

Municipality of Anchorage, Alaska
ARPA SLFRF Recovery Plan

State and Local Fiscal Recovery Funds
2025 Report

2025 Recovery Plan

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GENERAL OVERVIEW

Executive Summary

To respond to the public health emergency with respect to COVID-19 and its impacts, the Municipality of Anchorage has taken a proactive approach to provide tools and resources to communities, residents, and businesses. In the initial process, the Anchorage Assembly and Municipality of Anchorage (MOA) Mayor's Office worked to identify the harmful effects of COVID-19 within our community. These governmental groups spent over two months to identify the needs of Anchorage residents and businesses; convened meetings and townhalls with members of the public, businesses, nonprofits, and social service groups; and conducted two separate day-long meetings on March 19, 2022 and March 26, 2022 to develop the framework, guiding principles, and proposed relief measures for Anchorage Assembly Resolutions (AR) for American Rescue Plan Act (ARPA) 2 grant funds.

The Municipality of Anchorage was awarded \$103,317,366 in Federal ARPA State and Local Fiscal Recovery Funds (SLFRF) in 2021 and chose to receive their disbursement from the Federal Department of Treasury in two tranches. The first tranche of funds (ARPA 1) in the amount of \$51,658,683 was disbursed to approximately 92 subrecipients in 2021. The second tranche of funds in the amount of \$51,658,683 was disbursed to approximately 72 subrecipients beginning in the 3rd quarter 2022 and continued into 2024.

This fifth annual MOA Recovery Plan report describes past performance of the Municipality of Anchorage and its subrecipients who received funds from Tranche 1 & 2 Federal Dept. of the Treasury ARPA SLFRF grant from July 1, 2024 to June 30, 2025.

Financial Compliance - 2024

The Municipality of Anchorage as stewards of Federal public funding undertook a requested mandatory financial compliance from subrecipients of MOA ARPA funding. This consisted of questions related to expenditures, evaluation of grantees performance and a financial statement covering the subrecipients' grant period. Reports from 102 subrecipients were received between November 1, 2023 to April 1 2024.

Uses of Funds

The goal of the Municipality of Anchorage was to fund nonprofits and municipal governmental agencies and thus achieve a strong and equitable recovery from the effects of the COVID-19 pandemic and the community's subsequent economic downturn. The intended uses of the funding was allocated to specific Expenditure Categories (EC) as identified by the Federal Government. The funds were used specifically to support individuals, families, communities, and organizations throughout the municipality that were adversely affected by the pandemic. The Assembly resolution for allocating these funds is linked here:

[Assembly Resolution \(AR\) 2021-167 \(s\)](#)

[Assembly Resolution \(AR\) 2022-178 \(s\)](#)

Public Health (EC 1) – The COVID-19 pandemic not only affected the local economy but public health and welfare of the community at large. The funds allocated in this category addressed not only specific underserved communities but also mental health wellbeing, and COVID-19 mitigation. For this category, the Municipality of Anchorage awarded funds to various organizations to remain sustainable and help those in our community recover from the negative mental and physical impacts of the COVID-19

pandemic. These awards protect our economy and the health and wellbeing of our city's residents, businesses, and nonprofits. These awards include expansion of behavioral health services to the LGBTQ community and also outreach and communication to promote COVID mitigation.

Negative Economic Impacts (EC 2) – The negative impact of the COVID-19 pandemic not only affected the local economy but also services and resources to our community. The funds used in this category address how our allocations were spent to assist these areas in need. The Municipality of Anchorage awarded funds to various organizations to remain sustainable and help those in our community recover from the negative impacts of the COVID-19 pandemic. This allowed us to rebuild our economy in ways that enhance self-sufficiency and reduce supply chain vulnerability . These awards include:

- Aid to nonprofit organizations for voucher distributions to families for daily expenses, skill training & job search assistance, and operational expenses to keep nonprofit doors open
- Programs that address the immediate needs and barriers for underserved and unemployed youth, families, and adults
- Small business economic assistance for business personal property tax relief and stabilization grants
- Tourism business relief grants
- Relief for tourism businesses experiencing hardships
- Websites for accessible job search assistance
- Community outreach for small businesses that provide resources for government services
- Assistance to families to access federal benefits and relief funding
- Repair, expand, and upgrade food pantry/storage and distribution facilities

Public Health-Negative Economic Impact: Public Sector Capacity (EC 3) - Prior to the COVID-19 pandemic, our city addressed challenges with providing tools and resources for our venerable homelessness community. With the ARPA relief funds, the Anchorage Assembly collaborated with key community non-profits and activists to expand and fund housing assistance.

Housing Assistance & Support: Part of the funding in this category was used to support the rapid rehousing of homeless youth transitioning out of shelters, and to provide temporary housing awaiting host home placement. Funding also provided for housing, addiction treatment, vocational training for the homeless, and transitional housing for homeless young adults 16-24 years. Part of the funding in this category was used to hire housing intensive case managers to help people transition out of homelessness, especially those who did not qualify for the federal rental relief.

Healthy Childhood Environment, Education, Mental Health & Social Services: Funded school based mental health services for children and youths mental health needs exacerbated by the pandemic. Funded a social media campaign to help recruit foster homes. Provided funding for the expansion of a public health clinic and for the purchase and installation of "COVID-proofing" equipment and systems at the clinic.

Data System: Funds were used to expand a data system that will track and analyze performance measures. This included a component that will track success and challenges and report monthly to the Anchorage Assembly Committee on Housing and Homelessness on barriers and progress.

Premium Pay (EC 4) - No funds allocated.

Water, sewer, and broadband infrastructure (EC 5) - There is one broadband project to provide broadband capacity, internet services and security cameras to the Chugiak-Eagle River Senior Center.

Revenue Replacement (EC 6) -

Government Services: During the COVID-19 pandemic many government departments saw an increase in their expenses to provide services to their employees. There was also a decline in revenue due to mandatory shutdowns which caused many user fees that government relies on to be waived and/or postponed to a later date.

For many of the local government entities, grant relief focuses on the following economic harm:

- *Covering payroll*
- *Mortgages or rent for buildings*
- *Operating costs*
- *Providing sick leave resources to employees*

Recovery: Funds were allocated to connect unemployed workers with job opportunities. Grants included a comprehensive job search tool that would benefit both the employer and the future employee.

Miscellaneous: Other grant funding was used for improving direct services to citizens. These government services included road infrastructure, increasing public safety measures, environmental revitalization, and other local government improvements.

Promoting equitable outcomes

The Assembly looked to frame disbursements to serve and support identified underserved and disadvantaged communities within the Municipality of Anchorage.

- a. Goals: The Assembly identified underserved communities including:
 - Youth 18-24 - Grants for youth displaced from their homes or traditional care due to the pandemic.
 - Homeless – Grants to provide services, support, resources, and temporary and permanent housing to this vulnerable and underserved population.
 - BIPOC community – Grants to provide services and support in addition to economic recovery, education, and community action for this community.
- b. Awareness: Grants were given to businesses and non-profits to promote awareness of services and resources provided by ARPA funds. Specific grants were targeted for outreach to BIPOC and underserved communities.
- c. Access and Distribution: Grants were distributed to organizations that provided much-needed resources and services at the individual and street level. Realizing that many of the hard to reach and marginalized communities have difficulty accessing resources due to fear or lack of knowledge, grants were disbursed to organizations that work with specific underserved populations and are proactive at collaborating with these recipients and beneficiaries.

- d. Outcomes: Under the lens of promoting equitable outcomes, the Assembly and the Mayor's office intend to provide equal services to all the citizens of Anchorage. This includes the homeless, the marginalized and others from historically disadvantaged communities. Our grant reporting, including our Quarterly Project & Expenditure reports that are located on the Municipality website, focuses on specific metrics and numbers of those served.

