



Mat-Su Homelessness Action Plan

Final, February 2023

This Mat-Su Homelessness Action Plan focuses on targeted actions in 2023 to move the Mat-Su toward a shared vision:

To build a connected system of supports in the Mat-Su **to prevent and respond to homelessness.**

Purpose of this Action Plan

This plan is called the “Mat-Su Homelessness Action Plan” because it is focused on actionable strategies to address gaps and move the needle on homelessness in the Mat-Su. This plan does not propose to solve homelessness in the Mat-Su in one year. Rather, it provides a realistic roadmap to effectively reduce homelessness in 2023 and start building the capacity to end homelessness.

We recognize that a shortage of affordable housing in Mat-Su contributes to homelessness. This action plan focuses on how to help those experiencing homelessness or at imminent risk of homelessness access housing and supports. We also know that, in the long-term, preventing homelessness in Mat-Su will require increasing the supply of quality, affordable housing.



**MAT-SU HEALTH
FOUNDATION**

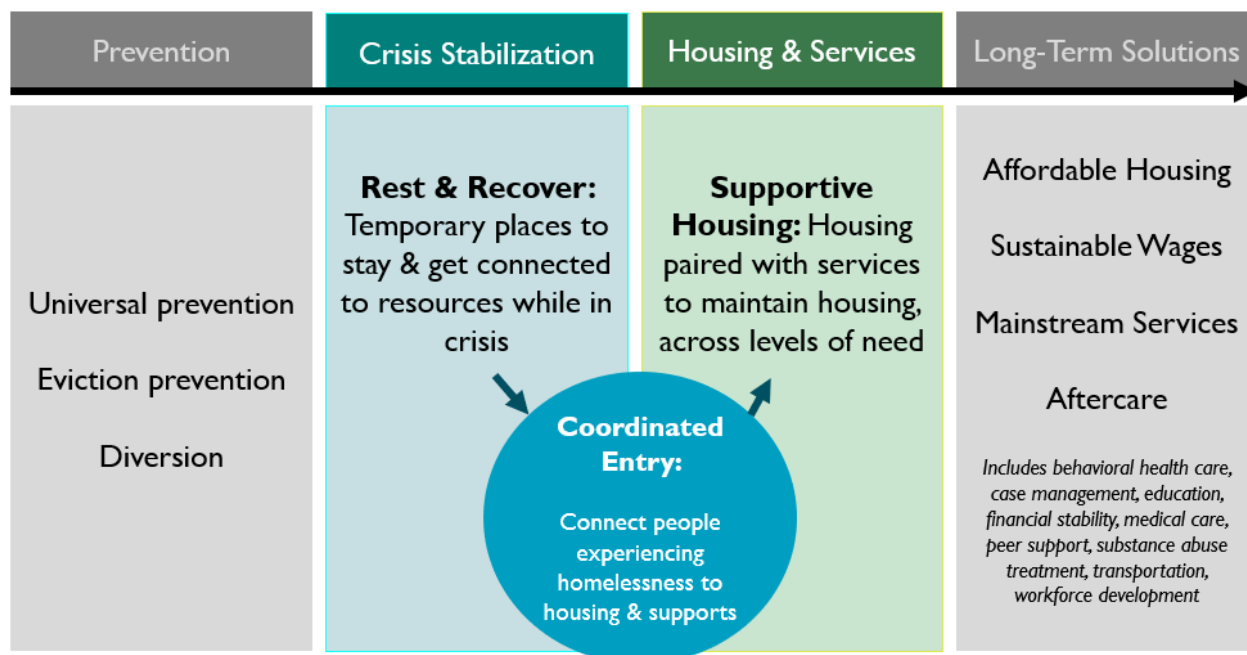
Prepared by Agnew::Beck Consulting with funding from the Mat-Su Health Foundation

Overview of Planning Process

- **2021:** Mat-Su Homelessness Needs Assessment combines data and community conversations to estimate the current gaps in the Mat-Su's homelessness response system. The assessment revealed over 600 households experience homelessness in the Mat-Su each year. Partners are already doing an incredible amount of work to help households experiencing homelessness, meeting about half of the estimated annual need. The assessment highlighted specific gaps that are keeping the Mat-Su from effectively serving the remaining households experiencing homelessness, including: a lack of available and affordable housing, a gap in temporary places to stay, a lack of a system to capture and prioritize individuals' needs and connect them to the right housing and services, and gaps in capacity to help people navigate the current system. As in many places, these gaps are driven by a gap in sufficient funding.
- **2022:** Over the course of 2022, providers and partners gathered to create a shared vision for responding to homelessness in Mat-Su, including identifying priority needs and setting key targets for implementation over the coming year. The process was driven by a Core Team that provided guidance and input on system components. A Steering Committee acted in an advisory capacity, providing feedback on project activities and approach. This document summarizes the essential recommendations from the work of the Core Team. See Appendix A: Acknowledgements for Core Team and Steering Committee membership.
- **2023:** In 2023, the Core Team will work together with community partners and funders to implement the action plan.

