youth, and funding strategies that will leverage additional resources to support the Youth Task Force, fund more housing options, and expand trauma-informed and Positive Youth Development training in our community, we are creating a framework of continuing collaboration that will create the true systems transformation needed to end youth and young adult homelessness in Anchorage.

Strengthening the Coordinated System

The remainder of this section of the plan describes the five main points of the Coordinated System. Strengthening each point of this system is critical to achieve the goals and shared vision described above:

1. Early Intervention and Prevention
2. Community Referral
3. Triage, Assessment and Prioritization
4. Diversion
5. Coordinated Housing and Tailored Supportive Services

The primary goals for the Coordinated Entry System are:

- Assistance is allocated as effectively as possible;
- Assistance is easily accessible no matter where or how people present; and,
- Assistance is prioritized based on vulnerability and severity of service needs to ensure that people who need assistance the most can receive it in a timely manner.⁵⁰

At the system-level, Coordinated Entry provides information about service needs and gaps to help allocate existing and identify needed resources. Coordinated Entry is the avenue for managing the referral process for Anchorage's permanent supportive housing programs, transitional housing programs, and rapid-rehousing programs.

Early Intervention and Prevention

To end youth homelessness in Anchorage, we must prevent youth from entering homelessness. The following supports and services help young people stay connected to their families, thrive in school and excel socially and emotionally. Keeping families of young people intact is the best form of early intervention and prevention.

The Anchorage School District Child in Transition program is a primary source of referral for early intervention and prevention services and to identify young people and families who are or who are at risk of being homeless. The State of Alaska Divisions of Juvenile Justice (DJJ) and Behavioral Health (DBH), and the Office of Children's Services (OCS) administer programs that provide family counseling, remediation, and reunification. Early intervention is a key resource in addressing the rising number of youth entering foster care, the juvenile justice system, and experiencing homelessness. United Way of Anchorage, public benefit agencies, schools, primary care and child care facilities are points of early intervention. OCS and DJJ may also identify families who could benefit from early intervention services.

CHA offers evidenced-based programs such as Jobs for America's Graduates (JAG), a state-based national non-profit organization dedicated to preventing dropouts among young people who are most at-risk. The program's goal is to keep students, grades sixth through twelfth, in school through graduation and help them transition into the workforce. Other services, and local initiatives, that are also part of Anchorage's early intervention efforts are:

- Healthy Choices, Healthy Voices
- Anchorage Youth Development Coalition
- Drop-in and outreach centers

⁵⁰ Anchorage Continuum of Care Written Standards, 2016.

- Hotlines and crisis lines
- Anchorage Youth Court
- Alaska 2-1-1

School-based Programs

Youth programs in elementary and middle schools are key components of early intervention services provided to students in a school setting, or through after school programming. The Anchorage School District provides a range of programs and services to strengthen and support vulnerable children and families. These include:

- 21st Century Community Learning Centers that provides expanded learning opportunities for children and their families outside of regular school hours at 11 Title 1 Schools;
- The STEP Center and the Alaska Family Directory for families of children with special needs;
- Child in Transition Program to ensure homeless students have the same access to educational opportunities as other students;
- Creating Successful Futures early intervention program for students in kindergarten through fourth grade;
- Early Intervention Services Center supporting families of preschool children with special needs.

Community Referral

To address and end youth and young adult homelessness in Anchorage requires individualized coordination of housing and supports that are tailored to meet the needs and build on the strengths of youth and young adults with varying levels of vulnerability and specific vulnerability factors:

- Youth ages 13 – 17
- Young adults ages 18-24
 - Low vulnerability level, score 0-3
 - Moderate vulnerability level, score 4-8
 - High vulnerability level, score 9+

Other specific vulnerability factors that the YHDP in Anchorage will focus on are:

- Systems-involvement and/or behavioral health needs
- Identifies as LGBTQ
- Pregnant and Parenting
- Victims of trafficking and/or DV

The specific community agencies that identify youth with these vulnerabilities include those listed in Appendix A and include:

- Schools
- Community-based organizations
- Faith-based entities
- Office of Children’s Services
- Divisions of Juvenile Justice and Behavioral Health
- Youth-serving organizations and youth advocacy groups
- Information and referral providers

- Community and street outreach
- Emergency rooms and hospitals
- Police and emergency services

Youth are referred using a decentralized approach to intake and assessment. Youth who are homeless with their families are often identified through the Anchorage School District Child in Transition program or the emergency cold weather family shelter program, a local faith-based system of churches and faith centers who offer emergency shelter to families and youth. Youth are connected to the Coordinated Entry System and the Family Transition Coordinator who provide assessments and help youth and families connect with housing and supports.

Youth or young adults who are homeless and unaccompanied, and are not in stable housing, are referred to CHA as the primary access point for triage and assessment of housing options for youth and young adults and the supportive services that help them maintain permanent placement or housing. To strengthen the Coordinated Entry System, additional marketing and outreach on the street, in youth-gathering places, and in schools, is needed to facilitate community referrals and increase awareness among youth and young adults, and staff at the various community agencies, of the coordinated process that exists to better serve vulnerable youth and young adults. Community agencies will need to clearly understand how to make referrals to entry points in Coordinated Entry and how to assist youth and young adults to connect with the appropriate entry point.

Triage, Assessment and Prioritization

Once a young person is referred to CHA, s/he/they must be assessed for their level of vulnerability and specific areas of need to determine if they can be diverted or would benefit from the intensive service array. CHA is the primary access point for youth and young adults for the Coordinated Entry System. The Youth Transition Coordinator who supports the Coordinated Entry System and is located at CHA, and the CHA Youth Engagement Specialists work as a team to perform the following functions. With the addition of the team of Permanency Navigators through the YHDP, services will become mobile and will follow the youth or young adult wherever they are housed.

- Triage and assessment of youth ages 13 to 24 years old to determine if youth can be diverted, or would benefit from the more intensive service array;
- Prioritize youth based on their level of vulnerability determined by the VI-SPDAT;
- Monitor the waitlist for housing and intensive services to ensure access to full range of possible housing options and to identify openings for youth and young adults;
- Provide referrals for youth and young adults to services to increase readiness for housing;
- Coordinate with service providers, and advocacy and peer organizations to ensure access to necessary supports to help the youth maintain permanent housing.

Special Populations

Youth and young adults with any of the following characteristics will be further prioritized for housing and services:

- High (9+) score on the vulnerability assessment;
- LGBTQ youth;
- Youth involved in both foster care and juvenile justice;
- Sexually exploited or trafficked youth;

- Pregnant and parenting youth;
- Underage youth (13 to 17 years old);
- Youth who have migrated from rural and Alaska Native villages;
- Youth with Fetal Alcohol Spectrum Disorders (FASD); and,
- Youth with chronic illness.

In addition, the length of time a young person has been homeless is factored into their prioritization.

Youth are assessed through the Coordinated Entry System, which assists individuals with accessing local housing information and referrals to appropriate services, including diversion and early intervention, using a decentralized approach.

The common assessment tool is an abridged version of the Transition Age Youth Vulnerability Index Service Prioritization Decision Assistance Tool (TAY-VI-SPDAT), which also contains all six questions from the TAY Triage Tool.⁵¹ The Next Step Tool for Homeless Youth, has merged the tested premises of the TAY VI-SPDAT and TAY Triage Tool into a survey that is easy to administer, easy for youth to respond to, and allows service providers to better understand the types and intensity of services to begin with when supporting youth.

Figure 13 identifies the average number of young adults ages 18-24 assessed at CHA between March and September 2017 and their vulnerability scores.

Figure 13: Number of Youth Ages 18-24 Served at CHA by Vulnerability Score, March - September 2017

Vulnerability Level	Number of Youth Ages 18-24				
	Total	Male	Female	Average Number per month	% per Vulnerability Level per month
Low (TAY VI-SPDAT 0-3)	15	11	3	2	14%
Moderate (TAY VI-SPDAT 4-6)	36	18	17	5	33%
High (TAY VI-SPDAT 7-8)	36	18	17	5	33%
Highest (TAY VI-SPDAT 9+)	21	14	7	3	19%
Total	108	61	44	15	
		56%	41%		

Source: Covenant House, HMIS, March - September 2017

Youth ages 13-17

Youth are not yet assessed using the TAY VI-SPDAT and because they are not of legal adult age, youth are not eligible for most of the housing options accessed through Anchorage’s Coordinated Entry System. CHA is one access point for the triage and assessment process for youth and community agencies refer unaccompanied youth to CHA for emergency shelter, triage and assessment. The Youth Engagement Specialist at CHA first attempts to locate the youth’s guardian and offers family reunification services. If there is a report of abuse or neglect, CHA notifies the OCS. The Anchorage School District Child in Transition program is another primary access point. Youth who are identified by school staff are referred to the Child in Transition program for triage and assessment. Both entities work closely with the OCS to address the needs

⁵¹ The TAY Triage tool predicts which youth are most likely to experience long-term homelessness, or are essentially on a trajectory to becoming chronically homeless adults. The TAY VI-SPDAT helps understand current vulnerabilities to support youth in ending their homelessness.

of youth in custody who are referred to CHA or who arrive at CHA for services and who are in OCS custody. With the addition of the proposed Permanency Navigator who will focus on youth we will fill the gaps in this system and more quickly identify permanent placements for youth at-risk of or experiencing homelessness.

