

Grant Approval Memo



Grantee: Anchorage Neighborhood Housing Services, Inc.
Request Amount: \$254,757
Project Title: NWAK Housing Intervention Program (HIP)
Grant Term: 9/1/2026 to 8/31/2027
Trust Staff: Kelda Barstad

Staff Analysis:

- What does this project do?
Trust funding supports operating costs for the expansion of NeighborWorks Alaska's (NWAK) Housing Intervention Program (HIP). The HIP will provide supportive housing services to the affordable housing they manage so beneficiary residents can attain housing stability, self-determination, and long-term housing success. Services include tenancy support, crisis prevention, eviction mitigation, behavioral health coordination, income and benefits assistance, life skills training, and transition planning toward mainstream housing.
- Who is receiving the funds?
NeighborWorks Alaska (NWAK) is a nonprofit affordable housing organization that manages multiple properties in Anchorage and operates programs that strengthen housing stability for vulnerable residents. HIP is administered within NWAK's supportive housing framework and delivered by staff trained to work with beneficiaries who experience significant barriers to stable housing.
- Why is staff recommending this project?
Single Room Occupancy living options used for transitional housing from homelessness and very low-income housing options do not automatically include housing navigation or case management services to help a person attain employment, additional income, or mainstream housing. This creates a blockage in the housing safety net, creating waitlists for people who are homeless or very low-income.

HIP addresses an important gap for beneficiaries who require ongoing, structured support to remain safely housed. Without these services, many residents are at risk of eviction, recurring homelessness, and high utilization of crisis systems. The program's model—embedded housing support within NWAK properties—has shown early effectiveness demonstrating meaningful impacts in preventing eviction, stabilizing beneficiaries with behavioral health or substance use needs, and increasing successful transitions toward independence. This aligns with Trust priorities to reduce homelessness, support recovery, and strengthen participant wellbeing.

Continued funding will allow NWAK to deepen its data collection, strengthen service delivery, and position the program to assess feasibility of Medicaid to fund case management services as a pathway towards sustainability.
- Will this be a multi-year project?
Yes. This request represents Year Two of a planned multi-year effort. Each year requires Trust review and Board approval.

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Trust Five Year Funding History

<u>Fiscal Year</u>	<u>Project Title</u>	<u>Amount</u>	<u>Status</u>	<u>Final Expended</u>
2027	Alaska Prisoner Reentry Initiative: Reentry Coalition Capacity Development - Anchorage	\$60,000	Pending	Grant Starts 7/1/26
2026	Alaska Prisoner Reentry Initiative: Reentry Coalition Capacity Development - Anchorage	\$120,000	Active	Grant ends 6/30/26
2026	NWAK Housing Intervention Program	\$254,757	Active	Grant ends 8/31/2026
2025	Alaska Prisoner Reentry Initiative: Reentry Coalition Capacity Development - Anchorage	\$120,000	Closed	\$92,410
2024	Alaska Prisoner Reentry Initiative: Reentry Coalition Capacity Development - Anchorage	\$120,000	Closed	\$88,654
2023	Alaska Prisoner Reentry Initiative: Reentry Coalition Capacity Development - Anchorage	\$100,000	Closed	\$98,458
2022	Alaska Prisoner Reentry Initiative: Reentry Coalition Capacity Development - Anchorage	\$100,000	Closed	\$93,455
2022	NWAK Ready To Rent	\$50,000	Closed	\$46,841

Comp Plan - Area of Focus	Strategic Priority Area
Area of Focus 3: Economic & Social Well-being	Priority 4: Ongoing Support & Wellbeing

Project Description (from grant application)

NeighborWorks Alaska proposes continued funding for the Housing Intervention Program (HIP), an initiative launched on September 1, 2025, to address persistent housing instability among Alaska Mental Health Trust Authority (AMHTA) beneficiaries with serious mental illness, substance use disorders, and other co-occurring disabilities. While many Trust beneficiaries are placed into permanent supportive housing or deeply affordable units, a critical service gap remains for individuals who require consistent, high-intensity, housing-focused supports to remain stably housed. Without these interventions, beneficiaries are at increased risk of lease violations, housing loss, repeated homelessness, emergency service utilization, and worsening health outcomes.