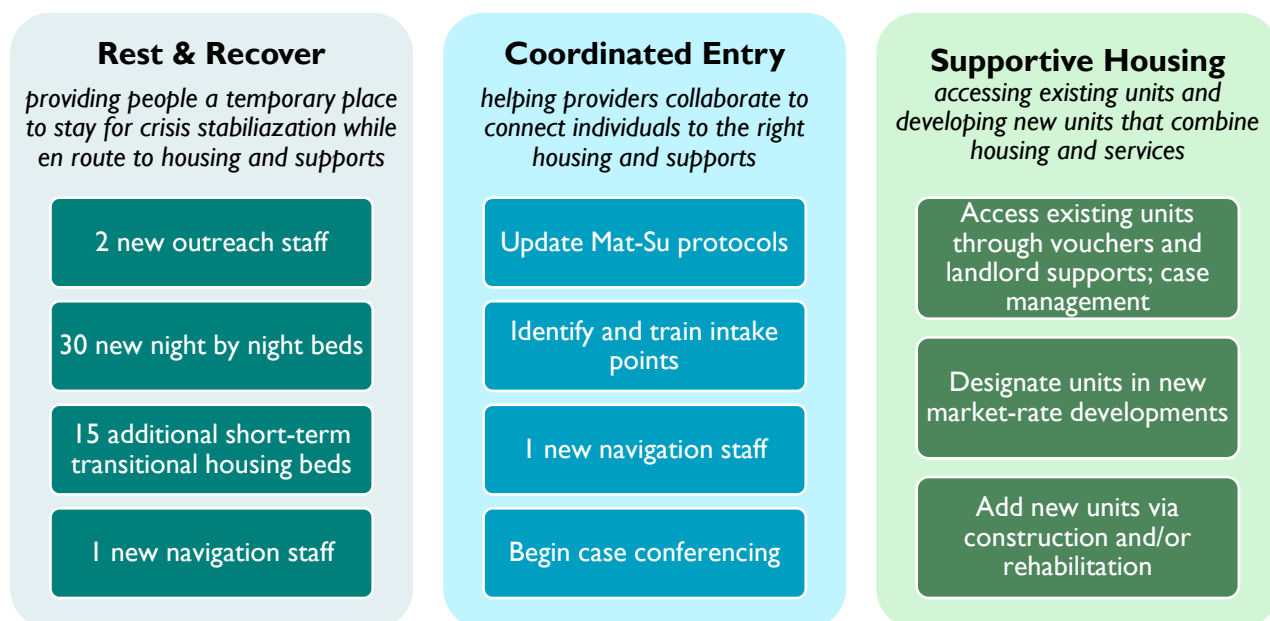
Core Elements of a Homelessness Prevention and Response System

The following graphic depicts the core elements of a homelessness prevention and response system. Prevention is on the left, with activities and safety net services that keep people housed. If someone ultimately does experience homelessness, they need an immediate, emergency place to stay to rest and recover. At that point they can be paired with the resources they need to become stably housed through a coordinated entry process. In the long term, communities can focus on long term solutions such as increasing affordable housing to reduce some of the challenges that contribute to households falling into homelessness.

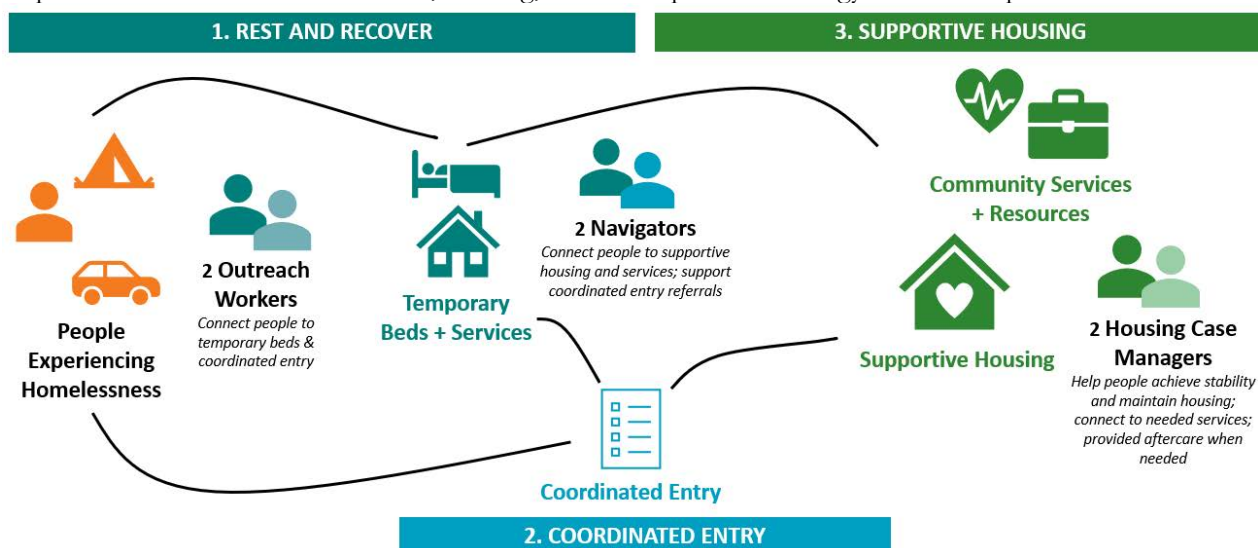


Action Plan Summary of Recommendations

The Mat-Su Homelessness Action Plan includes three focus areas: Supportive Housing, Coordinated Entry, and Rest & Recover. Housing is the solution to homelessness. As such, one section of the plan focuses on how the Mat-Su can increase the availability of **Supportive Housing** units, both through accessing existing units as well as building new units to meet the need. At the same time, housing will only be effective if there is a system to prioritize and connect people experiencing homelessness with the right housing and supports. This is where **Coordinated Entry** comes in as the streamlined system for people experiencing homelessness to access the system of housing and services. The third focus area, **Rest & Recover**, is about meeting the immediate needs of people in the Mat-Su who don't currently have a temporary place to stay overnight as they get connected to housing and services.



The following graphic shows how proposed support staff (outreach workers, navigators, case managers) will help individuals connect with services, housing, and develop an exit strategy toward independence.



Note: access to supportive services does not require coordinated entry intake. Housing referrals will ideally require coordinated entry, but connections to other services and resources can happen outside of the coordinated entry process.

The Coalition Behind the Action Plan

Homelessness is a complex but solvable issue. An action plan to address homelessness will only be as successful as the coalition behind it. The following groups have been critical to developing the Mat-Su Homelessness Action Plan and will be critical to its success.

Core Team

This work started with the Core Team, which is comprised of core service providers working to address homelessness in the Mat-Su, as well as people with lived experience. The Core Team is focused on drafting the Homelessness Action Plan and creating specific recommendations. Appendix A shows Core Team participants.