Diversion

Some of the young people triaged by YHDP partners or assessed through the Coordinated Entry System will not require long-term intensive support or housing. The Family and Youth Transition Coordinators who support the Coordinated Entry System, the Anchorage School District Child in Transition program, the Youth Engagement Specialists at CHA, and the Permanency Navigators will work with community partners to connect youth with services that seek to reunify families, identify alternative family placements, or other supports to divert youth from more intensive services. These youth and young adults would score a 0-3 on the common assessment tool and be identified as 'low' level of vulnerability.

Figure 14 identifies the array of services available for diversion from homelessness. The priority gap to coordinating these services to divert youth from more intensive services is the lack of navigation resources to individualize services for each youth.

Figure 14: Diversion Services for Youth and Young Adults

DIVERSION			
Housing + Service Type	Unit	Age Group	Level of Vulnerability
Outreach + Engagement			
Community + Street Outreach		Both	All
Age-Appropriate + Individualized Case Management			
Screening, Information, Referral + Navigation		Both	Low, Mod
Case Management (specialized)		Both	High, Highest
Peer Navigation		Both	Mod, High, Highest
Transition to Independence Program (TIP) Facilitators		18-24	All
Housing			
Emergency Shelter	bed	Both	All
Family Reunification + Alternative Family Placement		13-17	Low
Host Family Respite		13-17	Low
Host Family Placement		Both	Low, Mod, High
Roommate Matching		18-24	Low
School, university or vocational program with residential		18-24	Low, Mod, High
Employment + Education Services			
K-12 Education, High School / GED Completion		Both	All
Youth Employment		Both	All
Vocational Rehabilitation + Supportive Employment		18-24	All
Enrollment in Benefits / Access to General Supports			
Information + Referral		18-24	All
Benefits counseling		18-24	All
Behavioral Health Services			
Medicaid enrollment		Both	All
Outpatient Treatment		Both	Low, Mod, High
Home-based Treatment / Family Interventions		Both	Low, Mod, High
Home and Community-based Services / Community Supports		18-24	Mod, High, Highest
Physical Health Services			
Emergency Care		Both	All
Medicaid enrollment		Both	All
Primary Care		Both	All
Medication Management		Both	All
Services for People with Intellectual and Developmental Disabilities			
Short Term Assistance and Referral (STAR)		Both	All
Referral for FASD diagnostic services		Both	All
Referral for assessment for Medicaid waivers		Both	All
Home and Community-based Services		Both	All
Specialized Group Homes		Both	All
Advocacy + Peer Supports			
Alaska Native / American Indian		Both	All
Peer and Family Supports + Empowerment		Both	All
Youth and families involved with child protection and foster care		Both	All
Justice-involved youth and young adults		Both	All
LGBTQ services		Both	All
Support for Victims of Trafficking		Both	All
Youth and Young Adults living in Mat-Su		Both	All

Coordinated Referral and Tailored Services

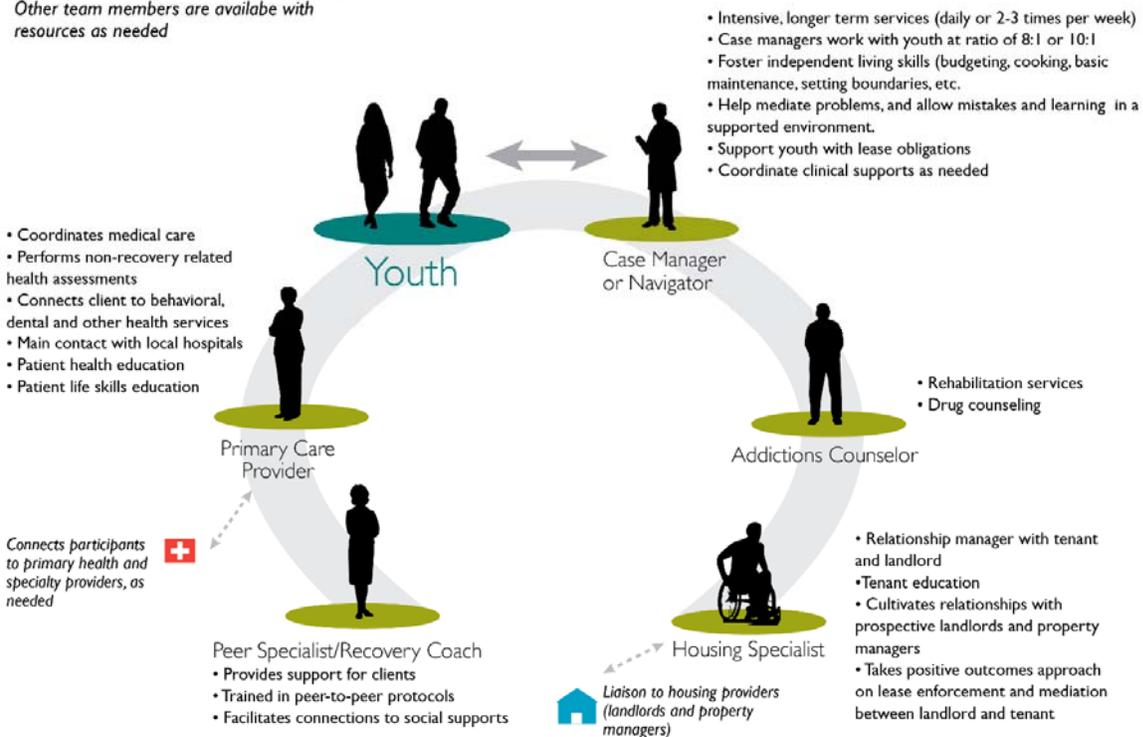
Youth and young adults will present with a variety of strengths, vulnerabilities and needs. Through this project, CHA and the ACEH will increase the availability of Age Appropriate and Individualized Case Management (see Figure 15) through a team of Permanency Navigators. This group will serve youth and young adults at CHA, in housing, and other placements in the community. To ensure that youth and young adults build self-efficacy and exercise choice in identifying options to meet their housing and support needs, youth will lead the goal-setting and participate in individualized service planning tailored to their individual strengths, needs and preferences. Age-appropriate and individualized case management will provide an ally and partner to youth to help navigate the array of options available to them. The Permanency Navigator will be paired with youth to develop trust and a long-term relationship that will be available in home and community-based settings. When helpful, youth will be paired with a navigator who has similar or relevant life experience; for example, pairing youth with navigators with similar cultures or backgrounds, or pairing a youth who is LGBTQ with a case manager who is also LGBTQ, may help to develop a trusting, helpful relationship. Navigation services should be available outside of the regular business day to best serve youth.

Figure 15: Age Appropriate and Individualized Case Management

Age Appropriate and Individualized Case Management

Primary relationship is with the case manager

Other team members are available with resources as needed



Moderate Vulnerability

Youth and young adults assessed with moderate vulnerability will have Next Step Tool scores ranging approximately between 4 and 8. Figure 16 identifies the housing types and services that are recommended for youth with this level of vulnerability.

Figure 16: Housing and Service Types for Youth and Young Adults with Moderate Vulnerability

MODERATE			
Housing + Service Type	Unit	Age Group	Level of Vulnerability
Outreach + Engagement			
Community + Street Outreach		Both	All
Age-Appropriate + Individualized Case Management			
Screening, Information, Referral + Navigation		Both	Low, Mod
Peer Navigation		Both	Mod, High, Highest
Transition to Independence Program (TIP) Facilitators		18-24	All
Housing			
Emergency Shelter	bed	Both	All
Host Family Placement		Both	Low, Mod, High
Transitional Housing	bed	18-24	Mod, High
Rapid Re-housing	bed	18-24	Low, Mod, High
Housing vouchers: sponsor-based	unit	18-24	Low, Mod, High
Housing vouchers: tenant-based	unit	18-24	Low, Mod, High
Reentry from Corrections Housing + Supports	bed + CM	18-24	Corrections
School, university or vocational program with residential		18-24	Low, Mod, High
Employment + Education Services			
K-12 Education, High School / GED Completion		Both	All
Youth Employment		Both	All
Vocational Rehabilitation + Supportive Employment		18-24	All
Enrollment in Benefits / Access to General Supports			
Information + Referral		18-24	All
Benefits counseling		18-24	All

MODERATE			
Housing + Service Type	Unit	Age Group	Level of Vulnerability
Behavioral Health Services			
Medicaid enrollment		Both	All
Intensive Outpatient Treatment		Both	Mod, High
Outpatient Treatment		Both	Low, Mod, High
Home-based Treatment / Family Interventions		Both	Low, Mod, High
Home and Community-based Services / Community Supports		18-24	Mod, High, Highest
Physical Health Services			
Emergency Care		Both	All
Medicaid enrollment		Both	All
Primary Care		Both	All
Medication Management		Both	All
Services for People with Intellectual and Developmental Disabilities			
Short Term Assistance and Referral (STAR)		Both	All
Referral for FASD diagnostic services		Both	All
Referral for assessment for Medicaid waivers		Both	All
Home and Community-based Services		Both	All
Specialized Group Homes		Both	All
Advocacy + Peer Supports			
Alaska Native / American Indian		Both	All
Peer and Family Supports + Empowerment		Both	All
Youth and families involved with child protection and foster care		Both	All
Justice-involved youth and young adults		Both	All
LGBTQ services		Both	All
Support for Victims of Trafficking		Both	All
Youth and Young Adults living in Mat-Su		Both	All

Highest Vulnerability

Youth and young adults assessed with highest vulnerability will have Next Step Tool scores of 9 and above. Figure 17 identifies the housing types and services that are recommended for youth and young adults with this level of vulnerability.