Specifically, the Municipality of Anchorage has put an emphasis on funding Negative Economic Impacts (EC 2) to address areas of promoting equitable outcomes. Grants in Expenditure Category 2 include: assistance to households, small businesses, and non-profits to address impacts of the pandemic which have been most severe among low-income populations. This also includes assistance with food, housing, and other needs; employment programs for people with barriers to employment who faced negative economic impacts from the pandemic (such as residents of low-income neighborhoods, minorities, disconnected youth, the unemployed, formerly incarcerated people, veterans, and people with disabilities); services to provide long-term housing security and housing supports, address educational disparities, or provide child care and early learning services; and other strategies that provide impacted and disproportionately impacted communities with services to address the negative economic impacts of the pandemic. These projects are further defined in the project reports.

In 2022, the Municipality of Anchorage Mayor's office began acquiring quantitative report data to assess and report back on the equitable distribution and serving of various underserved and disadvantaged communities. In 2025 we will continue to acquire and report to the Department of Treasury how we are serving these underserved communities.

Anchorage Assembly members each represent a specific geographic area within the Municipality. Each member engaged in a process to ensure that each Assembly district had targeted funds. Realizing that certain districts contained traditionally marginalized communities, the Assembly targeted increased funding to these areas that demographically contained most of the marginalized and underserved individuals and nonprofits.

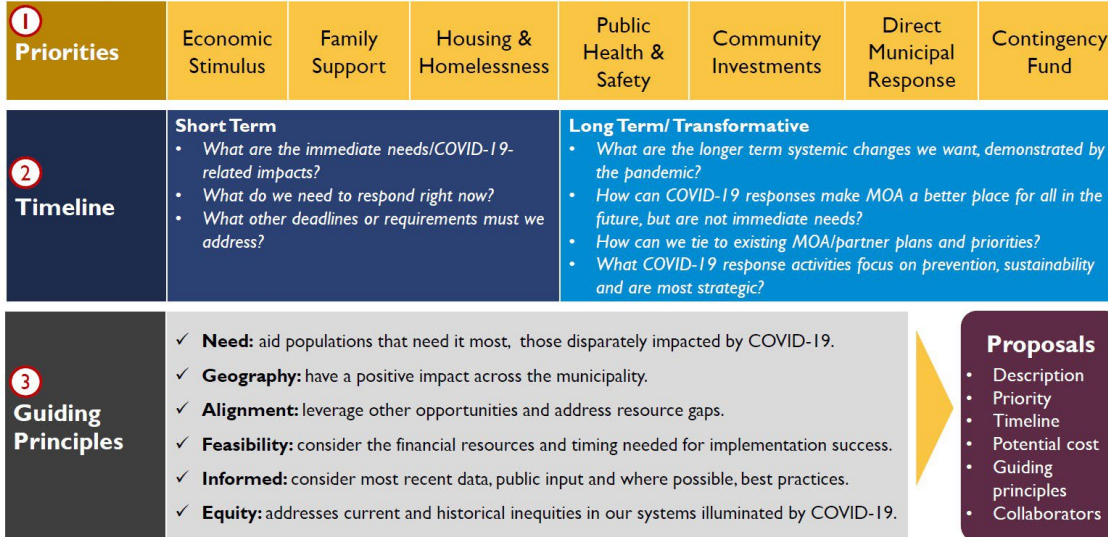
Community Engagement

Beginning in 2022, the Assembly and the Mayor's office promoted and engaged in 5 "ARPA Investment Reviews". This series of in-person and online sessions allowed the Assembly and community to hear back from the subrecipients as to their use of grant funding and the positive impact it has had for their organizations/businesses and the community. Link to the YouTube videos of these sessions is [here](#).

In 2022, the Assembly and the Mayor's office engaged in 5 work sessions to discuss and identify future tranche 2 funding. These funding requests for the second tranche were advertised and promoted to all communities and nonprofits and resulted in over 200 applications for ARPA tranche 2 funding. Link to the work session's YouTube videos is [here](#).

Anchorage Assembly COVID-19 Response Framework

Addressing immediate needs and sustaining our community beyond COVID-19



Labor Practices

Beginning in 2023 the Municipality of Anchorage began tracking through its Project & Expenditure report the status of infrastructure projects. MOA will track and report back to the Dept. of Treasury as to labor practices including project labor agreements, community benefits agreements, prevailing wage requirements, and local hiring for the limited number of funded infrastructure projects.

Use of Evidence

The American Rescue Plan Act (ARPA) was a federal stimulus package aimed at providing economic relief to individuals, businesses, and state and local governments in response to the COVID-19 pandemic. The ARPA allocated funds to various municipalities and local governments, including the Municipality of Anchorage in Alaska.

The specific requirements for performance reporting under ARPA may vary depending on the guidelines set by the federal government. However, generally speaking, performance reports for ARPA funds typically involve demonstrating how the allocated funds were utilized to achieve the intended goals and outcomes.

When it comes to the Municipality of Anchorage's use of evidence for the ARPA performance report, several key components are involved:

1. **Data Collection and Documentation:** The municipality needs to gather relevant data on how the ARPA funds were spent. This may include financial records, invoices, contracts, and other documentation showing the expenses and projects funded by the ARPA money.
2. **Project Outcomes and Objectives:** The municipality will need to outline the specific objectives and outcomes they intended to achieve with the ARPA funds. These could be related to economic recovery, public health, infrastructure improvement, or other areas directly impacted by the pandemic.

3. **Quantitative Metrics:** To demonstrate the effectiveness of the ARPA spending, the municipality asks for and uses quantitative metrics wherever possible. For example, they could report the number of jobs created, businesses supported, individuals vaccinated, or infrastructure projects completed.
4. **Qualitative Evidence:** In addition to quantitative data, qualitative evidence may also be included in the performance report. This could involve testimonials, case studies, or narratives from individuals and businesses impacted positively by the ARPA-funded initiatives. In 2022 the Assembly and the Mayor's office engaged in 5 work sessions to discuss and identify evidence for future tranche 2 funding. These funding requests for the second tranche were advertised and promoted to all communities and nonprofits and resulted in over 200 applications for ARPA tranche 2 funding.
5. **Comparative Analysis:** It may be beneficial for the municipality to compare the current situation to the pre-ARPA conditions or to similar regions that did not receive ARPA funds. This analysis can help demonstrate the effectiveness of the measures taken using the allocated funds. Through the use of key performance indicators, anecdotal and subgrantee report backs we can compare present situations to pre-ARPA intervention.
6. **Transparency and Accountability:** The performance report should be transparent about how the funds were allocated and used. It should address any challenges or setbacks faced during the implementation of ARPA-funded programs. All performance reports are available on the Assembly website and quarterly project and expenditure reports are available upon request.
7. **Compliance with Reporting Requirements:** Finally, the Municipality of Anchorage must ensure that its performance report meets all the reporting requirements set forth by the federal government or relevant state authorities. The Municipality of Anchorage ensures that all Performance reports have been and presently are meeting all compliance reporting requirements set forth by the Department of Treasury.

It's important to note that the specific guidelines and requirements for ARPA performance reporting have evolved or changed since our last update. Therefore, for the most up-to-date and accurate information, it is advisable to consult official sources, such as the U.S. Department of the Treasury website or the Municipality of Anchorage's official website, for the latest guidance on ARPA performance reporting.

Performance Report

The Municipality of Anchorage is presently tracking performance of their ARPA SLFRF through report backs, quarterly expenditure and project reports and discussions/conversations with subrecipients as to challenges and concerns in implementing their projects. In 2025 the Municipality of Anchorage key performance indicators (KPIs) presently in place are as follows:

1. **Funding distribution:** This measure show quickly and efficiently funds are being distributed to eligible subrecipients. The percentage of ARPA funds distributed to date, or the number of businesses, organizations, or nonprofits that have received funding and other financial metrics are available upon request. The MOA has allocated funds to over 171 separate organizations.
2. **Job preservation/creation:** Given that one of the primary goals of ARPA is to alleviate the economic impacts of the COVID-19 pandemic, a key indicator is the number of jobs created or

sustained. Specifically, the MOA ARPA funds assisted 181 subgrantees in Expenditure Categories such as NEI-2.10 Job Training Assistance, NEI-2.32 Business Incubators, and NEI-2.9 Small Business Economic Assistance among others. Detailed data available upon request.