HIP was intentionally designed as a pilot program to test and refine an embedded housing intervention model across high-need housing environments and NeighborWorks Alaska's Permanent Supportive Housing portfolio. Since the pilot's launch in September 2025, implementation remains ongoing, with services actively delivered and operational systems continuing to be refined. Early implementation experience has confirmed the appropriateness of the model, staffing structure, and service delivery approach, while reinforcing the need for sustained, relationship-based housing interventions for Trust beneficiaries with complex needs.

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This application seeks continued funding to move HIP beyond the initial pilot period and into a second year of implementation. Continuation funding is essential to maintain uninterrupted services for participants currently engaged in the program and to allow sufficient time to measure outcomes that require longer observation periods, including housing retention, health stabilization, income growth, and successful transitions to mainstream housing. In addition, the continuation period is critical for strengthening the program's data set to support long-term sustainability beyond AMHTA funding.

During the continuation year, NeighborWorks Alaska will intentionally expand data collection and analysis efforts to more fully document program effectiveness, cost avoidance, and beneficiary outcomes. This will include tracking longitudinal housing stability, frequency and type of housing crises, engagement in behavioral health and substance use treatment, income and benefits acquisition, and successful transitions to independent housing. These data will be analyzed to demonstrate return on investment and system-level impact, positioning HIP as a viable, evidence-informed model for future funding from Medicaid, housing authorities, philanthropic partners, and other public and private funders. Data generated during this phase will be shared with AMHTA and used to support grant applications and sustainability planning.

HIP provides intensive, client-centered housing stabilization and transition services delivered by Housing Intervention Specialists and Housing Support Specialists. Core activities include tenancy support, crisis prevention and eviction mitigation, lease education, financial literacy and life skills development, coordination with behavioral health and healthcare providers, benefits and income assistance, and transition planning for participants who are ready to move toward greater independence through "Moving On" strategies. Services are delivered using a trauma-informed, recovery-oriented approach that emphasizes dignity, self-determination, and long-term housing stability.

The target population for this project is AMHTA beneficiaries residing at the Loussac Sogn Single Room Occupancy Apartments (LIHTC), the Adelaide Apartments (Section 8 homeless-designated housing), and participants enrolled in NeighborWorks Alaska's broader Permanent Supportive Housing programs. The majority of individuals served experience serious mental illness and substance use disorders, often with additional cognitive or physical disabilities, and many have histories of chronic or recurrent homelessness. Approximately 98 percent of participants served through these programs meet Trust beneficiary eligibility criteria. The project serves the Municipality of Anchorage.

Expected outcomes during the continuation period include improved housing retention, reduced housing-related crises, increased engagement in behavioral health and substance use treatment, improved access to income and benefits, and measurable progress toward self-sufficiency. Program performance will be tracked through the Alaska Homeless Management Information System and internal case management systems, with data reviewed regularly to support accountability, continuous quality improvement, and transparent reporting to the Trust.

Community support for HIP is strong and ongoing. NeighborWorks Alaska collaborates closely with behavioral health providers, healthcare partners, housing authorities, landlords, and community-based organizations to coordinate services and ensure participants are connected to the broader continuum of care. The program strengthens the impact of existing housing investments by ensuring Trust beneficiaries have the supports necessary to remain stably housed and engaged in care.

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By continuing the Housing Intervention Program beyond the pilot period, NeighborWorks Alaska will ensure continuity of care for Trust beneficiaries, generate a robust evidence base to attract future funders, and further refine a scalable, outcome-driven model aligned with the Alaska Mental Health Trust Authority's mission to improve the lives of its beneficiaries.

Grantee Proposed Evaluation Measures (from grant application)

NWAK utilizes the Alaska Homeless Management Information System to track data on each program participant. This system allows us to track and report data on many metrics. NeighborWorks Alaska (NWAK) will implement a robust performance measurement framework to assess the scale and effectiveness of the expanded Housing Intervention Program (HIP). This framework will align with the Alaska Mental Health Trust Authority's focus on accountability, impact, and continuous improvement. Data will be collected through NWAK's centralized case management and housing data systems and reviewed quarterly for quality assurance, outcome tracking, and adaptive program management.

1. How much did we do?

Output Measures – Scale of Services Delivered

Number of AMHTA beneficiaries served: The target is 150 individuals engaged in the HIP expansion.