Figure 17 Housing and Service Types for Youth with Highest Vulnerability

HIGHEST			
Housing + Service Type	Unit	Age Group	Level of Vulnerability
Outreach + Engagement			
Community + Street Outreach		Both	All
Age-Appropriate + Individualized Case Management			
Case Management (specialized)		Both	High, Highest
Peer Navigation		Both	Mod, High, Highest
Intensive Case Management / Assertive Community Treatment		18-24	High, Highest
Behavioral Health Case Management		Both	High, Highest
Transition to Independence Program (TIP) Facilitators		18-24	All
Housing			
Emergency Shelter	bed	Both	All
Therapeutic Foster Care or Specialized Group Home		Both	High, Highest
Assisted Living	bed	18-24	High, Highest
Permanent Supportive Housing	bed	18-24	High, Highest
Employment + Education Services			
K-12 Education, High School / GED Completion		Both	All
Youth Employment		Both	All
Vocational Rehabilitation + Supportive Employment		18-24	All
Enrollment in Benefits / Access to General Supports			
Information + Referral		18-24	All
Benefits counseling		18-24	All

HIGHEST			
Housing + Service Type	Unit	Age Group	Level of Vulnerability
Behavioral Health Services			
Medicaid enrollment		Both	All
Acute Psychiatric Care / Crisis Intervention		Both	High, Highest
Residential Treatment		Both	High, Highest
Detoxification		Both	High, Highest
Home and Community-based Services / Community Supports		18-24	Mod, High, Highest
Physical Health Services			
Street Medicine		Both	High, Highest
Emergency Care		Both	All
Medicaid enrollment		Both	All
Primary Care		Both	All
Medication Management		Both	All
Services for People with Intellectual and Developmental Disabilities			
Short Term Assistance and Referral (STAR)		Both	All
Referral for FASD diagnostic services		Both	All
Referral for assessment for Medicaid waivers		Both	All
Home and Community-based Services		Both	All
Specialized Group Homes		Both	All
Advocacy + Peer Supports			
Alaska Native / American Indian		Both	All
Peer and Family Supports + Empowerment		Both	All
Youth and families involved with child protection and foster care		Both	All
Justice-involved youth and young adults		Both	All
LGBTQ services		Both	All
Support for Victims of Trafficking		Both	All
Youth and Young Adults living in Mat-Su		Both	All

6. Priority Projects

Process for Allocating YHDP Funding

The ACEH, YHDP Leadership Team, and the Youth Task Force will work together to create and administer a fair and transparent selection process for selecting projects for YHDP funding. Key elements of this process will include:

- Draft a process description, review criteria, timeline, and project descriptions into a Request for Proposals (RFP) package for ACEH, YHDP Leadership Team, Youth Task Force review. (January 2018)
- Share with all bodies for review, incorporate edits and produce final RFP package for approval by all three bodies. (January 2018)
- Advertise the RFP for 30 days for applicant review and to develop applications. (February 2018)
- Convene the ACEH Ranking and Review Committee with the addition of two members of the YHDP Leadership Team and two members from the Youth Task Force. None of these members will be employed by or closely affiliated with any of the organizations applying for YHDP funding. (early March 2018)
- This committee reviews applications, ranks them according to the review criteria, and makes a recommendation to all three bodies. (mid-March 2018)
- Each of the bodies reviews recommendation and approves or denies it. If one of the bodies denies the recommendation, the committee will re-convene to reconsider. If the recommendation changes, all three bodies will review again. If it does not change, then the three bodies will re-convene and attempt a consensus decision. If one cannot be reached, the ACEH board will make a final decision. (end of March 2018)
- Once the recommendation has been approved and finalized, applicants will be notified of the decision.
- YHDP funds will be administered alongside the annual CoC funding using the structure already in place with the ACEH and HUD.

Projects to be Selected for YHDP Funding

Permanency Navigator Team

Program Type:	Supportive Services
Brief Description:	Establish 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.
Timeframe:	Coordinated Entry intake to housing placement (up to 60 days) and 6+ months aftercare
Target Population:	Youth ages 13-24; low, moderate, high vulnerability
Who:	As identified by selection process
Funding Source:	YHDP
Budget Amount:	\$300,000 per year for two years (total \$600,000)

Gaps Addressed

Through Workgroups and conversations with the Youth Task Force, a major challenge for youth to obtain permanent housing is the lack of knowledge of community housing resources, and a lack of coordination in assisting youth to find housing.

Program Philosophy

The Permanency Navigator Team is the backbone of all YHDP efforts. To effectively house and stabilize youth in housing, intensive mobile navigation will be key to the success of diversion, prevention and housing interventions. The key to successful support of young people is the use of *relentless relationship building* to foster behavior change and growth. It is within the context of positive relationships that transformational change can occur.

Navigators will use a range of trauma-informed techniques such as Motivational Interviewing to gain trust and help clients move through the stages of change. During the planning process for the YHDP, youth told us that the constant changing of case managers as they moved between systems, organizations and programs was traumatizing. As soon as youth would build positive relationships, they would “lose” that case manager as they graduated from programs, which was replaying traumatizing loss events in their lives. Under this project, relationships between Navigators and youth will not be limited by time, location or services accessed. Navigators will relentlessly assist youth as they move between systems, fail, relapse or face housing challenges, helping young people understand they can fail in safety and recover.

Recognizing and building upon the strengths and resiliency of youth, the principles of Positive Youth Development, is at the heart of this program philosophy. All Navigators will receive extensive training in Trauma-Informed Care and Motivational Interviewing. All Navigators will also receive training in recognizing the unique needs of special populations including minors, LGBTQ youth, pregnant/parenting youth, systems-involved youth and victims of sexual trafficking exploitation, with some Navigators receiving more extensive training on specific populations based on their specializations, as described below.

Understanding all the resources, systems linkages, and connections in a community is a challenge for any worker helping a youth navigate out of homelessness. For this reason, the Permanency Navigators will have **specializations**, which will focus on different target populations and their needs. The specializations of the Navigators are described below:

Position 1: Permanency Navigator: Highly Vulnerable

Primary activities: Coordinate assessments; facilitate access to behavioral health, substance abuse and disability services; manage transitions to and from higher levels of care; assist in finding and placement into supportive housing options;

Timeframe: Coordinated Entry intake to housing placement (up to 60 days) and 6+ months aftercare

Target Population: Youth ages 16-24; high & highest vulnerability

Position 2: Permanency Navigator: Systems Involved

Primary activities: participate in OCS Team Decision Making meetings; partner with OCS and agencies to find placement options for vulnerable youth ages 13-17; help youth (18+) exit custody to permanency; partner with IL Specialists, families and other agencies to develop permanency plans

Timeframe: non-time limited for any youth in custody starting at age 13

Target Population: Youth in custody ages 13-24; moderate, high and highest vulnerability

Position 3: Permanency Navigator: Moderate Vulnerability

Primary activities: Assist youth the gain access to housing through Coordinated Entry; assist in finding placement options including rapid re-housing; coordinate distribution of Rapid Re-housing rental assistance funds; help access resources and develop permanency plans; identify supports needed to maintain housing; provide relentless aftercare needed keep youth in housing while improving employment and education status; partner with Coordinated Entry Transition Coordinators to help prevent and divert youth from homelessness

Timeframe: Coordinated Entry intake to housing placement (up to 60 days) and 6+ months aftercare

Target Population: Youth ages 13-24; low and moderate vulnerability

Position 4: Peer Permanency Navigators

Primary activities: Provide peer-based support in assisting youth in navigating systems; work with other Permanency Navigators to find housing options for youth; provide assistance to special populations to find individualized supports; work with Youth Task Force to ensure principles of Positive Youth Development and Youth Choice are at the forefront of housing efforts; assist youth in connecting clients with mentors; shadow other Navigators to build skills and knowledge among peer navigators and to build skills in working with youth among other Navigators.

Timeframe: Coordinated Entry intake to housing placement (up to 60 days) and 6+ months aftercare

Target Population: Youth ages 13-24; low and moderate vulnerability; special populations

While the Permanency Navigators will each have specialty areas of skills, the group will work as a team when possible. The Peer Permanency Navigators will sometimes shadow other Navigators to ensure a cross-pollination of skills and experiences and to ensure that many youth benefit from working with a Peer Navigator.