3. **Community impact:** This could include metrics that measure the impact on the community, such as the number of people helped, services provided, or improvements in community indicators (like reduced homelessness, increased food security, etc.) The MOA ARPA grant tracks quarterly this key performance indicator and in the last quarter (Apr 1 – Jun 30 2025) thousands of Anchorage households were assisted (many households are recipients of services from multiple subgrantees) by over 25 nonprofits. Detailed data available upon request.
4. **Financial management:** This would measure how effectively the funding is being managed, potentially including audits or assessments of financial controls and procedures. Each year the Municipality of Anchorage undertakes an audit of their finances. The ARPA grant is one among many areas that the auditors look at. Reports are available upon request.

The following is the project inventory for subgrantees that have been disbursed funds from the Municipality of Anchorage ARPA State and Local Fiscal Relief Fund. The project inventory is a listing of subgrantees that had a disbursement of ARPA funds from ARPA 1 (2021) and ARPA 2 (2022). All 91 subgrantees of ARPA 1 have had their fund disbursed including Expenditure Category 6.1 (they are classified as “Revenue Replacement” and are by and large internal Municipality of Anchorage departments and are not required to report quarterly or annually). All eligible ARPA 2 subgrantees including E.C. 6.1, have received their funds.

The following subgrantees were required to report annually their grant amount received, description of the grant, project overview, their evidence based intervention, and their key performance indicator. Subgrantees only report for the period of this 2025 Performance Report which covers the period of July 1, 2024 to June 30, 2025.

PROJECT INVENTORY

Name	Project	Amount	ARPA Category
Access Alaska Inc.	Transition to Independence for Youth With Disabilities	\$ 150,000	Aid to Nonprofit Organizations

Project Overview

The project provides independent living skills and services to youth with disabilities who are transitioning into adulthood. Access Alaska, a Center for Independent Living, works at the community level to reduce barriers, combat discrimination, and promote the development of needed resources, programs, and policies for people with disabilities. The agency provides information and referral, independent living skills training, peer counseling, and The Transition to Independence program which provides young people with disabilities the basic skills needed to navigate the adult world independently.

Project Use of Evidence

The project provides independent living skills and services to youth with disabilities who are transitioning into adulthood. Access Alaska, a Center for Independent Living, works at the community level to reduce barriers, combat discrimination, and promote the development of needed resources, programs, and policies for people with disabilities. The agency provides information and referral,

independent living skills training, peer counseling, individual counseling. The Transition to Independence program provides young people with disabilities the basic skills needed to navigate the adult world independently.

Key Performance Indicator

The program provided support to a total of 10 individuals who chose to participate. Ultimately, the program diminished and stopped on February 1, 2025, due to staffing issues at Access Alaska.

The project identifies and promotes the development of needed resources, programs, and policies for people with disabilities.

Name	Project	Amount	ARPA Category
Alaska Adoption Services (AAS)	Community Diaper Pantry	\$100,000	Aid to Nonprofit Organizations

Project Overview

The Community Diaper Pantry provides diapers to low income families who are struggling with diaper need for their baby/toddler.

Project Use of Evidence

Alaska Adoption Services operate the Community Diaper Pantry to the Anchorage community with funding from the MOA ARPA grant. Based upon a survey done in 2023 by the National Diaper Bank Network 1 in 2 US families struggle to buy diapers to keep their children clean, dry, and healthy. Infants require up to 12 diapers a day and toddlers, up to eight per day. Diapers for one child typically range between \$80-\$100 per month. Locally, we know 9% of people in the Anchorage Bowl live in poverty and of the 9%, 7.2% are children under the age of 5 years old (2020 U.S Census Bureau Quick Facts Sheet).

Key Performance Indicator

Output measures are 'greater than 25 visitors' using the site per day during high seasonal use times. Outcome measures are '100%' appropriate use of toilet facilities at site and 'zero pedestrian incidents' at parking lot where visitors connect to the wildlife viewing structures.

Name	Project	Amount	ARPA Category
Alaska Black Caucus	Equity Center Renovation	\$1,200,000	Services to Disproportionately Impacted Communities

Project Overview

Renovate the Equity Center building located at 605 Barrow Street

Project Use of Evidence

The Equity Center renovations in downtown Anchorage, Alaska is in direct response to the community-identified needs and the infrastructure gap. The Equity Center will provide a centralized public community space for Black Alaskans and their allies to celebrate, console, share resources, and foster community. Therefore, the Equity Center is a community investment project that can centralize the delivery of programs targeting known disparities evidenced in our Black Alaskan Health Status Report and Needs Assessment. Specifically, the Equity Center is a structural intervention in and of itself as the presence of the Equity Center addressing the sociocultural context and the built environment.

Additionally, in the future there will be programs delivered in the Equity Center (post renovation completion) aimed at mitigating the health disparities affecting Black Alaskans. The Evidence-Based Intervention

Hence, our activities have been evidence-based in two ways. We created our own evidence-base since Alaska lacked data on health disparities affecting Black Alaskans. This community-generated evidence-base is then utilized to highlight the importance of the Equity Center as a structural intervention. The concept of structural intervention is evidence-based, which is well-defined in health disparity scholarship (Brown et al., 2019). Secondly, our own evidence specific to Alaska in conjunction with established scholarship will inform the programs that will be housed in the Equity Center. The anticipated programming of the Equity Center are also evidence-based as they will be grounded in the National Institute of Minority Health and Health Disparities [NIMHD] Research Framework (NIMHD, 2022). The specific programs are yet to be decided based on the final renovations of the Equity Center (the built environment), needs of the community when the Equity Center is complete, and the funding available for program implementation.

Key Performance Indicator

The Equity Center is still under renovation. However, since the renovations have started programs, like our weekly community conversations on Zoom and committee meetings are still being accomplished. The Key Performance Indicators (KPIs) when the Equity Center renovations are complete may include engagement (e.g., foot traffic, attendance in programming, number of events held in a quarter, etc.), health and psychosocial outcomes related to the programs that will be delivered (e.g., differences in targeted constructs pre and post program attendance, etc.), as well as the general impact of having an Equity Center in Anchorage, Alaska (community impact report capturing change in community-level beliefs about equity, etc.)

Name	Project	Amount	ARPA Category
Alaska Center for the Performing Arts	Broadway Alaska and Workforce Development Initiatives	\$197,840	Aid to Nonprofit Organizations

Project Overview

The goal of this project, and primary use of the awarded funds, is to expand staffing and equipment for new positions in support of the new Broadway Alaska program at Alaska Center for the Performing Arts. The secondary goal of this project is to support expenses and staff hours towards the partnership with University of Alaska Anchorage and the creation of the new Technical Theatre Certification Program. Through both efforts, we will be creating additional jobs for the workforce while simultaneously strengthening our team to bring touring Broadway to Alaska. The new Broadway program will have a significant economic impact for Downtown, Anchorage and the State of Alaska, as well as contributing to enhanced accessibility for training of young aspiring individuals looking to make a career in theatre and/or the arts.

Project Use of Evidence

Alaska Center for the Performing Arts (ACPA), Inc, a 501(c)3 nonprofit organization, is creating additional jobs in the workforce intended to grow the workforce bringing touring Broadway to Alaska and in support of venue management in our community. Touring Broadway will have a great economic impact on not only Downtown Anchorage, but for Anchorage as a whole, as well as the entire State of Alaska. ACPA is also providing workforce development within the community due to an indicated lack of trained

theatre professionals in the Anchorage area, especially with the discontinuation of UAA's Theatre Degree program. The new Occupational Education Certificate being developed in partnership between ACPA and UAA will have its first cohort at the University of Alaska Anchorage in the fall semester of 2023.