Steering Committee

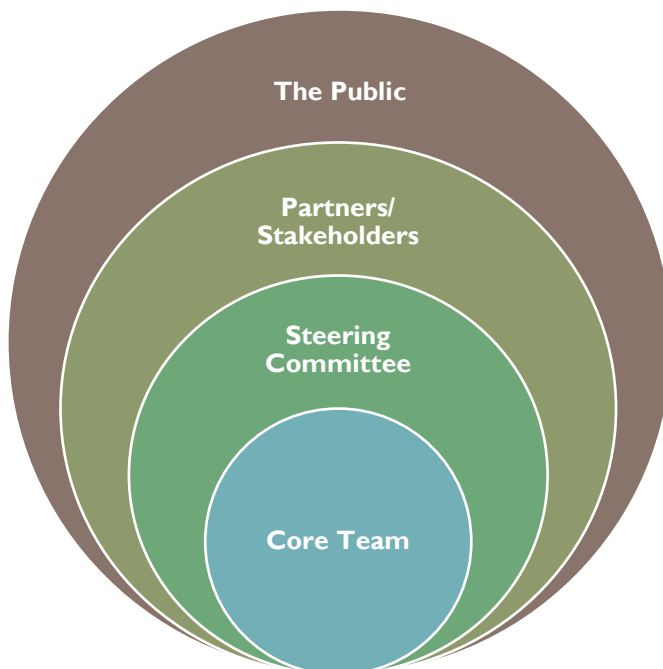
The Steering Committee is a broader coalition comprised of the Core Team as well as additional stakeholders representing government, health care, housing developers, Tribes, developers, and other partners. The Steering Committee is focused on connecting the housing & homelessness work to other systems, including health, transportation, and workforce development. Appendix A shows Steering Committee participants.

Partners/Stakeholders

No community action plan is successful without the buy-in of community partners and stakeholders, both those working directly in housing and homelessness as well as partners in related sectors. Increasingly, community partners and stakeholders across areas (healthcare, transportation, philanthropy, government, volunteers, media, real estate industry, and more) have identified housing as a number one issue. Partners and stakeholders can be part of the Mat-Su Homelessness Action Plan by reading the plan, drawing connections to their own work, participating in community conversations, and prioritizing housing and homelessness solutions.

Public

Homelessness directly impacts hundreds of Mat-Su residents each year. Access to safe and affordable housing continues to be a challenge across the Borough, and across the State. Everyone in the Mat-Su has a part to play when it comes to solving our housing and homelessness challenges. The Mat-Su Homelessness Action Plan represents one piece of the work it will take. Residents of the Mat-Su can be part of the solution by reading the plan, advocating for the solutions within it, and staying part of the conversation.



I. Rest & Recover

Rest & Recover is focused on A) providing people experiencing homelessness in the Mat-Su with a **temporary** place to stay as they get connected to housing and services, and B) creating better connectivity between people experiencing homelessness in the Mat-Su and available housing and services. This will help ensure that homelessness is **rare, brief, and one-time**.

Rest & Recover Goals

- **Goal 1:** Create a system where people experiencing homelessness in the Mat-Su have a temporary place to stay, stabilize their crisis, and be connected to services.
- **Goal 2:** Create safe, low barrier environments with a focus on connecting people to housing and services.
- **Goal 3:** Invest in outreach so that everyone experiencing homelessness feels invited and welcome to use rest and recover sites, and be connected to housing and services.
- **Goal 4:** Ensure our processes are informed and led by people with lived experience.

In a **low barrier** model, requirements for accessing services are removed or limited to maximize access to the service for those who need it. This can include removing barriers such as physical barriers to access for individuals with disabilities, sobriety requirements, or transportation barriers.

Measuring Rest and Recover Demand

Providers and information and referral partners such as Connect Mat-Su identify the need for Rest and Recover as a top priority in Mat-Su, with few low barrier options available today. Using the Gaps Model from the Mat-Su Homelessness Assessment of 2021, we can create an assumption about the number of temporary beds needed to serve people experiencing homelessness each year. The following has several assumptions behind it, so it has a margin of error and should only be used for planning purposes.

Populations	Temporary Beds Needed
Adult-Only	89
Families with Children	52
Youth and Transition-Aged Youth	38

Adult-Only: Adults 25+ with no dependent children

Family: Any household with at least one parent and at least one child

Youth and Transition-Aged Youth: Youth up to age 24, who are not in a family household

Assumptions

- **Demand:** based on the assumptions in the Mat-Su Homelessness Assessment of 2021, the following were the annualized number of clients experiencing literal homelessness. This number is a combination of a number of data sources to build this assumption.
 - Adult-Only: 314 households
 - Families with Children: 189 households
 - Youth and Transition-Aged Youth: 126 clients

- **Length of Stay:** to calculate the number of temporary beds needed, we need to understand how many days a year each person will take up a bed, also known as ‘length of stay.’ The length of stay will vary based on the vulnerability of the client – the more vulnerable a client is, the harder it is likely to be to find housing and the longer they will stay in emergency temporary housing or on the street. Length of stay is also impacted by the availability of supportive housing in the community. For example, if existing programs all have waiting lists, individuals may end up staying in temporary housing longer than desired. It is for essential communities to invest in supportive housing to ensure that temporary housing remains temporary.