Young Adult Permanent Supportive Housing, 8 beds

Program Type:	Permanent Supportive Housing
Brief Description:	8 permanent supportive housing beds prioritized for young adults with severe service needs but who do not meet HUD's definition for chronically homeless, with a local partner who will provide on-site supportive services. Currently, all beds in our CoC are prioritized for chronically homeless individuals, and since few young adults meet this definition, it is a barrier to housing for them.
Timeframe:	6 months to indefinite
Target Population:	Young adults ages 18-24, highest vulnerability
Who:	As identified by selection process
Funding Source:	YHDP
Budget Amount:	\$175,000 per year for two years (total \$350,000)

Gaps Addressed

For young adults with the highest vulnerability, this project will provide access to appropriate housing and supports that are currently not available because 100% of the permanent supportive housing units in Anchorage are currently dedicated to individuals who are chronically homeless.

Program Philosophy

Young adults with severe mental health and substance needs require a higher level of non-time limited supportive housing in a Housing First, harm-reduction, and Positive Youth Development approach. PSH for youth will come with on-site case management support plus support from Permanency Navigators to provide intensive, trauma-informed, supportive services to address underlying behavioral, social, physical and mental health needs while identifying strengths, resiliency factors and support networks.

Rapid Re-housing for Young Adults

Program Type:	Rapid Re-Housing
Brief Description:	Provide rapid placement and rental assistance to 40-50 young adults per year in a low-barrier, Housing First approach that is tailored to each individual's needs and choices. Permanency Navigators will provide mobile case management support to help young adults identify units, work with landlords, and create permanent housing plans. Rental assistance will be offered up to 12 months as needed in a step-down process until youth can pay rent on their own. Specialized housing options will be identified to maximize youth options.
Timeframe:	1-8 months of rental assistance plus 6+ months of aftercare
Target Population:	Young Adults ages 18-24, moderate, high vulnerability
Who:	As identified by selection process
Funding Source:	YHDP
Budget Amount:	\$250,000 per year for two years (total \$500,000)

Gaps Addressed

There are no rapid re-housing beds in Anchorage dedicated to young adults. Young adults experiencing homelessness often lack the necessary resources to navigate housing options in Anchorage.

Program Philosophy

The Rapid Re-Housing program will utilize a low barrier, harm reduction, trauma-informed and housing first approach to immediately house vulnerable youth without preconditions while helping youth build support networks and resiliency factors needed to maintain housing. Rental assistance is a tool to gradually allow youth to build financial independence so they can sustain housing. Permanency Navigators provide developmentally appropriate case management and services in a Positive Youth Development approach.

Host Home Program for Youth and Young Adults who identify as LGBTQ

Program Type:	Host Home
Brief Description:	Stipend support for a network of host homes for youth and young adults who identify as LGBTQ
Timeframe:	6 months- 8 years
Target Population:	Youth and young adults who identify as LGBTQ, ages 13-24, moderate to high vulnerability
Who:	As identified by selection process
Funding Source:	YHDP
Budget Amount:	\$25,000 per year for two years (total \$50,000)

Gaps Addressed

Currently, there is no housing model in Anchorage that specifically seeks to ensure that youth and young adults who identify as LGBTQ are housed in LGBTQ-friendly homes.

Program Philosophy

This project is being developed to safely house youth and young adults who identify as LGBTQ. While the focus of this strategy is on youth and young adults who identify as LGBTQ, this project is also focused on supporting host homes whose hosts match the cultural backgrounds of hosted youth. We will seek to develop a broad network of host homes to provide matched homes based on individual needs.

To achieve this goal, a work group will define the model, create standards of care for houses, including criteria for vetting host homes and families according to state standards, and identify a process for preparing to recruit, train, and approve families for 10 host homes, and defining and creating a referral process for youth and young adults entering the program.

Because this project is still in the planning phases, the YHDP Coordinator will work closely with the work group and a project implementer to be selected to explore and support its development during the YHDP period.

Projects Funded by Non-YHDP Funds

Full-time Behavioral Health Consultant at Wellness Center at CHA

Program Type:	Supportive Services
Description:	Locate 1 FTE Behavioral Health Consultant located at Wellness Center at Youth Engagement Center. The Wellness Center is operated by Southcentral Foundation, the Alaska Native Tribal Health Organization that serves Anchorage and southcentral Alaska. The Behavioral Health Consultant will provide triage, assessment, direct services, and consultation for the Permanency Navigators team.
Timeframe:	Intake to 6 months
Target Population:	Youth and young adults ages 13-24 for assessment; high and highest vulnerability for ongoing supports
Lead Partner:	Southcentral Foundation
Funding Source:	Billing revenue and matching funds from Southcentral Foundation

Gaps Addressed

Youth who experience behavioral health issues often lack the knowledge or efficacy to navigate the appropriate behavioral health resources in the community. One barrier to accessing the proper services is the lack of an appropriate referral. The Behavioral Health Consultant will address these barriers by conducting assessments and providing appropriate referrals.

Program Philosophy

Integrated behavioral health services available in a primary care setting that is accessible to any youth or young adult at risk of or experiencing homelessness. Both short-term crisis intervention services and longer-term assessment and individualized treatment, and referrals for treatment with other providers. will be available. The Wellness Center is operated by Southcentral Foundation, an Alaska Tribal Health Organization, which provides culturally-competent, individualized services to all its clients. The Behavioral Health Consultant will also provide consultation and oversight for the team of Permanency Navigators.

Priority access to affordable housing for young adults

Program Type:	Permanent Housing
Description:	Work with Cook Inlet Housing Authority and other housing providers and landlords to provide access to 30 affordable housing units per year for young adults for diversion from homelessness
Timeframe:	Housing placement to indefinite
Target Population:	Young adults ages 18-24
Lead Partner:	Cook Inlet Housing Authority and other housing providers
Funding Source:	Existing housing subsidies for qualifying individuals; sponsor-based vouchers and other affordable housing vouchers

Gaps Addressed

The lack of affordable housing and barriers to accessing affordable housing by young adults experiencing homelessness.

Program Philosophy

Recruit and engage housing authorities, developers, property managers, and private landlords who will agree to use a Housing First approach to rapidly re-house young adults experiencing homelessness.

Youth Task Force Capacity Building

Program Type:	Planning
Description:	Support the ongoing coordination and leadership development of the Youth Task Force and stipends for Youth Task Force members for their involvement.
Timeframe:	Throughout YHDP funding period
Target Population:	Youth and Young Adults with relevant lived experience and context expertise
Lead Partner:	Covenant House Alaska or other youth-serving or youth-run organization with expertise in youth leadership development, Positive Youth Development and Trauma-informed Care
Funding Source:	To be determined
Budget Amount:	To be determined

Gaps Addressed

While youth voice is at the heart of YHDP efforts, current funding sources are limited to support the operations and leadership development of the Youth Task Force.

Program Philosophy

This work will embed Positive Youth Development principles into all capacity building activities and seek to bring youth voice to the forefront of all YHDP efforts.

Community Outreach Team

Program Type:	Supportive Services- Street Outreach
Description:	A collaborative Community Outreach Team comprised of Outreach team members from various agencies that do some form of community outreach.
Timeframe:	From identification to connection to Coordinated Entry and appropriate resources (0-30 days)
Target Population:	Youth ages 13-24, moderate to highest vulnerability
Lead Partner:	Anchorage Coalition to End Homelessness
Funding Source:	Matching resources from participating agencies

Gaps Addressed

Individual organizations have limited resources to conduct street outreach to identify the most vulnerable youth and young adults in the community. This has led to outreach becoming a scattershot, uncoordinated effort. By creating a collaborative Community Outreach team, we will coordinate existing resources and expand as needed to target and identify all vulnerable populations, including youth and young adults.