Key Performance Indicator

We have hired and/or promoted five employees into new, not previously existing, roles, including: Client and Event Services Coordinator, Volunteer Coordinator, Audience Services Manager, Box Office Manager, and Community Engagement Manager. A few outcomes that have been exceptionally beneficial have been: The development of Broadway Bound AK, encouraging young students to be creative in various ways, creating both educational and outreach opportunities for the City of Anchorage, and communities across the state.

We had our first Hamilton competition this summer and had a total of 15 submissions from 4 out of 5 Regions of Alaska, including: Anchorage, Interior, Southwest, Southeast, and Southcentral, cities include Anchorage, Fairbanks, Sitka, Healy, North Pole, Eagle River, Juneau, and Kodiak. This effort was primarily spearheaded by our new community engagement manager. Secondly, thanks to our new Volunteer Coordinator, we have welcomed 126 new volunteers into our Ushering in the Arts Corps this year for a combined total of 369 ushers, which gets us to 74% of our overall goal for volunteers, which is 500.

Name	Project	Amount	ARPA Category
Alaska Literacy Program, Inc.	Job Training, Digital Literacy and Educational Classroom Safety Renovations	\$240,000	Assistance to Households

Project Overview

ALP's classrooms focused on Job Training but also including Digital/Health/Family/Adult Literacy Education are in dire need of repairs for safety compliance and usability. The goal of the project is to complete capital renovations to correct life/safety code violations required to allow ALP to safely continue offering existing services.

Project Use of Evidence

A code analysis study was conducted to outline all life/safety code compliance violations and the needed corrections. This code analysis study will be used as evidence to inform all capital upgrade interventions to ALP's Job Training and Adult Education facility.

Key Performance Indicator

During the early implementation stage of ALP's project, bathroom renovations were completed to correct flooring trip hazards in 9 bathrooms, replace 2 non-functional toilets, reconnect plumbing to the employee break room sink, and snake the clogged sewer line at ALP's Job Training and Adult Education facility. ALP then upgraded its internet network to meet changing needs for online meetings & remote class delivery, mitigated excessive snow load from the facility's flat roof, installed break-away exit door hardware, and replaced faulty window hardware.

In the final stages of the project, ALP replaced broken windows, added a closet to safely store construction materials, installed bike racks to keep student bikes out of hallways, upgraded the security alarm system, renovated the janitor closet damaged by leaky plumbing, replaced a refrigerator in the staff break room, replaced carpeting identified as trip hazard, replaced failing classroom fixtures/technology and removed walls to convert office space into another classroom. Grant funds

were used for construction, project management, and administrative support.

ALP served 1,099 students for a total of 26,357 instructional hours in free Job Training and Adult Education classes at its facility during FY 2025 (7/1/2024 - 6/30/2025).

Name	Project	Amount	ARPA Category
Alaska Literacy Program, Inc.	Feasibility of a one-stop welcome center.	\$378,000	Assistance to Households

Project Overview

The purpose of this project is to assess the feasibility of a one-stop welcome center for new Alaskans in order to streamline access to essential services for immigrants, refugees, and new community members; foster warm integration into Alaska; and establish a primary hub for newcomers.

Project Use of Evidence

There are no interventions in the feasibility study. The feasibility study project will be completed in three phases:

Phase 1. Discovery: Includes key informant interviews and focus groups, case study and best practice research, system mapping, and economic impact analysis.

Phase 2. Scenarios & Analysis: Includes architecture and design visioning, scenario development, and fiscal analysis.

Phase 3. Recommendations: Final recommendations report and PowerPoint of findings.

Key Performance Indicator

Phase 1 focused on reviewing existing services for newcomers, identifying successful models from other regions, and analyzing the potential economic benefits of a welcome center. Phase 2 engaged stakeholders and community members to define newcomer needs and prioritize next steps. Phase 3 produced a final report highlighting the need for stronger collaboration among agencies and system improvements that should be in place before pursuing a capital project.

Building on these findings, ALP has led key next steps, including the purchase of a dedicated condo space for collaborative service events, planning and coordinating joint activities with partner agencies, and developing cross-agency training for front-line staff. These efforts are strengthening current systems and partnerships while laying the groundwork for a successful future welcome center.

Name	Project	Amount	ARPA Category
Alaska Village Initiatives	Feeding Anchorage's Underserved with Year-Round, Affordable Hydroponics	\$50,000	Aid to Nonprofit Organizations

Project Overview

Alaska Village Initiatives will be building up to five different, small-scale, hydroponic systems to grow a variety of vegetables. We will utilize the systems to act as a research and demonstration project. We will train and share information with other organizations and local community members to expand this program throughout the city. Once the vegetables are ready to harvest, we will donate them to local nonprofit organizations to feed our most underserved, vulnerable populations. This project will include opportunities for economic development by allowing a business plan to incorporate our findings.

Project Use of Evidence

It's common knowledge that food insecure people are more likely to develop on-going issues with their overall health and wellbeing. AVI is creating a program to not only address these issues through growing fresh nutrient-dense food year-round but will also develop training modules for the community and creating potential economic growth opportunities.

Key Performance Indicator

The development and implementation of this project has facilitated 4 hydroponic units to be installed in other tribal organizations.

Name	Project	Amount	ARPA Category
Anchorage Community Land Trust	ACLT Commercial Kitchen Incubator	\$610,000	Assistance to Small Businesses

Project Overview

Through ARPA funding, ACLT received \$610,000 to match investment in the development and construction of a shared commercial kitchen incubator facility in Anchorage. ACLT is in the development and design process on a 4,000 square foot space to house multiple pay-by-the-hour shared commercial kitchen spaces available for rent 24/7 with space for food processing, dry and cold storage and on-site retail. The target users are smaller-scale food operations not yet ready for a full-time lease: food trucks, caterers and producers of value-added goods. The overall mission of this project is to alleviate systemic economic injustice through catalyzing small food business success in Anchorage's historically disinvested communities. By developing a new kitchen incubator, ACLT also anticipates achieving the following smaller scale project goals: • Support food-based entrepreneurs as they develop and expand product lines and offerings. • Elevate the entrepreneurial ecosystem in Southcentral Alaska. • Provide a logical next stop for ACLT's Set Up Shop participants in the foodservice industry as participating entrepreneurs become self-sustaining. • Fill a local demand for access to high-quality commissary kitchen space among food entrepreneurs and existing food service businesses in Southcentral Alaska. • Buildout a project that is financially and organizationally sustainable by delivering earned revenue. • Increase food security in Southcentral Alaska by connecting growers, producers and consumers to high-quality, locally sourced food products. • Increase sales and retail opportunities for existing food producers. • Provide a launch point for the next generation of small businesses from the kitchen incubator.

Project Use of Evidence

ACLT began the Kitchen Incubator project by initiating a study in partnership with the MIT Department of Urban Studies and Planning conducted in 2019 to investigate the potential for urban kitchen incubators as a viable wealth-building strategy for low-income and immigrant entrepreneurs. This study produced evidence, through in-depth analyses of six kitchen incubator/commissary kitchen models nationwide, that a kitchen incubator is a viable opportunity builder for entrepreneurs in the underserved and developing Anchorage neighborhood of Mountain View. This evidence supports that the Kitchen Incubator intervention will serve the ACLT's project goals of alleviating systemic economic injustice through entrepreneurial opportunities.

ACLT also gathered evidence in multiple venues that there is demand for an affordable shared kitchen space among ACLT's entrepreneurs and Anchorage's food service economy in general. ACLT's Set Up Shop entrepreneur program has served 350 businesses since launch five years ago, 60 percent of which

are food-based businesses. Set Up Shop supports seven cohorts of 15 entrepreneurs annually; of which an estimated 54 participant entrepreneurs annually could qualify and benefit from access to a kitchen incubator and further entrepreneurial technical assistance. As new cohorts move through the program each year, a number of potentially viable business concepts will seek space to scale up their businesses. A kitchen incubator provides this next-stop on the continuum for these businesses.