Number of service contacts: Anticipated 3,600+ documented interactions (case management sessions, housing stability check-ins, service coordination meetings).

Workshops delivered: Minimum of 24 Ready-to-Rent, Life Skills, and Financial Literacy workshops delivered across project sites.

Resource distribution: 150+ move-in kits and transportation supports (e.g., bus passes) provided.

2. How well did we do it?

Process Quality and Participation Outcomes

Housing retention rate: At least 85% of participants will remain housed at program conclusion.

Workshop completion rate: 98% of participants enrolled in educational workshops will complete all required modules.

Care coordination: 100% of participants will receive individualized service plans and be offered linkage to behavioral health or healthcare services.

Case manager-to-client ratio: Maintained at or below 1:25 to ensure high-quality, intensive service delivery.

3. Is anyone better off?

Outcome Measures – Beneficiary Impact

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Successful transitions: 40% of eligible participants will transition to mainstream housing through Moving On strategies.

Health and wellness engagement: By program end, 90% of participants will be actively engaged in behavioral health care, substance use treatment, or primary care coordination.

Income and employment improvement: 60% of participants engaged in workforce services will report increased income, employment, or access to benefits.

Improved self-sufficiency: Participants will demonstrate measurable improvement in at least one domain of the self-sufficiency matrix (e.g., financial stability, daily living skills, community engagement) as tracked via case management assessments.

Qualitative feedback: Participant satisfaction surveys and narrative testimonials will be used to gauge perceived improvements in quality of life, personal dignity, and hope.

Continuous Improvement and Reporting

All performance measures will be tracked in collaboration with the Trust and shared through quarterly and final reports. NWAK will also convene periodic stakeholder feedback sessions and apply findings to strengthen HIP's long-term scalability and impact.

Proposed Project Performance Measures (developed by the Trust)

How much did you do?

- a. Number (#) of unduplicated Trust beneficiaries served during the reporting period, broken down by primary beneficiary category.
- b. Number (#) of documented service contacts during the reporting period, broken down by interaction type (case management sessions, housing stability check-ins, service coordination meetings).
- c. Number (#) of workshops (Ready-to-Rent, Life Skills, Financial Literacy) delivered across project sites during the reporting period. Please provide a list of workshops held during the reporting period, to include title/topic, date, and location.
- d. Number of move-in kits and transportation supports (e.g., bus passes) provided to Trust beneficiaries during the reporting period.

How well did you do it?

- a. Provide a narrative describing the timeline, activities, successes, challenges, and lessons learned during the reporting period.
- b. Number (#) and percentage (%) of participants enrolled in educational workshops who completed all required modules.
- c. Using pre/post survey data, the number (#) and percentage (%) of participants who increased their knowledge of workshop topics.
- d. Number (#) and percentage (%) of participants who felt they were treated with dignity and respect while participating in the program.

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- e. Number (#) and percentage (%) of participants satisfied with the services they received while participating in the program.
- f. Number (#) and percentage (%) of participants receiving individualized service plans during the reporting period.
- g. Number (#) and percentage (%) of participants who were offered linkage to behavioral health or healthcare services during the reporting period.

Is anyone better off?

- a. Number (#) and percentage (%) of participants who remained housed at the end of the reporting period.
- b. Number (#) and percentage (%) of participants who transitioned to mainstream housing through Moving On strategies during the project reporting period.
- c. Number (#) and percentage (%) of participants actively engaged in behavioral health care, substance use treatment, or primary care coordination at the end of the project reporting period.
- d. Number (#) and percentage (%) of participants engaged in workforce services who reported an increase in income, employment, or benefits access.
- e. Number (#) and percentage (%) of participants who demonstrated measurable improvement in at least one domain of the self-sufficiency matrix (e.g., financial stability, daily living skills, community engagement) as tracked via case management assessments.
- f. Number (#) and percentage (%) of participants who reported an increase in quality of life, personal dignity, and/or hope as a result of their participation in the project.
- g. Two statements from participants that describe how the project has impacted their quality of life.

