



ANCHORAGE DOWNTOWN PARTNERSHIP

CELEBRATE ANCHORAGE  
CELEBRATE ANCHORAGE  
CELEBRATE ANCHORAGE  
CELEBRATE ANCHORAGE  
SUSAN LAFRANCE  
SUSAN LAFRANCE  
SUSAN LAFRANCE  
SUSAN LAFRANCE  
NEW MAYOR  
NEW MAYOR  
NEW MAYOR  
NEW MAYOR

Anchorage 2024  
Transition Team Report

Mayor 

LAFRANCE



# Let's get to work, Anchorage!

## The Transition Process

On May 31st, 2024, the people of Anchorage elected Suzanne LaFrance as their Mayor.

To ensure the broadest and most diverse public participation, Mayor LaFrance immediately launched Team Anchorage, a website designed to welcome individuals interested in joining her Transition Team. The website outlined her transition priorities and the core values of her administration.

### Priorities

**Good Government:** Staffing up departments, balancing the budget, and delivering better services. This priority area is reported on outside of this report.

**Safe Streets and Trails:** Tackling homelessness, staffing up the Anchorage Police Department, and improving public safety for everyone.

**Building Our Future:** Delivering better economic opportunities, more housing, affordable childcare, and a reliable energy future.

### Core Values

Nonpartisan and collaborative

Low-ego problem solvers

Reflective of Anchorage's diversity

Innovative, recognizing that different outcomes require different approaches

On June 13th, Mayor-Elect LaFrance announced eighteen community leaders to help guide the transition efforts. Alongside this Core Transition Team, over one hundred community members joined the initiative to foster a nonpartisan, problem-solving culture at City Hall.

To develop priorities, the Safe Streets and Trails and Building Our Future working groups hosted three planning meetings on Dena'ina lands. These meetings aimed to develop the administration's vision, understand current challenges, and create a list of actionable steps for the Municipality. Additionally, the Core Team recommended maintaining connections between transition stakeholders and the administration post-July 1st. On July 9th, transition team members presented the findings at a public open house to gather and record additional input.

The transition process was an excellent experience. Breaking down silos in the community involves promoting collaboration and open communication among diverse stakeholders to tackle common challenges and achieve shared goals. The entire transition team expressed their commitment and enthusiasm for continuing the work ahead.

# Thank You, Anchorage!

A special **thank you** to all the community members who participated in these Transition efforts.

Thank you for taking time away from the magnificent Alaska summer days to be visionaries, leaders, doers and most of all good ancestors for generations to come!

**You make Anchorage a place we can all be proud to call home.**

## Transition Team Project Manager

Amanda Moser

## Core Transition Team Members

### Good Government

Eleanor Andrews

Jane Angvik

Jasmin Smith

Jennifer Johnson

Mike Abbott

Facilitators

Front Range Alaska

Report is provided seperately

### Safe Streets and Trails

Bob Doehl

Beth Nordlund

Dave Rittenberg

LeeAnn Garrick

Walt Monegan

Facilitators

SALT

### Building Our Future

Aaron Leggett

Bill Popp

Carol Gore

Joelle Hall

Jonathon Taylor

Ivy Spohnholz

Radhika Krishna

Sheldon Fisher

Facilitators

Northern Compass Group

## Venue

University of Alaska Anchorage

## Volunteers

Colin Ede . Erik Jones . Ella Nordlund

Victor Pernette . Edison Wallace Moyer

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**Safe Streets and Trails**

# Safe Streets and Trails

## Unsheltered Homelessness

### Core Transition Team Members

Bob Doehl  
Dave Rittenberg  
LeeAnn Garrick

### Transition Team Stakeholders

Alexis Johnson  
Alison Kear  
Dick Mandsager  
Ellen Campfield Nelson  
Farina Brown  
Foot  
Heidi Hill  
Hilary Morgan  
Jessica Parks  
John Lamantia  
Julie Graham  
Kathleen McCoy  
Kenny Peterson  
Kris Stoehner  
Meg Zaletel  
Michael Hughes  
Michele Brown  
Robin Dempsey  
Rona Florio  
Ruth Hayes  
Steve Lambert

### Vision

By 2027, as a result of our work to address the community imperative of addressing visibly unsheltered people, Anchorage...