Key Performance Indicator

ACLT received these funds during our pre-development period for our shared commercial kitchen incubator project. At the time we received the funds, we still needed to raise more money to see the project come to fruition, needed to finalize a site location out of our multiple options, and needed to proceed with design work and program modeling in order to move forward. Since receiving these funds in 2022, ACLT has finalized a site location in the Mountain View neighborhood of Anchorage along the neighborhood's commercial corridor and proceeded with securing the site for long-term use. The project will transform a vacant commercial lot in Mountain View that has been sitting blighted for over a decade into a shared commercial kitchen facility.

We have been able to raise an additional over \$5 million of investment through a mix of public and private funds, and are 90% funded, with the remaining funds pending through New Market Tax Credits. With these pending funds, we expect the facility will be fully funded by this fall, and construction will begin in the spring of 2026. As a result of our (nearly) final funding stack, we have proceeded to our next phase of design work, with 100% designs completed. In the meantime, we have also been working with local contractors to home in on the facility's intended user groups, surveying clients and community members to help us plan for their spatial and equipment needs. We have also created our final Pro Forma and Business Plan for the facility, including a roadmap of our funding, staffing and operations plan, marketing and launch plans, and target market. This planning work has resulted in a clear-eyed view of what it will take to operate the facility long-term, and ensuring any associated costs are built into our capital fundraising plan. We expect with construction beginning in 2026 that the facility will be completed and launch its operations in 2027. We anticipate that in the first two years of operations, the facility will serve 60 food-based businesses, the majority of whom are intended to be low-income and BIPOC entrepreneurs.

Name	Project	Amount	ARPA Category
Anchorage Community Land Trust	Set up Shop Program	\$390,000	Assistance to Small Businesses

Project Overview

Our Set Up Shop programming is designed to confront systemic economic injustice by breaking down barriers to entrepreneurship for communities that have small business vision but are underrepresented in the business community. Set Up Shop consists of four program elements - training, technical assistance, lending, and real estate services which work together to catalyze concentrated small business and entrepreneur success that rebuilds neighborhood economies from within. While Set Up Shop is open to the entire Anchorage municipality, we do target Anchorage's neighborhoods that have been historically disinvested in order to reach those who have the most to gain through our programming. Our target neighborhoods are Mountain View, Fairview, Muldoon, Spenard and Downtown. Our goal is to assist in the creation of flourishing commercial corridors in these neighborhoods by supporting locally run businesses that both create opportunities to build generational wealth for their owners and build areas of town where folks are proud to live and do business. ACLT received \$390,000 in ARPA funding to support two years of staffing costs for three full-time staff members to manage outreach and technical assistance services through our Set Up Shop programming.

These funds continue an initial investment in ACLT staffing through MOA ARPA and support ACLT in continuing to serve the huge caseload that came to our doors during COVID. We continue to strive to ease the economic injustice in our communities, which was heightened by the pandemic, and create avenues to entrepreneurial and financial success for those who face the largest barriers.

Project Use of Evidence

The evidence base that Anchorage's historically disinvested communities need the concentrated business support of our Set Up Shop programming comes largely from the marked disparities in business ownership that exist in Alaska along gender and racial lines. In 2020, a report by the University of Alaska Anchorage Center for Economic Development found that in Alaska:

- Alaska Native individuals represent 19% of the population but only 3% of businesses owners.
- African American individuals represented 5% of the population but only 1% of business owners
- Pacific Islander individuals represent 2% of the population but only 0.2% of business owners
- White individuals represented 66% of the population but 89% percent of business owners.

These numbers show us that Alaska needs services that prioritize business owners of color, low income business owners, and women business owners. Studies show that pre-existing resources are geographically hard to access, too expensive, intimidating to utilize, and don't provide the structure, accountability, or sense of community entrepreneurs in these communities want. Set Up Shop is designed to overcome all of these barriers specifically for those least represented in Alaska's business community, for which Anchorage is the economic hub.

Our approach ensures that entrepreneurs from low-income and minority communities cannot just stay afloat, but achieve financial success and self-sufficiency, including homeownership and other rungs in the financial ladder. In turn, these entrepreneurs fill commercial spaces in the heart of these neighborhoods, activating the commercial corridor and building wealth and opportunity for the entire neighborhood.

Key Performance Indicator

The KPI Output measures of our Set Up Shop programming during the reporting period included graduating 135 entrepreneurs from our business training and administering 1,673 hours of technical assistance to 185 entrepreneurs.

Part of our outcome measures for our Set Up Shop programming is ensuring our services are reaching the communities we are intending to serve. Outcomes of these targeting efforts include that of all the entrepreneurs we served in the reporting period, 70% were BIPOC, 80% were women, and 90% had HUD classifications at or below low income. 75 Indigenous entrepreneurs graduated from our Indigenous People's Set Up Shop cohorts, which we'd like to highlight, since one of the starkest statistics we reported in our EBI's is the underrepresentation of Alaska Native small business owners in our state.

The other important aspect of our goals for our Set Up Shop programming is that it leads to our entrepreneurs taking next-steps in their businesses. Over this reporting period, entrepreneurs participating in our programs took out 8 small business loans through our lending partner, Cook Inlet Lending Center, for a total of \$241,405 lent. Access to capital is an important part of breaking down barriers to entrepreneurship for communities that have historically been left out of traditional resources, and it is a distinct goal of our programming to prepare our entrepreneurs for, and connect

them with, lending opportunities for their businesses. In addition, we assisted with 17 small business launches into bricks-and-mortar spaces in Anchorage.

Name	Project	Amount	ARPA Category
Anchorage Library Foundation	Alaska Room Project	\$50,000	Aid to Nonprofit Organizations

Project Overview

The Alaska Room represents more than an updated space to house the Alaska Collection that is free from water damage; it will be a welcoming learning and gathering space that acknowledges the diversity of cultures that make up Alaska's largest city. A record of our past as well as a bridge to our future, the Alaska Room will bring us together in a public space to celebrate our cultures, learn about our shared history, exchange ideas and backgrounds, and engage in civic dialog and action. The project includes building a new Alaska Room and restoring the adjacent meeting areas of the Ann Stevens Room and Galleria, which are used for author talks, book discussions, community dialogs, and art exhibits. The goal of the project is to bring Alaska and Anchorage history to life, make it relevant to community members of all ages and backgrounds, and use collaborative learning and exploration to develop solutions to today's issues. The Alaska Room will contain resources and tools for serious researchers, while also being accessible and welcoming to everyday Alaskans who might not consider themselves scholars. It is vitally important for people of all backgrounds to see themselves reflected in the Alaska Room, to know that Alaska's and Anchorage's history are not someone else's past, but their own past, as well as foundations of their present and future.

Project Use of Evidence

The Anchorage Public Library and the Anchorage Library Foundation believe that having a space within the library that shows Alaska, and its history and people is important. This funding will help allow APL and ALF to achieve that dream. The new Alaska Room will showcase the Alaska Collection as well as represent the people of Alaska in an interactive and engaging way.

Key Performance Indicator

APL and ALF will show that our goals for the Alaska Room are being met through circulation records of the Alaska Collection. By ensuring the part of the Alaska Collection that can be circulated is centric to the design of the space, we can highlight Alaskan authors, so more people have access to the collection. We will also offer appointments to view/research the reference part of the Alaska Collection that cannot be circulated outside of the library. These measures will allow the Alaska Room to be innovative, engaging, and educational.

Name	Project	Amount	ARPA Category
Anchorage Park Foundation	Developing a National Heritage Area for the Tikahtnu -Cook Inlet Region	\$125,000	Aid to Nonprofit Organizations

Project Overview

Conduct a feasibility study to create Alaska's second National Heritage Area (NHA). National Heritage Areas provide federal financial support for community-generated projects to enhance historic, scenic, outdoor recreation and cultural tourism opportunities. Celebrating the land, resources, people, and history of Tikahtnu-Cook Inlet will improve our quality of life and stimulate economic revitalization. Funding will be used to define the scope, boundaries, and local stories of national importance to qualify for Congressional designation.