Year 1 Rest and Recover Investments

Year 1 Targets:

New Capacity	Description	Target	Population Served
Outreach Staff	<ul style="list-style-type: none"> • Outreach will connect with individuals experiencing unsheltered homelessness across the Mat-Su, building trust and connecting them to services. • Connects to assessment and coordinated entry. • Light touch serving many; not providing case management. • Services should refer to the Mobile Crisis Team and the Day One Crisis Stabilization & Detox Center for clients experiencing a behavioral health crisis. 	2 full time equivalents (FTEs)	Single adults, unsheltered, chronically homeless, individuals with disabilities
Night by Night Beds (with wraparound services)	<ul style="list-style-type: none"> • Spaces that are safe and quiet. • Low barrier. • Temporary (goal: only a few days). • Ideally multiple sites spread around Mat-Su. • Align team-based, intensive supportive services with each site to ensure clients are offered a path to address the root causes of their homelessness. • Mat-Su Borough may be able to provide discounted land, utilities, coordinated transportation. 	30 beds	Single adults, low barrier beds
Transitional Housing Beds	<ul style="list-style-type: none"> • Scale up existing model of short-stay transitional housing programs; in Mat-Su, providers aim to help households in transitional housing move to more permanent housing within three months (traditional transitional housing can be up to 24 months). • Modeled after Mat-Su’s existing transitional housing programs; assumes the same level of supportive services provided through current programs. 	15 beds	Adults and families
Navigation Staff	<ul style="list-style-type: none"> • Navigators will work with individuals in night by night beds to connect to housing, services, and employment; one navigator is housed within this rest and recover focus area; the other navigator is housed within the coordinated entry focus area. 	1 FTE	Single adults, unsheltered, chronically homeless, individuals with disabilities
Transitional Housing Renovations	<ul style="list-style-type: none"> • Renovate existing units to improve access (e.g., adding features that will promote accessibility, such as ramps, signage, renovated bathrooms/kitchens, doorway expansion, etc.) 	5 units	Adults and families
Case Management	See <i>Supportive Housing</i> chapter for case management recommendations. By embedding case managers in the housing section of the plan, we are indicating their primary role is to help individuals find and maintain housing (rather than to be embedded at a shelter as we see in other communities, for instance) – ultimately helping individuals develop an exit strategy out of homelessness. However, we envision these case managers could also serve individuals who are temporarily in one of the programs within this rest and recover section.		

Budget Summary:

Item	Description	Annual estimated cost/per unit	Total annual estimated cost
Outreach Staff*	2 FTE	\$70,000	\$140,000
Rest and Recover Navigator*	1 FTE	\$70,000	\$70,000
Night by Night Beds (with some wraparound services)**	30 beds	\$12,446	\$373,380
New Transitional Housing***	15 beds	\$13,200	\$198,000
Transitional Housing Renovation****	5 units	\$12,000	\$60,000
TOTAL			\$841,380

* *Outreach and Navigation*: Estimate based on available 2022 salary data for Anchorage and the Mat-Su.

** *Night by Night beds*: Estimate based on Knik House daily cost (\$31/person) + 10% contingency. Estimate does not include capital costs for new facility, if required to deliver service.

*** *Transitional Housing beds*: Estimates shared by Valley Charities based on Mat-Su average annual cost/person + 10% contingency. Estimate does not include capital costs for new facility, if required to deliver service.

**** *Transitional Housing renovation*: Estimate based on average cost of renovations through the [Housing Accessibility Improvement Program](#), administered through Alaska Community Development Corporation.

Rest and Recover Implementation Notes

- The Core Team recommends smaller, non-congregate, geographically dispersed temporary housing options (sometimes called “transitional housing” in the Mat-Su) instead of a large shelter. Ideally these additional rest and recover units are hosted by existing providers in the community.
- Consider working with faith communities to expand rest and recover capacity in Mat-Su, recognizing that not all households will be comfortable being served through faith-based programs.
- Ongoing efforts to identify a winter warming center/crisis housing option should consider these year-round rest and recover needs. There will likely be a greater need for rest and recover options in winter, but crisis housing is needed year-round.
- Outreach should be based on ‘assertive engagement’ principles, which honors that clients are the experts of their own lives and embraces motivational techniques to engage a client with helpful services.
- Align team-based, intensive supportive services with each rest and recover site to ensure that clients are offered a path to address the root causes of their homelessness. Services should focus on housing location, barrier removal, income attainment, recovery, workforce development, and case management.
- Provide consistent and quality training on Housing First, harm reduction, motivational interviewing, trauma-informed care, and other best practices to all rest and recover service staff.
- Services should refer to and connect with Crisis Now (including the Mobile Crisis Team and the Day One Crisis Stabilization and Detox Center) for clients experiencing a behavioral health crisis.
- Consider transportation needs and provide transportation to/from rest and recover locations.
- Prior to placing someone in a rest and recover setting, providers should first try and divert households from staying in a temporary bed, if there are other resources or options available.

2. Coordinated Entry

Coordinated entry (CE) is a systems approach that provides one centralized access point to all homeless interventions in the community. It makes sure people are connected with the right resources at the right time. Typically, there is a lead agency who facilitates case conferencing meetings of case managers who review the coordinated entry list and determine referrals to available resources.

Coordinated Entry Goals

- **Goal 1:** Create a streamlined coordinated entry process for people experiencing homelessness to access housing and services.
- **Goal 2:** Avoid overbuilding our coordinated entry system. Create a useful and usable tool for providers and people experiencing homelessness.
- **Goal 3:** Use a “multisite approach,” where coordinated entry is made accessible at multiple natural points of entry.
- **Goal 4:** Maintain a by name list and facilitate monthly case conferencing between providers.

Why is coordinated entry important?

Without coordinated entry, each agency and program must host their own access points to services. This can make it traumatic and confusing for households trying to navigate the system, and people may not connect with the program that best meets their needs. Coordinated entry helps match people to programs in an efficient, transparent, and equitable way.

Current Coordinated Entry Gaps

Today, Mat-Su providers are not using coordinated entry or a by-name list. As a result, households are less likely to be connected with the most appropriate resources, and the Mat-Su is at risk of falling out of compliance with requirements for receiving U.S. Department of Housing and Urban Development (HUD) Continuum of Care funds. The Alaska Coalition on Housing and Homelessness is the coordinated entry lead for the Balance of State in Alaska (representing all communities except Anchorage), and is leading conversations around the state to expand and improve the use of coordinated entry. Mat-Su providers are undergoing training for data entry and intake, and case conferencing is launching in early 2023. In doing so, the Mat-Su will also become eligible for Emergency Housing Vouchers and HUD funding that hinge on coordinated entry.