- Has reduced the number of people experiencing unsheltered homelessness,
- Provides a variety of solutions, realizing that housing is the long-term solution,
- Bolsters the entire continuum of care for permanent stability,
- Uses a trauma-informed, human-centered, non-discriminatory approach to support vulnerable populations,
- Strengthens collaboration across the entire continuum of care,
- Engages a community-wide response and investment in the issue,
- Sustainably invests the funding and resources needed,
- Employs data, best practices, existing efforts, and the voice of lived experience in solving homelessness and
- Provides increased access and information about existing services.

### Existing Condition and Challenges

The existing conditions and current challenges for unsheltered homelessness include...

- We need increased community understanding and stakeholder alignment around solutions
- The issues are growing, but the infrastructure and capacity are not,
- We don't have the right resources or sustainable funding needed to address homelessness,
- We need more affordable housing options,
- We don't have year-round shelter options,
- We have significant public safety issues and
- We need a short-term plan to address public safety around unsheltered people experiencing homelessness.

## Innovative Actions

### ★ In 6 Months

- Ensure timely and adequate funding for providers by leveraging all available Municipal, State, and Federal resources and presenting proposals to set aside housing vouchers specifically for people experiencing homelessness.
- Provide leadership, coordination, and resources to develop and update a winter shelter plan in the summer rather than the fall.
- Develop a low-density, dispersed (right-sized) shelter plan that offers choice, including low-barrier shelter, and meets individual and community needs.
- Build community consensus and understanding around language, definitions, and successes around unsheltered homelessness.
- Focus and synergize the Anchorage Police Department and other government resources and departments to mitigate the greatest safety risks.
- Assess the efficiency and impact of the current shelter system.

### ★ In One Year

- Establish a system to synchronize services and maintain a long-range view to ensure all components are consistently available.
- Collaboratively assess public safety needs related to criminal activity that negatively impacts those experiencing unsheltered homelessness and surrounding neighborhoods.
- Build community consensus on what success looks like and enact policies that support that vision.

### ★ In Three Years

- Build infrastructure that meets basic needs, such as providing bathrooms for access to basic hygiene, trash disposal, and citywide Wi-Fi.
- Assess the status of a homeless-specific voucher program designed for the hardest to house.
- Collaborate with community partners to identify resources for year-round shelter facilities that meet community needs. Identify needs and incentivize investment in Permanent Supportive Housing and wrap-around supports.

# Safe Streets and Trails

## Improving Public Safety and Staffing Up Public Safety Departments

### Core Transition Team Members

Walt Monegan

### Transition Team Stakeholders

Alex Cleghorn

Allen Kemplen

Bob Doehl

Brian Partch

Cathleen McLaughlin

Celeste Hodge Growden

Charlene Aqpiq Apok

Craig Goodrich

Darrell Evans

Doug Schrage

Gerard Asselin

Jedidiah Smith

John Weddleton

Johnny Tetpon

Josh Nolder

Laile Fairbairn

Mara Kimmel

Mary Geddes

Michael Riley

Patrick Bergt

Samantha Cherot

Thomas Kempton

### Vision

By 2027, as a result of our work to improve public safety and staff up the public safety department, Anchorage...

- Has more diversity and capacity in the public safety and justice workforce,
- Initiates criminal justice and policy reforms,
- Engages and incentivizes the community in protective measures,
- Bolsters support and crisis services including emerging response capacity,
- Increases communication and partnerships around the complexity of the issues and
- Improves infrastructure that supports safety.

### Existing Condition and Challenges

The existing conditions and current challenges for public safety include...

- We are understaffed in public safety,
- We need to increase community trust and engagement,
- We have significant public safety issues in our community,
- We lack the proper infrastructure and systems we need to support public safety,
- We need to be more proactive and focus on restorative justice,
- We need to improve our coordination and efficiency,
- Our benefits and wages are not competitive,
- We need diversity and cultural awareness
- We have insufficient emergency services to meet the needs of all residents and
- We must address the safety, security, and welfare of Alaska Native People visiting or residing in Anchorage.