Project Use of Evidence

Anchorage's lack of a strong identity and vibrant Downtown and neglecting to invest in the infrastructure needed for growth. An independent 2012 study found that NHAs annual economic impact in the U.S. is \$12.9 billion, significantly exceeding the amount of federal funding provided by as much as 5:1. The economic impact is comprised of three areas: tourism, operational expenditures, and grant making activities. Most of the impact (99%) is generated by tourism spending. Our NHA could invest in Indigenous Identity projects, trail and outdoor recreation infrastructure, and storytelling for interpretation and education, all items identified by the business community as key to Anchorage's economic growth and to enhance the visitor experience in an increasingly globalized world.

Key Performance Indicator

We conducted a feasibility study for a National Heritage Area project to be considered by Congress in the future.

Name	Project	Amount	
Anchorage Ski Club	Arctic Valley Public Use Cabins	\$90,000	Aid to N

Project Overview

Build two new public use cabins at Arctic Valley Ski Area

Project Use of Evidence

Increasing opportunities for outdoor recreation leads to healthier lifestyles and improves quality of life for local residents.

Key Performance Indicator

KPIs are:

- 1) the percentage of nights booked at our public use cabins, indicating community buy-in and improved access to the outdoor spaces at Chugach State Park.
- 2) The amount of additional funding generated by the public use cabins that can be reinvested in the ski area to provide better infrastructure and services, creating more opportunities for outdoor recreation in Anchorage.

Name	Project	Amount	ARPA Category
Anchorage Youth Court	Youth Court Program Funding	\$50,000	Aid to Nonprofit Organizations

Project Overview

The goal of this project was to provide funding to Anchorage Youth Court's general operating and program. Anchorage Youth Court's goal is that these funds will increase the number of youths who engage with our program and develop valuable skills for their future.

Project Use of Evidence

Anchorage Youth Court provides a quality diversionary and after school program to the Anchorage community with funding from the MOA ARPA grant. Our community challenge is youth engagement

and the evidence we have to intervene and provide help for this challenge is data collected through surveys in April 2024, indicating that youth believe that what we do in AYC is important and that their work in the program will help them succeed in life.

Key Performance Indicator

Output measures:

Number of members registered as of 6/2025: 289

Number of sentencing hearings held 7/24-6/25: 88

Number of hours served by members in 7/24-6/25: 7,556

Outcome measures:

Percentage of members who participated in AYC activities 7/24-6/25: 58%

Percentage of defendants/students who successfully completed AYC program in 7/24-6/25: 74%, 1% unsuccessful completion, 26% open

Name	Project	Amount	ARPA Category
Arctic Heat Softball	Eagle River/Chugiak Youth Softball	\$250,000	Aid to Nonprofit Organizations

Project Overview

Arctic Heat Softball's project is, in collaboration with ER Parks and Recreation, is to continue to improve the grounds at Loretta French Ball field to include the purchase and install of scoreboards, purchase and install of batting cages for the female youth, purchase and utilize field preparation equipment, purchase and installation of dugout screens, softball equipment, safety nets, sound system, backstop padding, batting cage netting, pitching mound and home base covers. Use funds to off-set tournament fees, showcase costs, tournament prizes, bats, and gloves to provide an opportunity for all players regardless of socioeconomic status or means the ability to participate in hosted tournaments and events to include the Great Alaska Showcase, Pitch Run Catch and Protect the Game. Purchase equipment to expand our work with Special Olympics Alaska hosted softball clinics for the Shriver Camp attendees, our work with Protect the Game which equips and trains veterans and their families to be umpires at no cost to them.

Project Use of Evidence

Structure objectives include the purchase and installation of four (4) scoreboards at LF, purchase, construction and installation of batting cage and field improvements.

Key Performance Indicator

Outcomes can be measured by number of events held at Loretta French and the number of youths that participate in hosted tournaments and events at Loretta French Ballpark.

Name	Project	Amount	ARPA Category
Chugach Mountain Bike Riders	Rebuilding, re-establishing, and expanding the Chugiak Eagle River Trail System	\$450,000	Aid to Nonprofit Organizations

Project Overview

Rebuilding, re-establishing, and expanding the Chugiak-Eagle River Trail System by progressing with the Beach Lake Mater Plan, the Anchorage Areawide Trails Plan and other local trails plans with an emphasis on the Northern extension of the Coastal Trail.

Project Use of Evidence

The Chugiak-Eagle River trail system is highly disconnected, with pockets developed in regional parks, but with no connections between these park systems. As Chugiak-Eagle River grows in population, thousands of Anchorage residents use our trail system but are forced out onto busy streets where they are put in danger. Expanding and rebuilding our trail system will benefit homeowners, businesses, and support a healthy lifestyle for our community. Furthermore, while Chugiak-Eagle River has a wonderful winter trail system, many of these trails are not suitable for summer use. They fall on Muni property and need to be built up for year-round access. Funds will be used to repair and build up existing winter trails for summer use, improve trail connectivity, and begin developing the Northern Extension of the Coastal Trail, which is a multi-use trail, able to be groomed in the winter, that will eventually connect Eagle River to Eklutna.

Key Performance Indicator

- 1.) miles of trail with progress through the planning and permitting process: 10
- 2.) miles of existing trails improved: 10
- 3.) miles of new trail built: 1.5

Name	Project	Amount	ARPA Category
Conquer COVID Coalition	Stay Healthy, Anchorage- new messaging to include COVID mitigation as part of overall good health.	\$250,000	Public Health

Project Overview

a. The primary goal of the Conquer COVID Coalition is to normalize behaviors that mitigate the spread of COVID-19 among residents and visitors of Anchorage, AK. Given the end of the Public Health Emergency Declaration on May 11, 2023, by creating a culture of prevention and fostering widespread adoption of evidence-based practices, CCC aims to promote COVID mitigation as a part of overall good health and wellness and keeping businesses open. In support of our primary goal, we have identified several secondary goals: i. Increasing public awareness: Our coalition will develop detailed public outreach and advertising campaigns to educate residents about transmission risks of COVID-19 and other respiratory viruses, preventive measures, and the importance of vaccinations. ii. Promoting behavioral change: We will implement targeted interventions to encourage the continued performance of behaviors such as mask-wearing in appropriate settings, hand hygiene, respiratory etiquette (such as coughing or sneezing into elbows or tissues), and vaccination among individuals of all ages and backgrounds. iii. Building community resilience: We will collaborate with local organizations to provide resources and support systems that empower residents to navigate the challenges posed by COVID-19 effectively. These resources will include behavioral prompts and reminders, and access to free COVID tests and other important PPE.

Project Use of Evidence

- a. Conquer COVID Coalition will utilize the following evidence-based interventions:
 - i. Social and digital campaigns – design and disseminate evidence-based messaging through social media platforms and digital advertising to reach a wide audience and influence behavior change.
 - ii. Community engagement, education – interview key public figures, making the interviews available online in English and other languages commonly spoken in the Anchorage area, to engage community members and provide accurate information about continued COVID prevention, dispel myths, and address concerns.

- iii. Social norming – emphasize the prevalence of desired behaviors within the community by highlighting positive role models, testimonials from community members that adopted and benefited from mitigation practices.
- iv. Targeted outreach, tailored messaging – develop targeted communication materials to address specific barriers and motivations within different segments of the community. Customizing messages based on age, cultural background, and language preferences can enhance effectiveness and foster a sense of community ownership. We will collaborate with community leaders, healthcare providers, faith-based organizations, and local businesses to reach target populations, tailoring our interventions to address their unique needs and challenges.
- v. Behavioral prompts, reminders – prompts to encourage individuals to engage in desired behaviors, including hand hygiene, vaccination availability, and masking.
- b. The evidence base informing our interventions is derived from peer-reviewed research, reputable health organizations such as the Centers for Disease Control and Prevention (CDC), the World Health Organization (WHO), and other scientific literature. We also rely on guidance from local public health authorities and data-driven insights from previous successful interventions.