Year 1 Coordinated Entry Activities

Activity	Description	Who	Progress
Identify lead agency	Family Promise has been identified as the CE lead for 2023.	Family Promise + Alaska Coalition on Housing and Homelessness	Completed
Finalize access points	Determine the access points where people experiencing homelessness can go for intake into the CE system.	Agnew::Beck + Core Team	Initial access points identified, with the possibility of adding more in the future
Update coordinated entry protocols	2018 Mat-Su CE protocols must be updated in accordance with statewide CE update for Balance of State regions.	Agnew::Beck + Core Team	In-progress

Activity	Description	Who	Progress
Continue to update Mat-Su housing inventory sheet	A table showing all known programs with beds and identifying open beds; providers report their numbers weekly.	Valley Charities and Mat-Su providers	Ongoing
Invest in HMIS training & data cleanup	CE depends on quality data entry and a quality by name list.	Organizations participating in coordinated entry; ICA	In-progress
Hold monthly case conferencing meetings	Case conferencing can be held once a lead agency is identified, providers are trained on intake, and a quality list exists; for now there will just be 1 monthly meeting but this could be split into multiple meetings focused on different populations.	Family Promise + Alaska Coalition on Housing and Homelessness	Lead agency identified; intake training is in progress; first meetings in early 2023
Access 11 Emergency Housing Vouchers	11 vouchers are available for the Mat-Su through the state Coalition, pending adherence to CE.		To begin early 2023
Develop Coordinated Entry Marketing Plan	Develop a marketing plan that identifies how to promote CE to individuals, providers, and community partners.	Agnew::Beck, Core Team; Mat-Su Officer of the Governor	To begin spring 2023
Navigation Staff	Navigators will work with individuals in night-by-night beds to connect to housing, services, and employment; one navigator is housed in this CE focus area, the other is within the rest and recover focus area.	1 FTE	Single adults, unsheltered, chronically homeless, individuals with disabilities

Year 1 Coordinated Entry Investments

Item	Description	Annual estimated cost/per 1.0 FTE	Total annual estimated cost
Coordinated Entry – Lead Agency	0.5 FTE	Approx. \$80,000	Approx. \$40,000
Coordinated Entry – Participating Agency*	TBD	TBD	TBD
Coordinated Entry Marketing Plan Implementation	TBD	TBD	TBD
Coordinated Entry Navigator**	1 FTE	\$70,000	\$70,000

*The Core Team will discuss the possibility and need for financial or other support for participating agencies in coordinated entry as implementation moves forward.

** Navigator Cost: Estimate based on available 2022 salary data for Anchorage and the Mat-Su.

Coordinated Entry Implementation Notes

- Use a multisite approach, with multiple access points.
- Ensure key community partners know about coordinated entry and can make referrals to access points. The CE marketing plan should identify key populations and how to reach them.
- Consider creating a central phone line.
- Consider after-hours intake needs.

3. Supportive Housing

Supportive Housing Goals

Goal 1: Increase access to existing housing in the Mat-Su by partnering with landlords and directing financial and other incentives.¹

Goal 2: Increase case management capacity and peer support to help people experiencing homelessness identify, secure, and maintain housing and building social connections.

Goal 3: Build system capacity to develop new supportive housing units in the Mat-Su. Prepare providers in the Mat-Su to respond to new funding opportunities for housing.

Goal 4: Ensure housing is paired with services to support tenant stability and long-term success. Housing case management will be provided. Case managers will also prioritize connection to other services, such as substance use treatment, behavioral health services, and workforce development programs.

Current Gaps

The 2021 Mat-Su Homelessness Needs Assessment identified a gap in housing for all populations in the Mat-Su. An estimated 290 households are not being served by the current system. 90 households need diversion away from homelessness, 60 households need very short-term supports, and 200 households need housing.

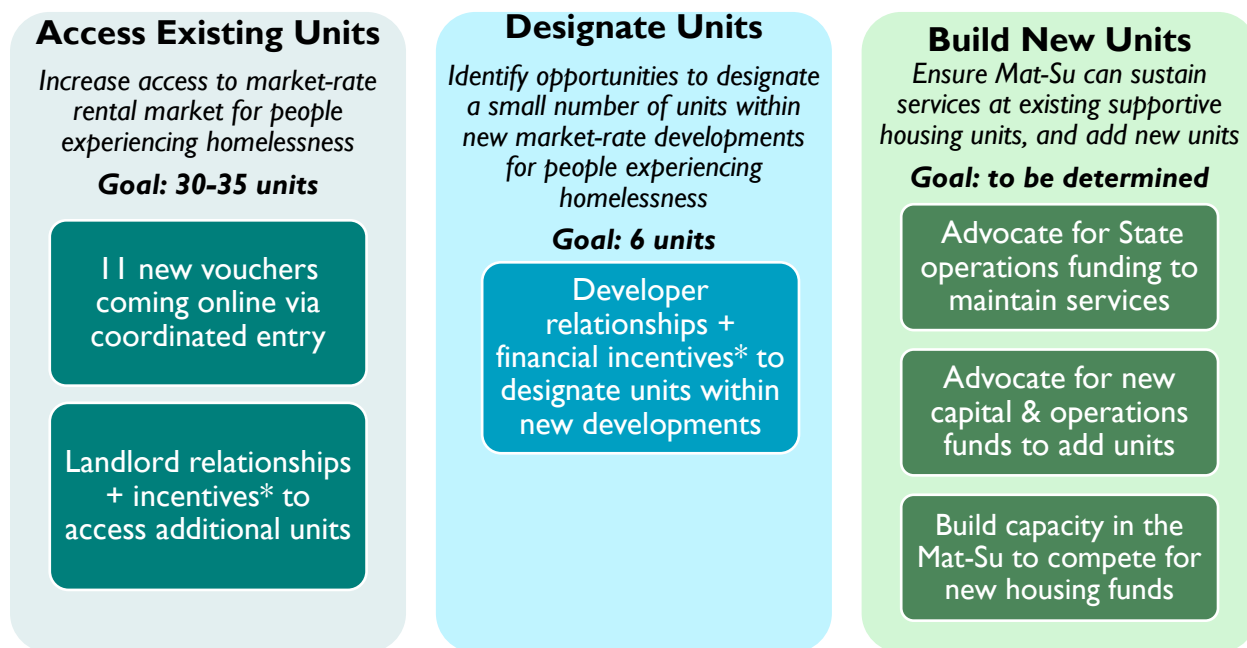
There are many limitations to the data collected in the 2021 Needs Assessment. Fortunately, implementation of coordinated entry in Mat-Su should provide a more accurate picture of the need for housing and services going forward, especially as provider participation increases and data quality improves.