## Innovative Actions

### ★ In 6 Months

- Reform municipal human resources to the innovative workforce standards of 2024, focus on hiring, recruitment, wages and benefits, and retention.
- Implement recruiting strategies to increase staff diversity.
- Return to a defined benefits package and bring back health and retirement packages based on years of service.

### ★ In One Year

- Enhance public safety by increased connection to social service and emergency resources, such as establishing a victim support position.
- Create a Community and Tribal liaison to build community trust and help shape public perception.
- Use the Alcohol Tax to supplement public safety, particularly in supporting social service systems.

### ★ In Three Years

- Cultivate information sharing between law enforcement, victim service providers, and shelters to improve support and coordination.

# Safe Streets and Trails

## Proactively Creating Safe and Vibrant Public Spaces

### Core Transition Team Members

Beth Nordlund

### Transition Team Stakeholders

Alexa Dobson

Brad Coy

Chelsea Ward Waller

Codie Costello

Daniel McKenna-Foster

Elise Huggins

Glenn Cravez

Holly Spoth-Torres

Jonny Hayes

Katie Severin

Kikkan Randall

Kendra Kloster

Lindsey Hajduk

Mélisa Babb

Mike Braniff

Nina Bonito Romine

Pamela Miller

Peter Briggs

Ryan Buchholdt

Steve Cleary

Taylor Keegan

Teresa Holt

Van Le

Zakary Hartman

### Vision

By 2027, as a result of our work to create safe and vibrant public spaces, Anchorage...

- Invests in active transportation (such as biking or walking) and connectivity,
- Prioritizes the maintenance of our current assets,
- Promotes inclusivity and diverse use of public space,
- Strengthens our placemaking efforts,
- Feels safe for visitors and residents,
- Encourages safety and wellness,
- Develops competitive wages and organizational efficiency,
- Supports investment in public spaces,
- Promotes civic engagement and
- Collects data and applies lessons learned.

### Existing Condition and Challenges

The existing conditions and current challenges for safe and vibrant public spaces include...

- Critical staff shortages have reduced basic park standard-of-maintenance and created maintenance backlog,
- Our planning and standards need improvement,
- We need improved intragovernmental coordination and partner collaboration with Mayoral leadership at the Municipality,
- We need to recruit and retain staff,
- There are a lot of significant assets and initiatives we can capitalize on,
- We need to strengthen our Indigenous identity, winter city vision, shared community vision, and neighborhood identities,
- We need to increase our funding and resources,
- Unhoused people are building shelters in parks and along city owned trails,
- Park and trail users report feeling unsafe,
- We need to improve public safety on trails, streets, and in parks and
- We need more housing.

## Innovative Actions

### ★ In 6 Months

- Establish an Active Transportation Coordinator to lead progress and develop metrics for filling gaps in active transportation networks, including maintenance.
- Create an Active Transportation Cabinet with participation from various departments and mayoral leadership (Parks and Rec, AMATS, Dept of Health, Traffic, PM&E).
- Indigenize Anchorage to honor and integrate Indigenous culture and heritage.
- Celebrate, activate, and maintain our winter city through various events and initiatives.

### ★ In One Year

- Create a culture of active transportation among the municipal staff.
- Foster innovation in operations, project funding, and partnering on grants.
- Fund and train Boards, Commissions, and Community Councils to enhance community involvement and neighborhood identity work.

### ★ In Three Years

- Commit to significant investments in parks and trails through MIL Rate, sales tax, or large bonds.
- Increase investment and prioritize the Parks and Recreation department, ensuring competitive wages, maintenance of existing facilities, and more flexible work arrangements.
- Complete trail connections, including Coastal to Ship, Fish Creek to Ocean, and Campbell Creek Lake Otis Crossing.