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Key Performance Indicator

- a. To measure the success of our interventions, Conquer COVID Coalition employs a range of key performance indicators:
 - i. Output measures: number of educational media campaigns conducted, number of individuals reached through our campaigns, number of informational materials distributed across the community, number of free COVID-19 tests and other PPE distributed, and the number of collaborations established with community organizations, healthcare providers, and other public figures to amplify the campaign's reach and impact.
 - ii. Outcome measures: We track metrics such as changes in knowledge, attitudes, and behavior related to COVID prevention and mitigation among the target population. This includes vaccination rates and healthcare visits, indicating successful mitigation efforts; monitoring attitudes towards mask-wearing and other mitigation behaviors; and monitoring engagement with educational COVID-19 mitigation information on our online platforms.
 - iii. These metrics are measured via the use of self-reporting and other observational data, tracking healthcare facility and vaccination data provided by state-wide healthcare authorities, surveys, and website and media performance analytics. By consistently monitoring these KPIs, we can evaluate the effectiveness of our interventions, make data-driven adjustments as necessary, and ensure we are making progress towards our primary goal of normalizing behaviors that mitigate the spread of COVID in Anchorage, AK.

Name	Project	Amount	ARPA Category
Cook Inlet Archers	Purchase of a portable building that will serve as an assembly hall/classroom	\$75,000	Aid to Nonprofit Organizations

Project Overview

The new Assembly Hall/Classroom provides a central protected location for the Eagle River/Chugiak community via Cook Inlet Archers to host Archery related classes and a venue to prepare for monthly 3D

shoots from October to May each year. Classes will be in support of the Alaska Department of Fish and Game Bowhunter Education Program.

Project Use of Evidence

Participation in the monthly 3D shoots since January of this year (Building Operational in Jan 2023) has increased 250% and memberships have increased over 200%.

Key Performance Indicator

Volunteerism, as a result of increased memberships, for setups and tear-downs each month have improved exponentially. This, resulting in increased monthly 3D shoot excitement and overall quality of the tournament experience.

Name	Project	Amount	ARPA Category
Cook Inlet Housing Authority	COMBINED Ch'bala Corners Phase 2- fill funding gap for second phase for 38 units of affordable rental family housing.	\$4,500,000	Assistance to Households

Project Overview

Using Ch'bala Corners Phase 2 for 38 units of affordable rental family housing & Mountain View Brewsters for at least 21 units of affordable housing.

Project Use of Evidence

There is a lack of affordable housing in the Municipality of Anchorage. These projects support the MOA's "Housing and Supports" pillar of the 2018 Anchored Home plan by expanding housing capacity as well as the Assembly's 2022 priority to invest in affordable housing, including infrastructure.

Key Performance Indicator

Key Performance indicators will be the number of new housing units constructed and positive impact to the local community.

Output Measures: CC2: 38 new rental housing units built and occupied; and Brewsters: 21 new rental housing units built and occupied.

Outcome Measures: 1) help relieve pressure on Anchorage's stressed housing system; and 2) support of local commercial businesses with new prospective clients.

Name	Project	Amount	ARPA Category
Enlaces Alaska	Community Based Needs Assessment and Connecting Schools to the Community	\$160,000	Services to Disproportionately Impacted Communities

Project Overview

Needs Assessment to the Latino community

Project Use of Evidence

Survey and focus groups made by a professional agency not related to Enlaces.

Key Performance Indicator

About 450 Latinos living in Alaska took the survey, both by phone and online. From this number 2 focus groups of 7 and 8 individuals were gathered to talk in depth about the main results and concerns from the survey's results. One group was in English, and the other one was in Spanish. The results of both the survey and the focus groups gave Enlaces measurable outcomes to start working and addressing the main concerns of the community.

Name	Project	Amount	ARPA Category
Friends of Fish Creek	Fish Creek Green Infrastructure Investment Project: Feasibility Assessment Phase	\$500,000	Infrastructure

Project Overview

The project's goal is to complete a watershed-level feasibility assessment and cost-analysis of daylighting Fish Creek as the surface waterway of a green infrastructural corridor with its associated community amenities, like an east-west trail, parks, and open space.

Project Use of Evidence

Management of stormwater in urbanizing watersheds has heavily relied on static, engineered conveyance systems during the last century. Population migration to urban centers, climate change and infrastructural capital investment and maintenance costs point to the need to develop a more resilient, dynamic, "green" infrastructural system as a sustainable solution in all urban watersheds, including Anchorage, as evidenced in other jurisdictions in America and the world.

The connection between sustainable, green infrastructure and economic and environmental health of a community is evident with the growing number of completed projects that changed the paradigm from conventional conveyance to holistic stormwater management as evidenced in widely accessible datasets including the ones found at the link <https://www.asla.org/waterandstormwater.aspx>

The grant funding contributes to the implementation of such management for the Fish Creek watershed.

Key Performance Indicator

Key performance indicator for output measures for the project will be the impact of the initial dataset provided by the completed feasibility study on residents and decisionmakers. The information will reach residents in the Fish Creek watershed and in the wider Anchorage area to inform and educate and to foster collaborations among governmental, non-governmental and private constituencies. The outcome measure will be the follow-up projects that will focus on planning, funding and implementing the original goal of the project leveraging the federal funding of the infrastructural investment act and other resources.

Name	Project	Amount	ARPA Category
Girdwood Inc.	Girdwood Workforce Childcare Project	\$1,600,000	Assistance to Households

Project Overview

Girdwood Inc. & Little Bears Playhouse are seeking grant funding to address the local workforce and childcare crisis by building a new childcare and learning facility. The current childcare building was built by volunteers in the 1960s, has structural issues and is not meeting the local childcare demand. The small capacity is limiting to Girdwood's success, as the workforce cannot go to work without adequate childcare. The project seeks to increase capacity to meet our community's needs and support Girdwood's workforce in an overdue and meaningful way.

Project Use of Evidence

Access to childcare has been limited in Girdwood. This is due to several factors. One, the only full-time licensed childcare facility (in Girdwood) is operating out of a building built in the 1960s by volunteers. The capacity has been limited due to lack of adequate facility space. Additionally, the lack of commercial land zoned for childcare has been an issue, as well as high infrastructure costs for undeveloped parcels. There is currently no commercial land for sale on the Multiple Listing Service, nor has a commercial lot sold in Girdwood within the last 12 months. This evidence-based statistic is an example of the land scarcity to meet this community need.

The community has already demonstrated their support for building a new childcare facility on several occasions. Locating a new site for Little Bears Playhouse was included in the 2014 Girdwood South Townsite Master Plan as a priority goal. This is evidence that the need for safe and affordable childcare is well known and has been highlighted in community planning efforts.

The demand for more childcare is evidenced by Little Bears Playhouse having a waitlist continuously for many years. The current wait list is nearly equal to current enrollment. A community needs assessment was conducted by surveying local parents to better understand capacity demand.

Structural issues were identified in 2011 when municipal engineers/contractors surveyed the building. Frequent roof shovelings are required to continue operations.

Parents cannot simply choose another facility, as Little Bears is the only full-time licensed facility in Girdwood.

Key Performance Indicator

The primary key performance indicator for the project is completion of the new childcare facility. This will take time and include a series of smaller indicator goals/steps to arrive at the final product.

1.) Securing site control

Prior to significant planning and design labor and expenses, securing the site via a ground lease (for expected life of the building+) or fee simple land ownership.

2.) Design and Planning to 100%

After site control agreements are in place, design, planning and engineering will occur with professionals until 100% plans have been completed, as well as all entitlements, and building plans are approved.

3.) Project Fully Funded

Success of the project will rely on meeting the required match and the ability to fundraise the entire cost of the expected budget.

4.) Break Ground & Site Prep

Clearing land of trees, organics removed, gravel placed, utility connections, foundation installed.

5.) Exterior Shell to Drywall Completed

Framing, walls, siding, windows, roof, insulation, plumbing, electrical, etc.

6.) Drywall to Finish

Interior finishes installed (flooring, fixtures, cabinetry, cubbies, etc.)

7.) Outdoor Play Area

A minimum of 75 square feet per child of outdoor play area created for the facility.