Sustainability (from grant application)

During and following the Trust-funded period, NeighborWorks Alaska will pursue a blended funding approach to sustain the program. This includes exploring Medicaid billing for eligible supportive services, integrating HIP functions into existing Permanent Supportive Housing and property operations, and reallocating internal housing resources where feasible. The organization is also actively using outcome and cost-avoidance data generated through HIP to pursue additional public, philanthropic, and housing-sector funding, including support from housing authorities, foundations, and other behavioral health and housing partners.

The continuation period is critical to strengthening the program's evidence base, demonstrating return on investment, and positioning HIP as a scalable, system-aligned intervention. Data collected during this phase will support future funding applications and partnership development, ensuring that services can be sustained beyond Trust funding while continuing to serve Alaska Mental Health Trust beneficiaries.

Who We Serve (from grant application)

The Housing Intervention Program (HIP) is specifically designed to serve Alaska Mental Health Trust Authority beneficiaries, with a primary focus on individuals experiencing serious mental illness (SMI),

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substance use disorders (SUD), and co-occurring conditions that significantly impact housing stability. The majority of participants served through this program meet Trust eligibility criteria and have experienced chronic or recurrent homelessness, extremely low incomes, and repeated involvement with emergency, health, and crisis response systems.

HIP currently serves Trust beneficiaries residing at the Loussac Sogn Single Room Occupancy Apartments, the Adelaide Apartments, and individuals enrolled in NeighborWorks Alaska's Permanent Supportive Housing programs throughout the Municipality of Anchorage. Many beneficiaries live with cognitive impairments, behavioral health conditions, or substance use disorders that require ongoing, high-intensity housing-focused supports to remain stably housed. Without these supports, beneficiaries face increased risk of eviction, housing loss, hospitalization, and continued cycles of homelessness.

Through HIP, Trust beneficiaries are better off as a result of consistent, client-centered housing intervention services that directly address the barriers threatening housing stability. Participants receive individualized tenancy support, crisis prevention and eviction mitigation, lease education, life-skills development, and coordination with behavioral health, substance use treatment, healthcare, and benefits systems. These supports reduce housing-related crises, strengthen engagement in care, and promote long-term stability.

The program also supports Trust beneficiaries in building pathways toward greater independence when appropriate. Through structured transition planning and "Moving On" strategies, participants who achieve stability are supported in moving from intensive housing environments into more independent, mainstream housing. This approach improves quality of life while freeing supportive housing resources for other Trust beneficiaries with higher needs.

As a result of participation in HIP, Trust beneficiaries experience improved housing stability, increased access to behavioral health and substance use treatment, improved income and benefits access, and measurable progress in self-sufficiency and daily functioning. By embedding housing intervention services where Trust beneficiaries live, the program strengthens housing outcomes, reduces system involvement, and aligns directly with the Trust's mission to improve the lives of its beneficiaries through sustainable, evidence-informed solutions.

Estimated Numbers of Beneficiaries Served Experiencing (from grant application)

Mental Illness:	130
Developmental Disabilities:	4
Alzheimer's Disease & Related Dementias:	2
Substance Abuse	60
Traumatic Brain Injuries:	3
Secondary Beneficiaries (family members or caregivers providing support to primary beneficiaries):	3
Number of people to be trained	3

Project Budget (from grant application)

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Personnel Services Costs	\$210,847.00
Personnel Services Costs (Other Sources)	\$0.00
Personnel Services Narrative	This line item includes salaries and associated fringe benefits for personnel directly involved in implementing and managing the Housing Intervention Program (HIP). Fringe benefits are calculated at an average rate of 30% of salaries and include employer contributions for health insurance, payroll taxes, retirement plans, workers' compensation, and other standard benefits. All staff listed below will contribute directly to the delivery of services, oversight, housing navigation, and performance reporting under this grant. 1.0 FTE Housing Intervention Specialist – \$50,000.00 (salary and fringe) Provides on-site housing stabilization services, landlord coordination, crisis intervention, and lease compliance support at Loussac Sogn, Adelaide Apartments, and PSH properties. 2.0 FTE Housing Support Specialists (Case Managers) – \$110,000.00 (combined salary and fringe) Deliver intensive, individualized case management including intake, behavioral health coordination, employment and benefits access, life skills coaching, and housing transition planning. Each maintains a caseload of Trust beneficiaries with complex needs. 0.05 FTE Director of Supportive Housing – \$8,168.00 (salary and fringe) Provides strategic oversight, ensures alignment with AMHTA goals, and supervises the effective deployment of program resources and staff. 0.05 FTE Housing Placement Officer – \$9,741.00 (salary and fringe) Assists with housing search and placement, participant move-in support, and landlord communications to facilitate housing success. 0.10 FTE Housing Support Officer – \$12,138.00 (salary and fringe) Supports operational logistics, administrative coordination, service tracking, and participant documentation across all program sites. 0.20 FTE Data Manager – \$20,800.00 (salary and fringe) Oversees data quality assurance, outcome tracking, and grant reporting. Ensures accurate documentation of participant progress and program performance. All positions are essential to ensuring that program goals are met, services are equitably delivered, and outcomes for Alaska Mental Health Trust beneficiaries are achieved and well-documented.