	Diversion <i>Applies a problem-solving approach to understand what led to a client's housing crisis and explore what immediate solutions are possible.</i>	Rapid Resolution <i>Focuses on housing people with few barriers to stable housing by prioritizing 3 components: assistance with housing identification, move-in assistance, and resource navigation.</i>	Housing <i>Includes housing plus services; ranges from short-term transitional housing to medium-term rapid re-housing and longer term permanent supportive housing, based on the level of need.</i>
Adult-Only	40	30	90
Families with Children	30	20	60
Youth/Transition Aged Youth	20	10	50
Total	90	60	200

The current gap in housing won't be filled overnight. The Mat-Su today has a tight housing market, and it can be difficult to find local landlords to house people experiencing homelessness in this environment. New supportive housing units are being added, but the pace is not sufficient to keep up with the demand. Increasing housing for people experiencing homelessness in the Mat-Su will require a multi-pronged approach to unlock existing housing units as well as add new units for people experiencing homelessness.

¹ Ideas for direct incentives include a risk mitigation pool, increased security deposits, or payment of an additional month's rent.

Our model for housing focuses on three ways to add units for people experiencing homelessness:



*Examples of financial incentives: a risk mitigation pool, increased security deposits, or payment of an additional month's rent.

Year 1 Supportive Housing Activities

Activity	Description	Who	Progress
1. Accessing Existing Units			
Housing Case Management	Housing case managers are matched with persons experiencing homelessness to help identify, secure, and maintain housing.	TBD	Not yet started
Flexible Housing Fund	Flexible fund that can be paired with other resources to access existing units in the Mat-Su. Goal to house 20-25 people with the fund in 2023. Uses of this fund could range from paying a double security deposit to setting up a risk mitigation pool in the case of damages.	TBD	Not yet started
Landlord Education / Relationship Building	Luncheons provide an opportunity to connect with and educate landlords on available programs and incentives for housing people experiencing homelessness; this also includes landlord appreciation.	Valley Charities, My House, Family Promise	In progress
2. Designating Units in Market-Rate Developments			
Developer Relationship Building & Incentives	Build relationships with developers to add designated units for people experiencing homelessness in new developments; identify direct incentives. Incentives can range from tax incentives during development to dedicating vouchers to guaranteeing rent payments.	TBD	Not yet started

Activity	Description	Who	Progress
3. Adding New Supportive Housing Units			
Advocate for State funding for supportive housing operations / services	Advocate for inflation-proofing Beneficiary and Special Needs Housing (SNHG) and increasing allocation.	TBD	Not yet started
Advocate for New Housing Funds at State Level	Advocate for allocation of State funds to Alaska Housing Trust.	TBD	Not yet started
New Development	Build capacity in the Mat-Su to apply for and compete for competitive funds to add new units.	Core Team	Not yet started
Creative Housing Solutions	Continue to identify creative affordable housing solutions that work for the Mat-Su – from small infill development to large developments.	Core Team and Steering Committee	In progress

Year 1 Supportive Housing Investments

Item	Description	Annual estimated cost/per unit	Total annual estimated cost
Housing Case Managers	2 FTE	\$70,000	\$140,000
Flexible Housing Fund		\$50,000	\$50,000
New Units		TBD	TBD

Supportive Housing Implementation Notes

- Case management is most effective when provided on site for locations with harder to serve clients; when possible, provide onsite supportive services delivery.
- During implementation, it will be critical to continue to address barriers to accessing supportive services, including:
 - Long wait times and waiting lists
 - Lack of transportation
 - Lack of funding
 - Not low barrier; for example, not available for individuals with substance misuse, unemployed, incarceration history, etc.
 - Many existing temporary units are not accessible for individuals with disabilities (e.g., wheelchair accessible)
 - Substance use treatment that's non-faith based and accepts Medicaid/Medicare
 - Improved wages for case managers and other service workers

4. Year 1 Budget + Plan

The Year 1 budget pulls together recommended investments across all three focus areas. It is important these investments are made simultaneously, so there are no major gaps in the system of supports.

Staffing

New capacity in the Mat-Su will: ensure that unsheltered individuals are connected to temporary beds, housing, and services through expanded outreach and navigation; housing is secured and maintained through housing case management; and coordinated entry has the backbone infrastructure to operate for the system through planning funds.

Item	Description	Annual estimated cost/per FTE	Total annual est. cost
Outreach Staff	2 FTE	\$70,000	\$140,000
Navigation Staff	2 FTE	\$70,000	\$140,000
Housing Case Managers	2 FTE	\$70,000	\$140,000
Coordinated Entry Lead Agency	0.5 FTE	\$80,000	\$40,000
Total	4.5 FTE		\$460,000

Additional Temporary Beds

Between low barrier night-by-night beds and expanded transitional housing, the Mat-Su will add 45 short-term beds in Year 1. This is about providing individuals with a temporary place to stay while getting connected to longer-term housing and services.