8.) Certificate of Occupancy

Obtain approval from Municipal Building Department, etc.

9.) Childcare Licensing Approval

Include childcare licensing through design, ensuring a positive site inspection and approval by the regulating body.

10.) Open New Facility

The final indicator is opening the new facility and Little Bears Playhouse beginning operations at the new location.

Name	Project	Amount	ARPA Category
Girdwood Inc.	Girdwood Area Plan	\$140,000	Assistance to Households

Project Overview

Imagine!Girdwood (I!G) is the Assembly recognized volunteer entity that is working to review and rewrite the 1995 Girdwood Area Plan. Beginning in Fall 2017, the plan is near completion with a supportive Planning Department staff and motivated committee. Community outreach, Vision/Goals/Policies, a Land Suitability Study, and Existing Conditions report are completed. This plan impacts our economic and workforce development through strategic planning in housing, industrial, and park zoning. This plan can help guide better housing options and business opportunities for Girdwood's workforce. The Girdwood Area Plan will aid the people that need it most, the workforce. The hospitality and recreation industry has lower wages and housing is expensive. Long term rentals are converted to short term as it is a destination community. Businesses are hunting for places to set up shop. The Land Use Map and rezoning may help enable these changes and alleviate some issues. The Planning Dept is assisting now, as they are interested in seeing the product completed. As one of the agencies to review it, I!G is poised to work through the process in a timely manner. Work should be completed and submitted for review within a year. Review can take up to a year. I!G encourages the public to participate in all meetings and events. Regular meetings have 6-15 attendees and major events see more. COVID19 has poked holes in our workforce capacity. Businesses close or reduce services and hours due to lack of help. This affects the whole community and economic development.

Project Use of Evidence

The objective of the project is to create a robust and resilient community that is less dependent on a single employer and industry, is more equitable to people across all economic ranges, is able to support working families and has a stable and accessible housing supply for those who live and work in the community. The new Comprehensive Plan will promote policies in economic development, taxation and tax incentives, land use, transportation and local supportive services such as childcare. The funding is primarily going toward contracting a planning company who provide community outreach through town hall meetings, focus groups, and surveys. They are also doing research on the make up of the community and what it would be able to sustain in growth if that's what the community wants.

Key Performance Indicator

Create a Girdwood Area Plan approved through local committees and boards.
Help plan with the approval and adoption process of the Municipality of Anchorage.

Name	Project	Amount	ARPA Category
Henning, Inc.	2022 Henning, Inc. Transitional Housing Supportive Services Program for clients at Aviator Hotel	\$400,000	Assistance to Households

Project Overview

The goal of the project was to provide support and transitional housing for people experiencing homelessness. Using part of a hotel converted into units, 80 people who were unsheltered and experienced chronic homelessness and challenges related to it, were able to immediately be housed. The residents are supported by experienced team members who provide tenancy support. Proudly, 16 residents have transitioned to permanent, independent housing. 64 remain and have maintained their tenancy throughout this grant.

Project Use of Evidence

Using the evidence-based practice of housing first, we housed individuals who were experiencing homelessness and who had serious mental illnesses and co-occurring substance use disorders. The Housing First model takes a person-based approach in supporting client's needs and encourages clients to create and implement their own goals while immediately housing clients with no preconditions (except for compliance with their lease agreement). As a result of using this model, Henning was able to immediately house and support 80 individuals who might otherwise continue to experience unsheltered homelessness.

Key Performance Indicator

We measured these key performance indicators: number served, number of subsequent returns to homelessness, number of people who move to independent housing, number of people who increase their income. After we identified our performance indicators, we set performance targets. Our target was 80% of residents staying in housing for at least six months. 80% of residents who have been residing in the program transition into independent or permanent supportive housing and NOT return to homelessness. 60% of residents who have been residing in the program for six months and one year or more have increased their income and 60% of residents who enter the program with income and/or employment have maintained it.

Name	Project	Amount	ARPA Category
Providence Health & Services - AK	Crisis Stabilization Center Workforce Development	\$884,762	Services to Disproportionately Impacted Communities

Project Overview

The goals of this project specifically relate to recruiting a diverse workforce to staff the Crisis Stabilization Center. There are not enough people to fill these positions given the market share in Alaska. Additionally, there is a shortage of talented caregivers in healthcare overall, but also a higher degree in Behavioral health as it also competes for talent amongst other specialties. Due to these understood challenges and the need to relocate caregivers from other areas, an important tactic to achieve success is in-person networking both in and out of the state of Alaska.

Project Use of Evidence

It is our intent to focus on workforce recruitment and development in an effort to open the crisis stabilization center on target with our current timeline. The funds will not be used directly for client services, but the staffing model that guides our recruitment and hiring decisions is based on input from consultants who have worked on similar crisis stabilization centers in Alaska and around the Lower 48. This will allow us to incorporate best practices and lessons learned from those programs.

Key Performance Indicator

Output Measure: At the launch of the Crisis Stabilization and Crisis Residential program, we hope to hire 50% of the total staffing.

Outcome Measure: As we onboard new caregivers, we plan to ensure they receive evidence based, trauma informed training that will ensure retention and resiliency.

Name	Project	Amount	ARPA Category
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Project Overview

Families will utilize the resource center to obtain services in workforce development, money management, physical and mental health wellness, and a place where childcare providers can have their children cared for while they receive services.

Project Use of Evidence

We will monitor the number of individuals visiting the resource center and receiving services; service providers will be able to provide the percentage of evidence-based services provided.

Key Performance Indicator

Key performance indicators are in development as this is a new program.

Name	Project	Amount	ARPA Category
Visit Anchorage	Circulator transit route motor coach to Anchorage	\$100,000	Aid to Tourism, Travel or Hospitality

Project Overview

Create and promote standalone training modules to better educate newly hired seasonal workers and residents employees on Alaska Native cultures, Dena'ina culture and vocabulary, and regional history.

Project Use of Evidence

Visitor intercept surveys have identified a gap between the understanding of Alaska Native cultures prior to an Alaska trip, and the positive traveler response to cultural experiences after the trip; travelers tend to have a limited understanding of these cultures before their visit, but after a visit rate exploring cultures as one of the best parts of their time in Alaska. Several national studies cite a rising interest among travelers in understanding and experiencing local culture, including Indigenous cultures.

Key Performance Indicator

Daily ride reports, and feasibility test for a free shuttle

Name	Project	Amount	ARPA Category
Volunteers of America	Expansion of mental health services in schools	\$1,500,000	Public Health

Project Overview

Through VOA Alaska's School Based Services students will receive professional mental health support to reduce stressors and difficulties that impair their school performance and social-emotional development. Students will learn the skills necessary to reduce adverse symptoms and behaviors while building self-confidence, resiliency and social competency, thus enhancing their capacity for academic success.

Project Use of Evidence

Clinicians will provide individual and group counseling services leaning heavily into Trauma-Focused Cognitive Behavioral Therapy (TF-CBT), Dialectical behavior therapy (DBT), and Eye movement desensitization and reprocessing (EMDR), theoretical orientations that have been shown to be very effective in school-based services. Clinicians will offer a variety of group counseling services to include Cognitive Behavior Intervention for Trauma in Schools, Bounce Back, One Circle and Learning to Breathe (which are all evidence-based curriculums).

Key Performance Indicator

School year '24-'25 —

The VOA school-based services team provided three tiers of support at 11 schools within Anchorage School District (Tyson, Creekside Park, Russian Jack and Lake Hood Elementary Schools. Begich and Romig Middle Schools. East, West, Bartlett High Schools. Benny Benson and SAVE Alternative Schools.

The school-based team provided 271 students with school-based therapy services.

The team provided 519 staff consultation and support sessions.

111 Family therapy/drop-in sessions.

84% of secondary students that received services reported know more about their mental health needs and how to address them.

100% of caregivers that responded to the surveys would recommend VOA school-based services.

86% of school staff surveyed reported that VOA mental health services significantly impacted student performance.