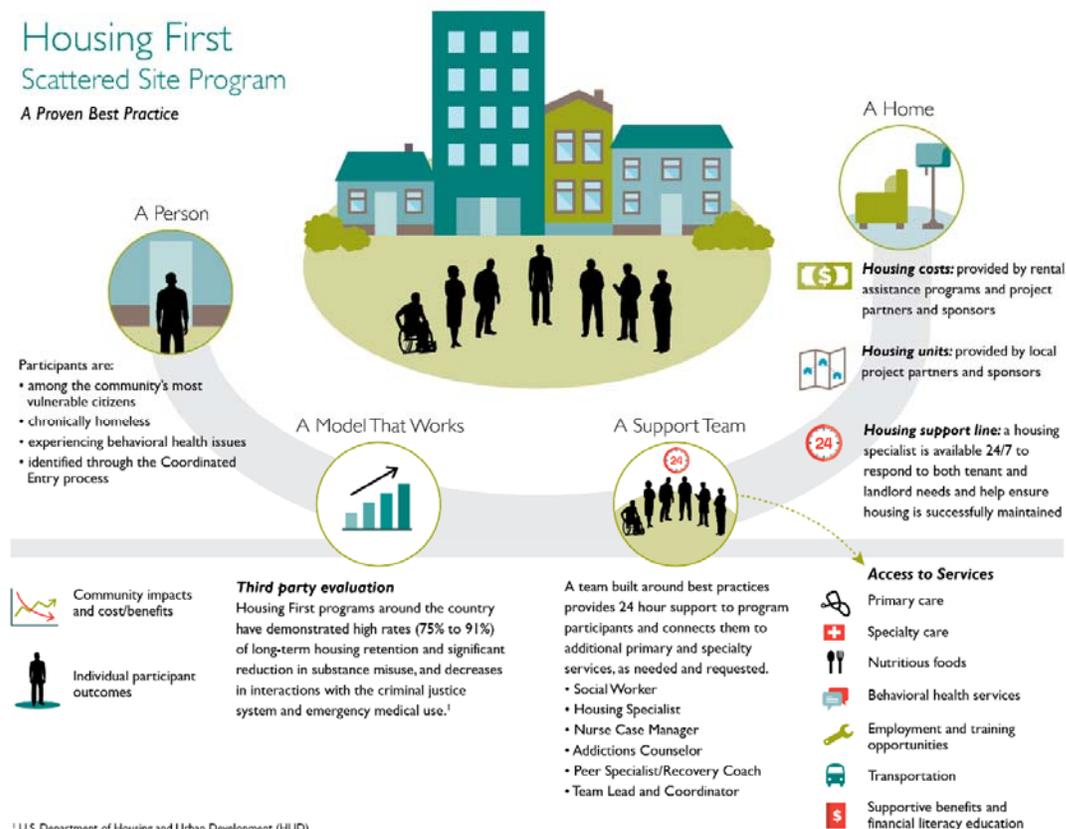
Program Philosophy

Robust community collaboration to identify, assess and coordinate services delivery to the most vulnerable individuals living on the streets and in unsafe situations. Youth Task Force members will help lead this strategy to ensure efforts are youth-focused and youth-led, as much as possible.

Key Principles: Housing First + Social and Community Integration

All housing projects implemented or supported through the YHDP in Anchorage will adhere to the principles of the Housing First approach to ensure immediate access to housing with no preconditions. Figure 18 depicts the principles of Housing First and the best practice scattered site approach. This model prioritizes immediate placement with no preconditions and provides on-site supports to maintain housing and to offer engagement in supportive services. This approach also maximizes social and community integration.

Figure 18: Housing First Scattered Site Program



Special Populations

The types of supportive and transitional housing described in Figure 19 will be used to meet the needs of special populations such as youth and young adults with high vulnerability, those seeking treatment for behavioral health issues and addictions, and those who may need additional support in a transitional housing setting to move into permanent housing.

Figure 19: Supportive and Transitional Housing Models



SUPPORTIVE + TRANSITIONAL HOUSING

Supportive and transitional housing are critical services in the behavioral health continuum of care but are missing from most communities in Alaska.

WHAT IS SUPPORTIVE HOUSING?

Supportive housing combines **safe, affordable housing** and **flexible, voluntary support** services to provide vulnerable individuals and families with a stable base for recovery, health, employment, and personal growth.

COMMON TARGET POPULATIONS

- Individuals re-entering the community from institutional settings (residential treatment, assisted living, prison, inpatient psychiatric, long-term nursing home)
- Chronic and episodically homeless populations
- Frequent or high utilizers of health, behavioral health or other crisis resources
- Families engaged with the Office of Children's Services



THREE FORMS OF SUPPORTIVE HOUSING



SINGLE-SITE HOUSING
Tenants receiving support services live in units in the same building or a group of buildings, with support services provided either on site or off site.



SCATTERED-SITE HOUSING
Tenants live in independent apartments throughout the community, in either private or agency-owned housing; depending on the program, staff can deliver some support services through home visits, or all services may be provided at other locations in the community.



MIXED HOUSING
Tenants live in developments that contain a mixture of supportive housing tenants and other tenants not part of the supportive housing program.

TWO MAIN TYPES OF SUPPORTIVE HOUSING



no time limitation,
individual decides
length of stay

PERMANENT SUPPORTIVE HOUSING 

The "permanent" in "permanent supportive housing" means the length of stay is up to the individual or family. Tenants may live in their homes as long as they meet the basic obligation of tenancy. While participation in services is encouraged, it is not a condition of living in the housing. Lease agreements comply with the landlord-tenant act and housing affordability is ensured either through a rent subsidy or by setting rents at affordable levels.¹ Housing is combined with support services to assist the individual with recovery and developing stability in their lives.

This model is gaining more and more traction with state and national funders.



up to 24 months

TRANSITIONAL SUPPORTIVE HOUSING

Transitional housing programs provide temporary residence, ranging from three to 24 months, for individuals or families in need. Housing affordability is ensured either through a subsidy or by setting monthly rates at affordable levels. Housing is combined with support services to assist the individual with recovery and developing stability in their lives.²

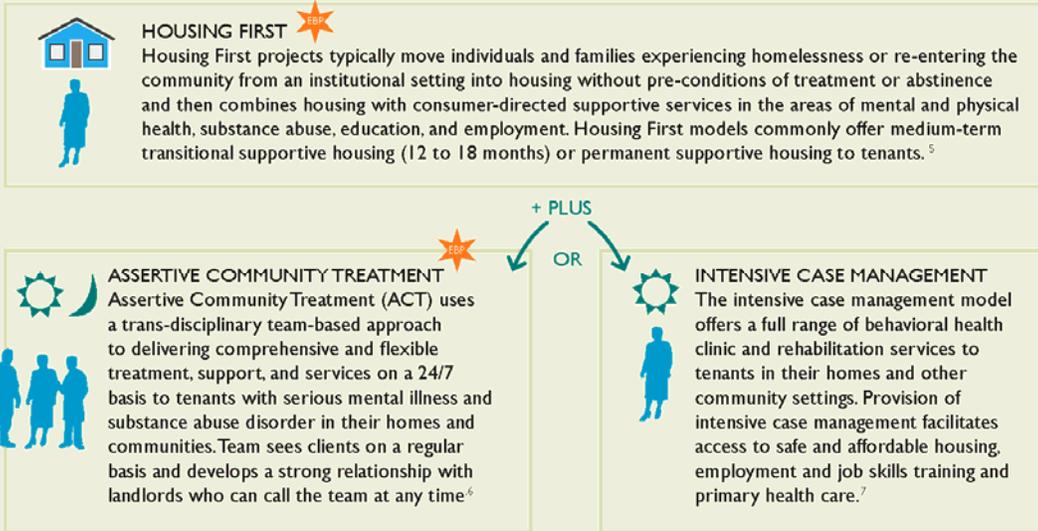
At the national level, funders are moving away from transitional housing in support of more permanent supportive housing initiatives.³



SUPPORTIVE + TRANSITIONAL HOUSING

Alaska's Treatment and Recovery grantees rank Supportive and Transitional Housing as the #1 service they would develop in their communities if it were within their power to do so.⁴

HARM REDUCTION-BASED SUPPORTIVE SERVICE MODELS



RAPID RE-REHOUSING (FOR MODERATE POPULATIONS)

Rapid Re-Housing programs offer short-term or medium-term rental assistance to individuals and families paired with case management, credit counseling, and other supportive services to prevent homelessness and promote stability.¹²

¹ Permanent Supportive Housing, United State Interagency Council on Homelessness. Retrieved from http://usich.gov/usich_resources/solutions/explore/permanent_supportive_housing

² <http://homeless.samhsa.gov/channel/transitional-housing-450.aspx>

³ Interview with Sherrie Hinshaw, Alaska Division of Behavioral Health Social Services Program Officer, Integrated Housing and Services Unit.

⁴ Conducted as part of the Alaska Behavioral Health Systems Assessment and available online at: <http://dhss.alaska.gov/dbiv/Documents/CAC/2014winter/KBH-SystemsAssessmentProviderSurveyResults.pdf> See slides 15 + 16.

⁵ Housing First, United State Interagency Council on Homelessness. Retrieved from http://usich.gov/usich_resources/solutions/explore/housing_first

⁶ DBH Presentation on "Housing in Alaska" from 8/28/14.

⁷ <http://www.soberhousing.net/documents/NARR%20FAQ%208%20Research%20Project%20Master%20Short%20Version%20Final%2009-20-2012a.pdf>

<http://narronline.org/wp-content/uploads/2013/09/NARR-Standards-20110920.pdf>

⁸ <http://www.recovery.org/topics/recovery-homes/>

⁹ <http://nrepp.samhsa.gov/ViewIntervention.aspx?id=223>

¹⁰ Interview with Sherrie Hinshaw, Alaska Division of Behavioral Health Social Services Program Officer, Integrated Housing and Services Unit.