Item	Description	Annual est. cost/per unit	Total annual est. cost
Night by Night Beds	30 beds	\$12,446	\$373,380
Transitional Housing	15 beds	\$13,200	\$198,000
Housing Unit Renovations	5 units	\$12,000	\$60,000
Total	45 beds		\$631,380

Housing

The goal of the flexible housing fund is to provide access to existing housing for 20-25 people in Year 1. The flexible housing fund can be used as a direct landlord incentive, and can be paired with other resources, especially for individuals experiencing homelessness who face additional barriers to being housed with traditional landlords. Housing case management will be tied to use of these funds.

Item	Description	Annual estimated cost/per unit	Total annual estimated cost
Flexible Housing Fund	Flexible financial pool	\$50,000	\$50,000
Other costs TBD			
Total			\$50,000

Total Year 1 Investments: \$1,141,380

Next Steps for 2023

With the action plan in place, the next steps are to determine who will be responsible for implementing the recommendations, raise the funds to execute it, and begin implementation. Many of these steps are iterative and will happen in parallel.

2023 Priority Tasks to Support Implementation of the Action Plan:

- **Identify the “Who”:**
 - o Define the structure for leading ongoing planning and implementation of systems work in the Mat-Su. Answers the question, “How can we continue to work together most effectively to make progress on our shared vision and goals?”
 - o Continue to formalize the existing, informal collaboration between providers.
 - o Determine who is implementing recommendations within the action plan and how to sustain progress in the long term.
 - o Family Promise and Alaska Coalition on Housing and Homelessness to continue to lead coordinated entry systems work in Mat-Su.
- **Funding Plan and Assignments:**
 - o Engage in direct conversations with funders; develop a funding plan and raise the funds necessary to implement the action plan.
 - o This could include a competitive Request for Proposals process to identify providers to deliver some of the identified recommendations and strategies in this action plan.
 - o Update the action plan to identify specific organizations that are implementing different strategies, as they are identified.
- **Build Capacity + Implement:**
 - o Begin case conferencing in early 2023 and refine coordinated entry protocols as needed (e.g., train additional intake locations, improved data collection, etc.).
 - o Build capacity by hiring identified positions, including outreach and case management.
 - o Continue to implement the action plan, including creating an updated action plan for 2024.
 - o Use coordinated entry data to refine information regarding gaps/needs in the community and develop revised targets.

Appendix A: Acknowledgements

Thank you to all the Mat-Su organizations, residents, businesses, and other local, regional, and state partners who contributed to this action plan.

	Core Team	Steering Committee
Role	Provided detailed guidance and input on system design components	Acted in an advisory capacity, providing feedback on project activities and approach
Frequency	Met every three weeks	Met approximately quarterly
Members	Alaska Coalition on Housing & Homelessness Choosing Our Roots City of Wasilla Connect Mat-Su Family Promise of Mat-Su Mat-Su Borough Planning Department Mat-Su Coalition on Housing & Homelessness Mat-Su Health Foundation Office of the Governor My House United Way of Mat-Su Valley Charities, Inc.	Core Team membership, plus the following: Alaska Housing Finance Corporation Alaska Legal Services Corp. Catholic Social Services Chickaloon Village Traditional Council Daybreak, Inc. Mat-Su Health Services Mat-Su Public Health Center Mat-Su Reentry Coalition Mat-Su School District: Families in Transition Private Developers Valley Residential Services

An additional thanks to the **Mat-Su Youth Advisory Board** for offering guidance and insight into the planning process.

As part of the process, our team also talked with Covenant House Alaska, City of Wasilla Police and Code Enforcement Officers, Blood-N-Fire Ministries, Frontline Mission, Salvation Army Mat-Su, and Crisis Now Mat-Su.

Project funded by the Mat-Su Health Foundation.



The planning process was facilitated by Agnew::Beck Consulting.