## Transition Team at Work





**Building Our Future**

# Building Our Future

## Housing

### Core Transition Team Members

Carol Gore  
Sheldon Fisher

### Transition Team Stakeholders

Amber Brophy-King  
Andre Spinelli  
Bill Taylor  
Chris Schutte  
Connie Yoshimura  
Deborah Bonito  
Eric Visser  
Rep. Genevieve Mina  
Graham Downey  
John Levy  
Kayla Green  
Kayli Thompson  
Kirk Rose  
Kristine Bunnell  
Larry Michaels  
Michelle Klouda  
Pastor Matt Schultz  
Paxson Woelber  
Reverend Michael Burke  
Rob Cupples  
Shanna Zuspan  
SJ Klein  
Tamas Deak  
Tyler Robinson

## Vision

By 2027, as a result of our work in housing, Anchorage...

- Creates incentives and new funding opportunities for development,
- Simplifies regulatory codes and processes,
- Builds more housing units of various types,
- Invests in infrastructure to support housing development,
- Provides the right capacity in the Municipal Development Department,
- Incentivizes denser housing development,
- Learns from the plans we have and what we know already,
- Keeps people housed and
- Incentivizes adaptive reuse developments.

## Existing Condition and Challenges

The existing conditions and current challenges for housing include...

- The regulatory environment doesn't support development,
- The cost of development is too high to support the market and needs,
- We need incentives and financial subsidies to support development and neighborhood improvement,
- Establish an open, transparent and unbiased political process, that lives beyond administration changes and aligns the values of the community.
- We need to invest in and rethink our infrastructure rather than burden housing costs with building roads and upgrading neighborhood infrastructure,
- We need to strategically identify land for development,
- We can't retain or attract residents without housing solutions and
- We need strong data and leadership to address the issues.

## Innovative Actions

### ★ In 6 Months

- Establish a Municipal Housing Department to consolidate all city functions related to housing and ensure housing goals are met.
- Hire a building official with executive support and implement a project captain model with a customer focus.
- Collaborate with faith communities that own developable land.
- Establish regular presence from MOA Executive team to build collaborative culture of getting to “yes”.

### ★ In One Year

- Fund public infrastructure with public funds, rather than requires developers to fund public infrastructure.
- Revise Title 21 code to simplify building and design requirements.
- Activate Heritage Land Bank with Anchorage Community Development Authority and offer tax incentives to encourage land development and discourage land warehousing.

### ★ In Three Years

- Expand revenue sources for development including TIF, gap financing, and using sales and alcohol taxes.
- Promote housing development with tax incentives and the 1115 Waiver.
- Invest in Fairview and East downtown to stimulate growth and improvement.

# Building Our Future

## Economic Development

### Core Transition Team Members

Bill Popp  
Radhika Krishna

### Transition Team Stakeholders

Art Dahlin  
Ben Kellie  
Carl Johnson  
Carrigan Grigsby  
Chris Beck  
Daniel Billman  
Deborah O'Leary  
Debra Call  
Diana Rhoades  
Dianne Holmes  
Dr Elisabeth Whitney  
Fred Traber  
Issa Spatrisano  
Jenna Wright  
Jon Bittner  
Julie Decker  
Julie Saupe  
Kate Consenstein  
Katherine Jernstrom  
Ky Holland  
Lee Ellis  
Lon Wilson  
Michelle Turner  
Nancy Pease  
Nicole Borromeo  
Nolan Klouda  
Ron Clark  
Sheri Burette  
Silvia Villamides  
Veronica Slajer  
Will Kronick

## Vision

By 2027, as a result of our work in economic development, Anchorage...

- Is developing the housing needed,
- Supports the needs of all residents for jobs and economic opportunities,
- Has the workforce we need,
- Has robust multimodal transportation and connectivity options,
- Invests in its infrastructure and maintenance,
- Has strong leadership and government services,
- Is experiencing growth and revitalization,
- Has a strong sense of identity and pride, and
- Has diverse revenue streams.

## Existing Condition and Challenges

The existing conditions and current challenges for economic development include...

- We need to invest in infrastructure to support economic investment,
- There are too many vacant buildings and dilapidated or unused public spaces,
- We need to improve connectivity throughout the city,
- We lack adequate housing for everyone in our community,
- We are losing residents and workforce,
- We need to amplify our community identity,
- We need to improve communications and engagement with the community,
- We are not implementing our plans or taking advantage of opportunities and
- We need to diversify our Municipal funding sources.