¹² <http://portal.hud.gov/hudportal/HUD?src=/recovery/programs/homelessness>

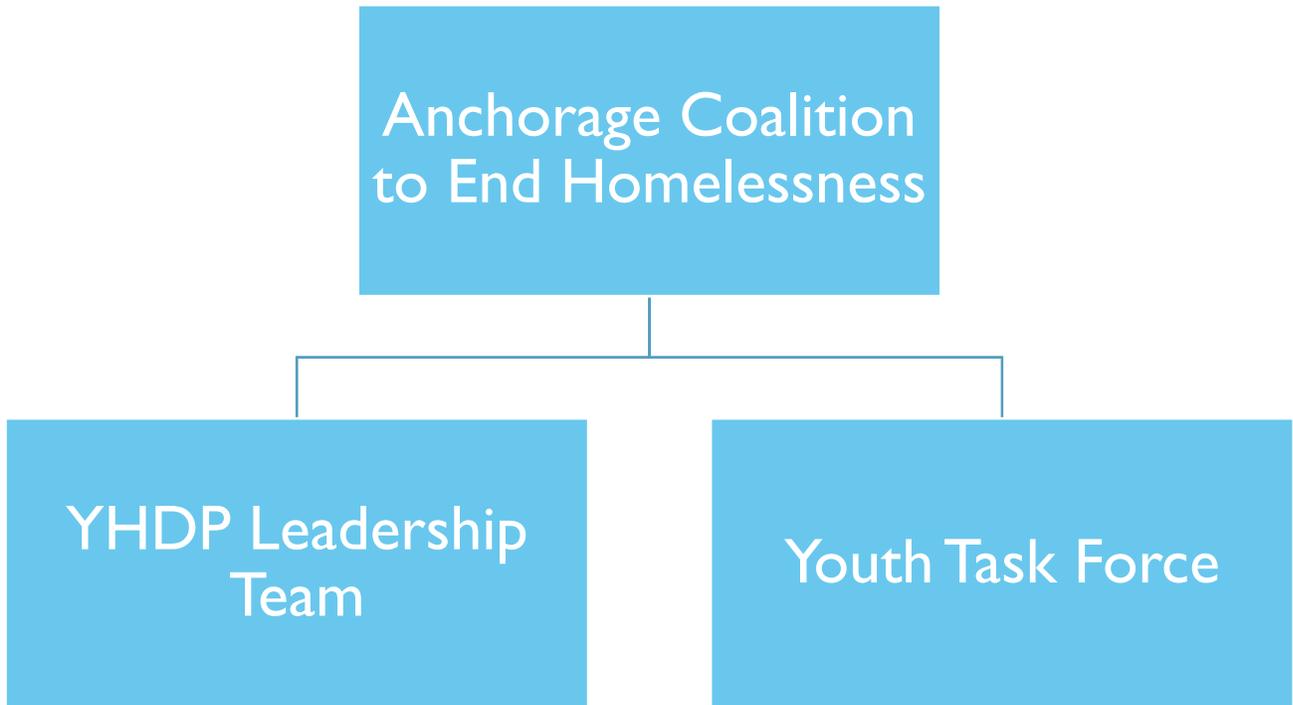


7. Governance + Oversight

Governance Structure

The Anchorage YHDP is governed through a strong and equal partnership among the YHDP Leadership Team, the Youth Task Force, and the Anchorage Coalition to End Homelessness, which is the grantee and ultimately responsible for project funds and outcomes.

Figure 20: YHDP Organizational Chart



During the YHDP planning process, the YHDP partners identified seven workgroups that will have members from the YHDP Leadership Team, Youth Task Force, and other partners. The participants of each of these groups are identified in **Error! Reference source not found.** These workgroups have convened during the development of this plan to identify plan priorities and guide its direction. These workgroups will continue to meet regularly during the YHDP period to implement the activities identified in this plan. Each workgroup will identify a chairperson and a schedule for meeting, supported by the YHDP Coordinator at CHA and the planner who assisted with the development of this plan.

YHDP Workgroups

Housing + Supports	Education + Employment
Systems-Involved + Behavioral Health Needs	Social-Emotional Wellness + Permanent Connections

Special Populations (LGBTQ, Pregnant + Parenting, minors, victims of trafficking)	Leadership + Systems Transformation
Evaluation Workgroup to assist all other workgroups with data collection and CQI.	

Roles and Responsibilities of Partners

The following describes the specific roles and responsibilities of the groups in the YHDP governance structure.

Anchorage Coalition to End Homeless (ACEH)	
Responsibilities	<ul style="list-style-type: none"> Continuum of Care Decision Making Board Approval Final YHDP draft plan before submitting to HUD Approve/Deny YHDP Project Application Recommendations of ACEH Rating/Ranking Committee and Youth Task Force Approve/Deny appointment of members to YHDP Leadership Team Fiduciary oversight of YHDP
Expectations	<ul style="list-style-type: none"> Understand the Vision and Goal of YHDP Support YHDP Governance Structure Partner with YHDP Leadership Team and Youth Task Force in creating and administering a YHDP project selection process
Frequency	<ul style="list-style-type: none"> Monthly during implementation phase

YHDP Leadership Team	
Responsibilities	<ul style="list-style-type: none"> Provide system-level oversight in the development and implementation of the YHDP ACEH board member represents and reports updates to ACEH Representative from Child Welfare and Youth Task Force YHDP Leadership Team will present final recommendations of Community Plan to ACEH
Expectations	<ul style="list-style-type: none"> Ensure YHDP plan includes all required elements and aligns with system need and agreed vision with Youth Task Force Reports progress to the Anchorage Coalition to End Homelessness Communicates directly to Youth Task Force through liaison who is member of leadership team. Partner with ACEH and Youth Task Force in creating and administering a YHDP project selection process Participate as leaders and members of workgroups during Implementation.
Frequency	<ul style="list-style-type: none"> Monthly and more frequently, as needed. Quarterly meetings with the Youth Task Force, during implementation

Youth Task Force	
Responsibilities	<ul style="list-style-type: none"> Youth Task Force with support from CHA, United Way and AYDC staff Decision-making representation on the Anchorage Coalition to End Homelessness Works in tandem with YHDP Leadership Team

Expectations	<ul style="list-style-type: none"> • Participate in the YHDP planning process through work groups and Youth Task Force meetings. • Provide input based lived experience of homelessness • Partner with ACEH and YHDP Leadership Team in creating and administering a YHDP project selection process • Youth Task Force will meet HUD membership requirements of 2/3 currently or formerly homeless youth
Frequency	<ul style="list-style-type: none"> • To be determined by Youth Task Force during implementation • At end of YHDP implementation Youth Task Force will have option to continue under ACEH • Quarterly meetings with the Youth Task Force, during implementation

Currently, the Youth Task Force has twenty-one members, five of whom form a steering committee for the task force. Ninety-five percent of Youth Task Force members are young people of color. Fourteen of the members (66 percent) have experienced homelessness and/or have been in foster care. Of those who have not reported experiencing homelessness, approximately one-third are first generation Americans. 47 percent of the members self-identified as LGBTQ and two-thirds of the members are former or current residents of CHA.

The Youth Task Force decided to designate three sub-committees among its members. As Zee, a member of the task force said, **“We are a body, and we need our body to really impact this work; research is the brains, outreach is the hands, and communications is the mouth.”** The responsibilities of the sub-committees are:

Communications Sub-committee:

- Main representatives at YHDP Leadership Meetings (although all members are welcome to attend schedules permitting)
- Take meeting notes both Task Force meetings and Leadership Team meetings; email, Facebook, or text out updates to group on progress made during meetings
- Schedules meetings/ meet-ups
- Support Outreach Team by creating presentations, pamphlets, written materials.

Research Sub-committee:

- Research YHDP and HUD proposed projects to answer the group’s questions, such as, What are Host Homes? Where has this model been successful/not successful? Report findings to the group.
- Research Anchorage youth data, LGBTQ, points of contact, who receives services, who is being missed, etc.
- Assess youth programs within Anchorage to determine whether services are youth-friendly, etc.
- Assess/Inform/ ensure YHDP projects include youth voice/ choice and works in collaboration with Youth Task Force members.

Outreach Sub-committee:

- Supports Research Team by being boots on the streets to hand out/ work with youth to fill out polls/ questionnaires etc.

- Communicates YHDP mission and progress to youth and community at large via presentations, handing out written materials, etc.
- Gives presentations to the community, youth-serving organizations about CHA, dispelling myths about homelessness, youth homelessness, helping youth know there is a safe place along the way.
- Communicates/ attend Volunteer or Community activities related to this work (all members are welcome to attend).

Workgroups	
Responsibilities	<ul style="list-style-type: none"> • Guide development of Goals, Objectives, Action Plan included in this plan • Champion implementation of the Actions relevant to each workgroup • Monitor implementation and indicators to determine if outcomes are being achieved • Make recommendations for course correction if outcomes are not being met
Expectations	<ul style="list-style-type: none"> • Participate in the YHDP planning process through work groups and implementation of community plan • Provide input based on professional/lived experiences, data, and best practices • Work in conjunction with ACEH, YHDP Leadership Team, and Youth Task Force to implement Anchorage Community Plan to End Youth and Young Adult Homelessness • Understand the Vision and Goal of YHDP • Support YHDP Governance Structure
Frequency	<ul style="list-style-type: none"> • Monthly during implementation phase or as determined by each workgroup and workgroup leader. • At end of YHDP implementation role of workgroups will be evaluated to determine continued role and structure.