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Travel Costs	\$5,000.00
Travel Costs (Other Sources)	\$0.00
Travel Costs Narrative	This line item supports local travel costs for grant-funded staff to effectively deliver services across multiple project sites, including Loussac Sogn, Adelaide Apartments, and other Permanent Supportive Housing (PSH) locations in Anchorage. Local Mileage Reimbursement – \$3,000.00 Staff will use personal vehicles to travel between housing sites to provide on-site case management, tenancy support, crisis intervention, and participant engagement. Reimbursement will follow the current IRS-approved mileage rate, estimated at approximately 4,000 miles annually across staff teams. Bus Passes for Participant Transportation – \$2,000.00 Monthly and single-use bus passes will be purchased to assist participants with accessing housing-related appointments, healthcare services, employment activities, and other critical supports. This ensures equitable access to services for participants without personal transportation and supports program goals related to stability and mobility.
Space or Facilities Costs	\$5000.00
Space or Facilities Costs (Other Sources)	\$37,840.00
Space or Facilities Narrative	Space/Facilities - Total \$ 0.00 AMHTA Total \$ 37,840.00 IN KIND Office space and utilities for 3.40 FTE @ 3.45*\$800.00*12=\$32,640.00 with \$27,640.00 IN KIND from NWAK and \$5,000.00 AMHTA Conference space and utilities for Workshops and classes for participants @ 1*850*12= 10,200.00 IN KIND from NWAK
Supplies Costs	\$15,750.00
Supplies Costs (Other Sources)	\$0.00
Supplies Narrative	Office Supplies – \$5,000.00 This line item includes essential office supplies required for daily operations and service delivery by grant-funded staff. It also covers purchasing "Ready-to-Rent" curriculum materials and participant workbooks used in housing readiness and lease education workshops. Additionally, this category includes cell phones and associated equipment for Housing Intervention Program staff to support timely communication, crisis response, documentation, and care coordination across multiple service sites. Life Skills Supplies – \$10,000.00

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	This funding will support materials needed for hands-on life skills training with participants. Items include hygiene kits, cleaning supplies, laundry essentials, budgeting tools, and resources designed to promote independent living, housing stability, and daily functioning. These supplies are integrated into case management and life skills sessions and are tailored to each participant's individualized needs.
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Other Costs	\$18,160.00
Other Costs (Other Sources)	\$0.00
Other Costs Narrative	This line item represents indirect administrative costs necessary to support the Housing Intervention Program's effective operation and compliance. Administrative overhead covers a proportionate share of organizational infrastructure that supports grant implementation, service delivery, and fiscal accountability. This includes, but is not limited to: Executive and Fiscal Oversight: Time allocated by executive leadership and finance staff for budget management, financial reporting, and grant compliance. Facilities and Utilities: Proportional costs related to office space, maintenance, utilities, and technology infrastructure necessary to house staff and support day-to-day operations. Insurance and Licensure: Organizational costs for liability insurance, licensing, and professional fees. Quality Assurance and Program Monitoring: Administrative functions related to performance evaluation, internal controls, and audit preparedness. This administrative overhead is calculated using a standard cost allocation methodology consistent with NeighborWorks Alaska's accounting practices. These funds ensure the program is managed with fiscal responsibility, regulatory compliance, and continuous quality improvement.

Other Funding Sources (from grant application)

NeighborWorks Alaska SECURED	\$37,840.00
Total Leveraged Funds	\$37,840.00