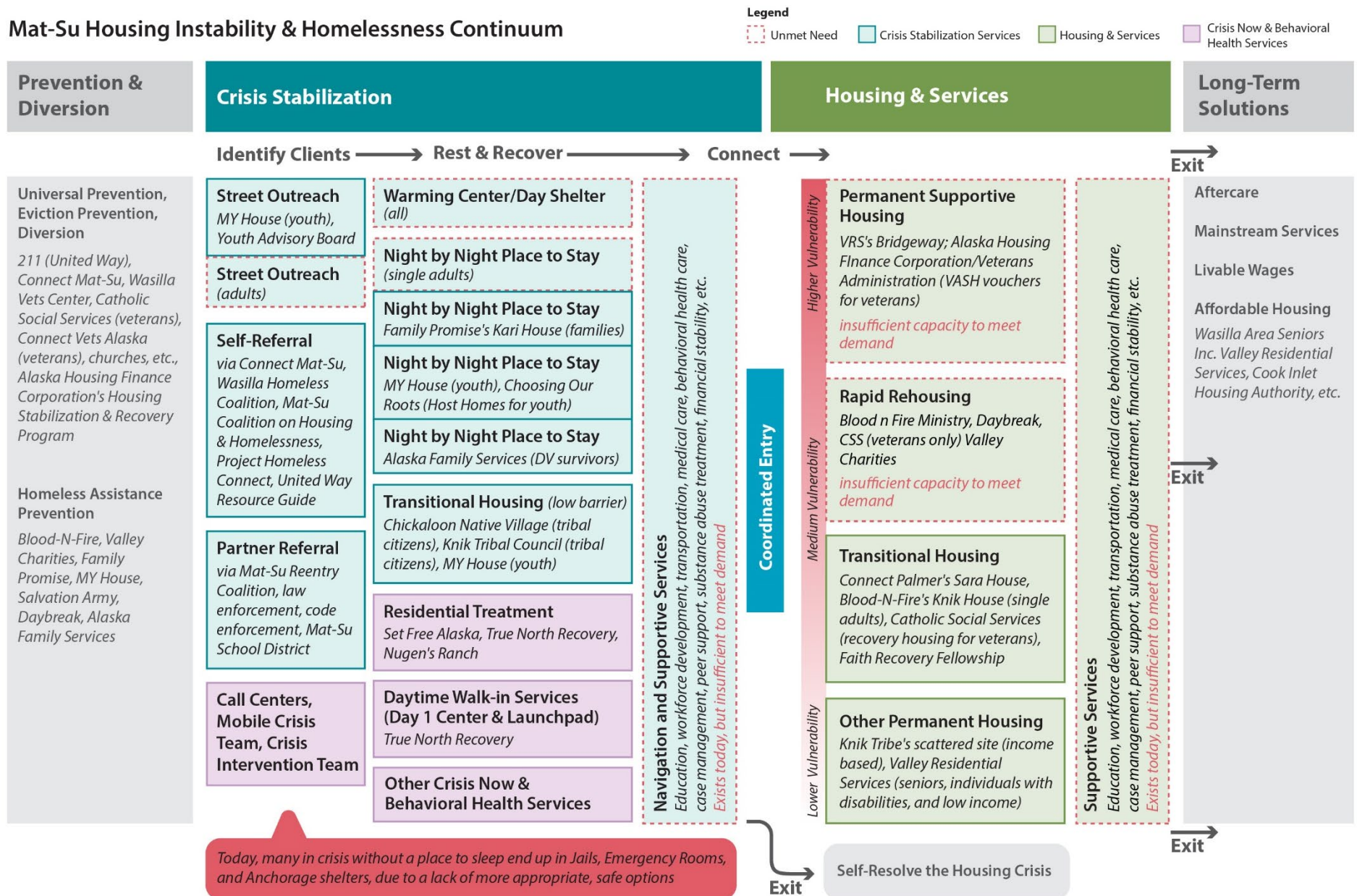


Land Acknowledgement: We acknowledge that we are on the traditional land of the Dena'ina and Ahtna peoples.

Appendix B: Detailed Mat-Su Continuum Chart

This graphic depicts a full continuum of a housing and homelessness system. Ideally a community's homeless response system includes all components, with individuals served by the intervention most appropriate to their needs. Shapes with **red dotted borders** indicate full or partial gaps in Mat-Su.

Mat-Su Housing Instability & Homelessness Continuum



Appendix C: Other Relevant Resources and Plans

- Mat-Su Homelessness Needs Assessment (Mat-Su Health Foundation). February 2022. Available at <https://www.healthymatsu.org/learning/mshf-reports>.
- Coordinated Community Plan to End Youth Homelessness (Mat-Su Alliance to End Youth Homelessness). April 2020. Available at <https://www.matsuyouth.com/initiatives>.
- Mat-Su Coalition on Housing and Homelessness website. Available at <https://www.mschr.org/>.
- Mat-Su Youth Action Board website. Available at <https://www.matsuyouth.com/>.
- Connect Mat-Su's health and social services information and referral hub. Available at <https://www.connectmatsu.org/>.
- United Way's Mat-Su Resource Guide. Available at <https://unitedwaymatsu.org/>.

Appendix D: Examples of New Developments

The recommendations in this 2023 Action Plan seek to increase access to existing housing by bringing on additional resources and improved landlord outreach. However, new supportive housing units are also likely needed, which will require developing new facilities. The following are two examples of single-site supportive housing developments. The first is a permanent supportive housing project currently under construction in Wasilla by Valley Residential Services, which is located adjacent to an existing permanent supportive housing facility. The second is hotel conversion, where a former hotel is converted to a supportive housing facility, using comparative costs from Anchorage. These numbers are intended help providers, funders, and partners better understand some of the solutions, costs, and funding sources for these types of projects in Mat-Su.

This example conversion is included to demonstrate how repurposing an existing facility can often cost less than new development. It is not meant to be a specific recommendation. In general, this action plan recommends smaller, more geographically dispersed housing sites around Mat-Su. If a hotel or other property conversion project were to move forward in Mat-Su, providers recommend these occur on a much smaller scale than the example shown here.

Bridgeway II Permanent Supportive Housing Project in Mat-Su – Capital Costs

Source: Valley Residential Services

Assumptions

- The new facility is being constructed adjacent to Bridgeway I, a 25-unit permanent supportive housing facility with onsite case management
- Case management services will be provided by existing case managers (through Mat-Su Health Services) at the Bridgeway I facility located next door

Capital Costs

Total capital cost: \$7,155,420.

Funding Sources

Key contributors included the following funders/funding sources:

- Rasmuson Foundation
- Mat-Su Health Foundation
- Federal Home Loan Bank
- Alaska Housing Finance Corporation
- Tax Credit Financing

Hotel Conversion in Anchorage – Capital Costs

Hotel conversions require a large up-front capital purchase. However, this cost is typically lower than adding an equivalent number of units via a new development. Hotel conversions also typically come online faster than new development. Purchases can come together by braiding together funding sources; recent Anchorage examples include both public and private contributions on the capital purchase of hotels.

Recent Anchorage hotel conversion examples included acquisition costs ranging from \$5 million and \$10 million for facilities with 50 to 150 units.

Converted Hotel in Anchorage – Operational Costs

Source: Anchorage Coalition to End Homelessness

Assumptions

- **Building already purchased; this section summarizes operational costs.**
- Building costs are based on prior hotel conversion plus 20% maintenance and operations set aside.
- Some units will have roommates, with 150 residents in 96 units.
- All units rent for \$657 (roommates can split rental costs); this could be covered through emergency rental assistance.
- Access and services are provided 24 hours a day, 7 days a week. Staffing presumed on a 3-shift basis - morning, swing, overnight.
- Meals and showers will be onsite; estimate does not include transportation, laundry, or medical care.

Cash Flow

	Monthly	Yearly	Cost per person per day
Income (room rental costs)	\$63,072	\$756,864	\$14
Expenses	\$178,492	\$2,171,648	\$40
Net	(115,420)	(1,414,784)	\$(26)

Expenses – Annual Estimated Breakdown