ACEH: Rating and Ranking Committee	
Responsibilities	<ul style="list-style-type: none"> • Review and Rank YHDP projects • Submit project recommendations to ACEH for approval
Expectations	<ul style="list-style-type: none"> • Provide objective, but well-informed project review • Participants will not be eligible to apply for YHDP project funding
Frequency	<ul style="list-style-type: none"> • January – March 2018 as described above and as needed throughout period

Process to Monitor and Update Comprehensive Community Plan

The Youth Task Force and the YHDP Leadership Team will closely monitor the Goals, Objectives and Actions identified in this community plan. On a quarterly basis, the two groups will convene a shared meeting where they will review the action plan, timeline, data from the main indicators in the logic model, and to troubleshoot any issues that arise during implementation. Prior to the shared meeting, the YHDP Coordinator at CHA and the planner will update the action plan and report on indicators for the team’s review. As implementation progresses, the planner will take note of any changes in implementation. In January 2019, the Youth Task Force and YHDP Leadership Team will update the plan, with the support of the planner who has supported the development of the Comprehensive Community Plan.

During each quarter, the workgroups will meet. The frequency of workgroup meetings will depend on which activities are active during that quarter. Those who are responsible for the objectives in the plan will lead the workgroup meetings.

Some current specific tasks and sub-tasks for the first quarter are included below:

Tasks and Subtasks	Timeframe	Responsibility
Draft, review and finalize community plan	July 2017 – December 20, 2017	Leadership Team and Youth Task Force
Work with HUD and ICF to refine and complete the community plan	October 20, 2017 (Draft 2) December 8, 2017 (Draft 3)	ACEH, ICF and Leadership Team and Youth Task Force
Finalize plan and submit	December 20, 2018	ACEH
Affirm that no waivers to funding restrictions are needed to implement the priorities in this plan	December 8, 2017	ACEH and Leadership team
Identify chairpersons, frequency, and support for workgroups during implementation	January 2018	Leadership Team and Youth Task Force
Identify resources to monitor indicators to the Continuous Quality Improvement process.	January 2018	Leadership Team and Youth Task Force
Convene joint meeting of Youth Task Force and YHDP Leadership Team	January 2018	YHDP Coordinator
Implement competitive process to allocate YHDP funding	January – March 2018	ACEH Director

Involvement and Role of Partners

Through the YHDP planning process the Leadership Team and the Youth Task Force completed an inventory of services and housing options available in Anchorage that help to support youth who are homeless or at risk of homelessness in permanent housing. This inventory identifies the community partners and agencies that provide each service, and which are appropriate for youth in different age groups and with varying levels of vulnerability. This inventory helps to identify the role of partners who are already engaged with YHDP, and identifies new partnerships that will be needed to successfully implement this plan to end youth homelessness in Anchorage. Appendix A provides the full results of the inventory and list additional community agencies who will be enlisted to assist with implementation of this plan. Appendix B identifies the partners who are committed to this plan and working together to realize its vision and outcomes, their organizations, the sectors they represent and their involvement in the YHDP in Anchorage.

8. Appendices

Appendix A: Inventory of Housing + Services + Providers

Appendix B: List of Partners and their Involvement in YHDP

Supply of Housing and Services

Anchorage, Alaska

Source: HIC data, web searches, YDHP leadership team

Housing + Service Type	Unit	Age Group	Level of Vulnerability	Anchorage School District	Alaska Vocational Technical College	Alaska Job Corps	MyHouse	Identity	Priceless Alaska
Outreach + Engagement									
Community + Street Outreach		Both	All						
Age-Appropriate + Individualized Case Management									
Screening, Information, Referral + Navigation		Both	Low, Mod						
Case Management (specialized)		Both	High, Highest						
Peer Navigation		Both	Mod, High, Highest						
Intensive Case Management / Assertive Community Treatment		18-24	High, Highest						
Behavioral Health Case Management		Both	High, Highest						
Transition to Independence Program (TIP) Facilitators		18-24	All						
Housing									
Emergency Shelter	bed	Both	All						
Family Reunification + Alternative Family Placement		13-17	Low						
Host Family Respite		13-17	Low						
Host Family Placement		Both	Low, Mod, High						
Roommate Matching		18-24	Low						
Transitional Housing	bed	18-24	Mod, High						
Rapid Re-housing	bed	18-24	Low, Mod, High						
Housing vouchers: sponsor-based	unit	18-24	Low, Mod, High						
Housing vouchers: tenant-based	unit	18-24	Low, Mod, High						
Reentry from Corrections Housing + Supports	bed + CM	18-24	Corrections						
School, university or vocational program with residential		18-24	Low, Mod, High						
Therapeutic Foster Care or Specialized Group Home		Both	High, Highest						
Assisted Living	bed	18-24	High, Highest						
Permanent Supportive Housing	bed	18-24	High, Highest						
Employment + Education Services									
K-12 Education, High School / GED Completion		Both	All						
Youth Employment		Both	All						
Vocational Rehabilitation + Supportive Employment		18-24	All						
Enrollment in Benefits / Access to General Supports									
Information + Referral		18-24	All						
Benefits counseling		18-24	All						
Behavioral Health Services									
Medicaid enrollment		Both	All						
Acute Psychiatric Care / Crisis Intervention		Both	High, Highest						
Residential Treatment		Both	High, Highest						
Detoxification		Both	High, Highest						
Intensive Outpatient Treatment		Both	Mod, High						
Outpatient Treatment		Both	Low, Mod, High						
Home-based Treatment / Family Interventions		Both	Low, Mod, High						
Home and Community-based Services / Community Supports		18-24	Mod, High, Highest						
Physical Health Services									
Street Medicine		Both	High, Highest						
Emergency Care		Both	All						
Medicaid enrollment		Both	All						
Primary Care		Both	All						
Medication Management		Both	All						
Services for People with Intellectual and Developmental Disabilities									
Short Term Assistance and Referral (STAR)		Both	All						
Referral for FASD diagnostic services		Both	All						
Referral for assessment for Medicaid waivers		Both	All						

Housing + Service Type	Unit	Age Group	Level of Vulnerability	Anchorage School District	Alaska Vocational Technical College	Alaska Job Corps	MyHouse	Identity	Priceless Alaska
Home and Community-based Services		Both	All						
Specialized Group Homes		Both	All						
Advocacy + Peer Supports									
Alaska Native / American Indian		Both	All						
Peer and Family Supports + Empowerment		Both	All						
Youth and families involved with child protection and foster care		Both	All						
Justice-involved youth and young adults		Both	All						
LGBTQ services		Both	All						
Support for Victims of Trafficking		Both	All						
Youth and Young Adults living in Mat-Su		Both	All						

Partner Name	Organization	Partner Sector
Alison Kear	Covenant House Alaska	Runaway and Homeless Youth Program Providers; CoC Program Recipient
Allen Green	Choices, Inc.	Health, Mental Health, and Substance Abuse Agency (Peer-based)
Amanda Metivier	UAA Child Welfare Academy and Facing Foster Care Alaska	Higher Education and Youth Advisory Board
Amy Kelley		Youth Task Force
April Kyle	Southcentral Foundation	Health, Mental Health, and Substance Abuse Agency; Alaska Native Tribal Organization
Barry Andres	Rural CAP	Affordable Housing Developer; CoC Program Recipient; Community Development Corporation
Becky Ling	Cook Inlet Tribal Council	Alaska Native Tribal Organization; Early Childhood Development; Health, Mental Health, and Substance Abuse Agency; WIOA Boards and Employment Agency
Beth Wilson	Division of Behavioral Health	Local and State Government; Health, Mental Health, and Substance Abuse Agency
Bob Polley	Court Improvement Project	Local and State Law Enforcement and Judges
Brook	Identity	Local Advocacy, Research, and Philanthropic Organization (LGBTQ)
Carrie Silver	Health Care Services, Alaska Medicaid	Local and State Government (Medicaid)
Catherine Polta	Choosing Our Roots	Non-profit Youth Organization (LGBTQ housing)
Catherine Stone	Alaska Housing Finance Corporation	Public Housing Authority
Chris Perez	Rasmuson Foundation	Local Advocacy, Research, and Philanthropic Organizations;
Christine Terry	Choosing Our Roots	Non-profit Youth Organization (LGBTQ housing)
Ciara Johnson	Anchorage Youth Development Coalition	Non-profit Youth Organization
Corinne O'Neill	Rural CAP	Affordable Housing Developer; CoC Program Recipient; Community Development Corporation
Dana Caudell	Providence Nurse-Family Partnership	Early Childhood Development provider
Dani Meadows		Youth Task Force
Dahsuri (Dash) Popoalii	Youth Task Force	Youth Task Force
David Mayo-Kiely	Anchorage School District	Local and State Educational Agencies
Deborah Northburg	Cook Inlet Tribal Council	Alaska Native Tribal Organization; Early Childhood Development; Health, Mental Health, and Substance Abuse Agency; WIOA Boards and Employment Agency
Dominique Cruz		Youth Task Force
Dustin Knott		Youth Task Force
Elaine Dahlgren	Volunteers of America	Health, Mental Health, and Substance Abuse Agency; Affordable Housing Developer
Elizabeth Schultz	Office of the Governor	Local and State Government
Farina Brown	Akeela, Inc.	Health, Mental Health, and Substance Abuse Agency; Affordable Housing Developer
Gabriel Layman	Cook Inlet Housing Authority	Affordable Housing Developer /Landlord; Alaska Native Tribal Organization; Public Housing Authority
Gary Ferguson	Rural CAP	Affordable Housing Developer; CoC Program Recipient; Community Development Corporation

Partner Name	Organization	Partner Sector
Gena Graves	Covenant House Alaska	Runaway and Homeless Youth Program Providers; Maternal Group Home
George Martinez	Municipality of Anchorage/ Youth Commission	Local Government and Youth Advisory Board
Gloria O'Neil	Cook Inlet Tribal Council	Alaska Native Tribal Organization; Early Childhood Development; Health, Mental Health, and Substance Abuse Agency; WIOA Boards and Employment Agency
Gwen Adams	Priceless Alaska	Local Advocacy, Research, and Philanthropic Organizations; Non-profit Youth Organization (Human Trafficking)
Heather Harris	Big Brothers, Big Sisters	Local Advocacy, Research, and Philanthropic Organizations; Non-profit Youth Organization
Heidi Redick	SOA- Division of Juvenile Justice	Public Child Welfare Agencies; Local and State Law Enforcement and Judges
Jacinta Galeai	Denali Family Services	Health, Mental Health, and Substance Abuse Agency
Jason Hahn	Covenant House Alaska	Runaway and Homeless Youth Program Providers; CoC Program Recipient
Jeanne Holifield	SCF Nutaqsiivik Nurse-Family Partnership	Early Childhood Development provider; Alaska Native Tribal Organization
Jennifer O'Neal	Denali Family Services	Health, Mental Health, and Substance Abuse Agency
Jerry Jenkins	Anchorage Community Mental Health	Health, Mental Health, and Substance Abuse Agency
Jessica Andriendoff		Youth Task Force
Josh Hemsath	Alaska Pride Foundation	Local Advocacy, Research, and Philanthropic Organization (LGBTQ)
Joy (Jo) Tandy	Youth Task Force	Youth Task Force
Jimael Johnson	Alaska Mental Health Trust Authority	Local Advocacy, Research, and Philanthropic Organization
Julia Terry	Choosing Our Roots	Non-profit Youth Organization (LGBTQ housing)
Kacea Bjork	Division of Behavioral Health	Local and State Government; Health, Mental Health, and Substance Abuse Agency
Katy Smith	Alaska Child and Family	Health, Mental Health, and Substance Abuse Agency
Katie McKay Bryson	Choosing Our Roots	Non-profit Youth Organization (LGBTQ housing)
Katie Baldwin-Johnson	Alaska Mental Health Trust Authority	Local Advocacy, Research, and Philanthropic Organization
Keeley Olson	Standing Together Against Rape (STAR)	Local Advocacy, Research, and Philanthropic Organization (DV and Sexual Assault)
Kelda Barsted	Alaska Mental Health Trust Authority	Local Advocacy, Research, and Philanthropic Organization
Kim Seitz	Institute for Community Alliances	CoC Program Recipient
Kristi Duff	Anchorage Coalition to End Homelessness	CoC Program Recipient
LaShawwna (Selena) Young		Youth Task Force
Lezlee Henry-Dupoux	North Star	Health, Mental Health, and Substance Abuse Agency
Lindsey Hajduk	Anchorage Youth Development Coalition	Non-profit Youth Organization
Lisa Aquino	Catholic Social Services	CoC Program Recipient; ESG Program Recipient
Lisa Noland	Abused Women Aid in Crisis (AWAIC)	Local Advocacy, Research, and Philanthropic Organization (DV and Sexual Assault)
Lisa Sauder	Bean's Café	ESG Program Recipient

Partner Name	Housing + Supports	Leadership Team	Youth Task Force	Systems-involved +/- Behavioral health needs	LGBTQ	Pregnant + Parenting	SE + Perm Conn	Leadership + Sys Trans	Evaluation
Gena Graves						X	X		
George Martinez		X						X	
Gloria O'Neil	X	X		X				X	
Gwen Adams	X	X					X		
Heather Harris		X					X	X	
Heidi Redick	X	X		X					
Jacinta Galeai	X			X					
Jason Hahn	X	X		X					
Jeanne Holifield						X			
Jennifer O'Neal				X			X		
Jerry Jenkins		X		X					
Jessica Andriendoff			X						
Josh Hemsath		X			X		X		
Joy (Jo) Tandy		X	X		X	X	X	X	
Jimael Johnson				X		X			
Julia Terry					X				X
Kacea Bjork	X	X		X					
Katy Smith	X			X					
Katie McKay Bryson		X			X				
Katie Baldwin-Johnson		X		X					
Keeley Olson	X					X			
Kelda Barsted	X			X					
Kim Seitz	X								X
Kristi Duff	X	X			X				X
LaShawna (Selena) Young			X						
Lezlee Henry-Dupoux				X					
Lindsey Hajduk							X	X	
Lisa Aquino	X	X		X					
Lisa Noland									
Lisa Sauder	X			X					

Partner Name	Organization	Partner Sector
Madison Xiong		Youth Task Force
Marcie Sherer	Cook Inlet Housing Authority	Affordable Housing Developer /Landlord; Alaska Native Tribal Organization; Public Housing Authority
Mary Middleton	Stone Soup Group	Health, Mental Health, and Substance Abuse Agency
Megyn Dalman		Youth Task Force
Michele Brown	United Way of Anchorage	Local Advocacy, Research, and Philanthropic Organization
Monica Gross	United Way of Anchorage	Local Advocacy, Research, and Philanthropic Organization
Monique Martin	Department of Health and Social Services, Commissioner's Office	Local and State Government
Nancy Burke	Municipality of Anchorage, Mayor's Office	Local and State Government
Nicole Young		Youth Task Force
Noelle Kennedy	Office of Children's Services	Public Child Welfare Agencies
Nyabony Gat		Youth Task Force
Paul Cornils	Alaska Youth and Family Network	Non-profit Youth Organization
Quaccya (Q) Curasema		Youth Task Force
Ricky Watson		Youth Task Force
Robby Higham		Youth Task Force
Robin Bronen	Alaska Institute of Justice	Local and State Law Enforcement and Judges
Ruth Schoenleben	Nine Star Education and Employment	WIOA Boards and Employment Agency
Sasha Addison		Youth Task Force
Sauniga Gogo (Gogo)		Youth Task Force
Sherrell Holtshouser	Alaska Division of Public Health, Section of Women's, Children's and Family Health	Local and State Government (Maternal and Child Health)
Sherrie Laurie	Downtown Soup Kitchen - Hope Center	Runaway and Homeless Youth Provider; ESG Program Recipient
Shirtanna (Tanna) Lee		Youth Task Force
Sue Brogan	United Way, Alaska 2-1-1	Local Advocacy, Research, and Philanthropic Organization
Susan Musante	Division of Behavioral Health	Local and State Government; Health, Mental Health, and Substance Abuse Agency
Suzi Pearson	Abused Women Aid in Crisis (AWAIC)	Local Advocacy, Research, and Philanthropic Organization (DV and Sexual Assault)
Tami Jo Watson	Catholic Social Services	CoC Program Recipient; ESG Program Recipient
Tammy Green	Alaska Native Justice Center	Local and State Law Enforcement and Judges
Thea Agnew Bemben	Agnew::Beck Consulting, Inc.	Local Advocacy, Research, and Philanthropic Organizations
Todd Shenk	YHDP Coordinator at Covenant House Alaska	Runaway and Homeless Youth Program Providers; CoC Program Recipient
Travis Erickson	Office of Children's Services	Public Child Welfare Agencies
Trevor Storrs	Alaska Children's Trust	Local Advocacy, Research, and Philanthropic Organizations
Verna Gibson	Shiloh Community Housing Inc.	Affordable Housing Developers; Community Development Corporation
Ward Ramos		Youth Task Force
Zoryna (Zee or Z) Lealai		Youth Task Force
Zoua Hang		Youth Task Force

Partner Name	Housing + Supports	Leadership Team	Youth Task Force	Systems-involved +/-or Behavioral health needs	LGBTQ	Pregnant + Parenting	SE + Perm Conn	Leadership + Sys Trans	Evaluation
Madison Xiong			X						
Marcie Sherer	X	X							
Mary Middleton									
Megyn Dalman			X						
Michele Brown		X						X	
Monica Gross									X
Monique Martin									
Nancy Burke	X	X							
Nicole Young			X						
Noelle Kennedy	X			X					
Nyabony Gat			X						
Paul Cornils				X			X		
Quaccya (Q) Curasema			X						
Ricky Watson			X						
Robby Higham			X						
Robin Bronen									
Ruth Schoenleben		X							
Sasha Addison			X						
Sauniga Gogo (Gogo)			X						
Sherrell Holtshouser						X			
Sherrie Laurie	X								
Shirtanna (Tanna) Lee			X						
Sue Brogan	X								
Susan Musante	X			X					
Suzi Pearson	X	X				X			
Tami Jo Watson						X			
Tammy Green									
Thea Agnew Bemben									
Todd Shenk	X							X	X
Travis Erickson	X	X		X					
Trevor Storrs		X				X		X	
Verna Gibson	X	X		X					
Ward Ramos			X						
Zoryna (Zee or Z) Lealai			X						
Zoua Hang			X						