## Innovative Actions

### ★ In 6 Months

- Support the Project Anchorage initiative (a business coalition-led proposal for a 3% sales tax), which would lead to a reduction in property taxes and new revenues generated for capital projects.
- Establish a municipal department dedicated to pursuing federal, state, and private funding to support all city functions and initiatives.
- Fully staff the municipal government with competent, qualified individuals.
- Identify the timeline, funding sources, and completion date for necessary repairs to the Don Young Port of Alaska.

### ★ In One Year

- Invest in our winter city identity and infrastructure to grow economic activity, while providing a city that is attractive year-round to all.
- Market Anchorage as an attractive place to visit and live to draw in a diverse workforce.

### ★ In Three Years

- Identify development opportunities in the Ship Creek basin, and begin implementation.
- Advance mixed-use neighborhood development to improve walkability and livability in neighborhoods across Anchorage.
- Invest in basic city infrastructure, such as new sidewalks, bathrooms, lighting, and more.

# Building Our Future

## Workforce Development and Childcare

### Core Transition Team Members

Joelle Hall  
Jonathon Taylor

### Transition Team Stakeholders

Amie Collins  
Beth Hampson  
Cassandra Squibb  
Chris Wilson  
Colette Moring  
Corey Aist  
Denise Runge  
Dora Wilson  
George McGuan  
Gretchen Fauske  
Jack Bonny  
Jim Anderson  
Julie Vincek  
June Sobocinski  
Kathe Boucha  
Kathleen McArdle  
Kelly Lykins-Longlet  
Kelly Puff  
Kern McGinley  
Kevin Sullivan  
Laura Norton-Cruz  
Leslie Vines  
Lon Wilson  
Melinda Taylor  
Minoo Minaei  
Rich Sewell  
Shirley Pittz  
Susan Urig  
Will Day

### Vision

By 2027, as a result of our work in workforce development and childcare, Anchorage...

- Improves and expands our childcare and family services to support the workforce.
- Supports education programs that create pathways to workforce needs,
- Is a place people want to live and work,
- Focuses on the health and well-being of our residents,
- Has economic growth and stability,
- Engages and supports young people in our community,
- Provides access to housing and improved urban mobility and
- Has stable government services.

### Existing Condition and Challenges

The existing conditions and current challenges for workforce development and childcare include...

- A lack of proper infrastructure impacts our workforce,
- We need to make better connections to the workforce,
- We need to diversify our revenue sources and build municipal capacity to apply for and manage grants,
- We don't currently have enough affordable childcare options,
- We need to reduce barriers to getting a childcare license,
- We need more community engagement and pride,
- We need to focus on workforce attraction and retention,
- We need a plan and accountability to outcomes,
- We need to prioritize our education systems and
- We need the Municipality to engage partnerships.

## Innovative Workforce Development Actions

### ★ In 6 Months

- Create a Workforce Development Department at the Municipality.
- Launch a pride of place campaign titled, “Why I Choose Anchorage.”
- Implement the “Choose Anchorage” framework.

### ★ In One Year

- Actively engage with all university systems to build partnerships and opportunities.
- Fund existing master plans, such as those for Town Square and D Street.
- Develop relevant boards and commissions to support community initiatives.

### ★ In Three Years

- Utilize community workforce agreements to ensure apprentices are employed.
- Apply early-90s nursing interventions to address crisis workforce sectors.
- Collect and analyze DEI (Diversity, Equity, and Inclusion) data.
- Create a vibrant and interactive community through various initiatives and programs.

## Innovative Childcare Actions

### ★ In 6 Months

- Subsidize wages to support the business of childcare.
- Create a Municipal Early Childhood Department that includes a Proposition 14 liaison, grant seeking and grant management, a public/private foundation similar to the Park Foundation that pairs a 501(c)(3) and municipal dollars.
- Lead by example by offering childcare benefits & family-friendly policies within the municipality.

### ★ In One Year

- Establish a liaison/entrepreneur support system to improve navigation, language access, accountability, and licensing, including reducing barriers such as cost and backlog of background checks, and increasing exemptions.
- Codify children as a vital natural resource through a strong messaging campaign, referring to this initiative as the Business of Child Care.
- Promote prevention and wellness (trauma-informed DV/SV prevention) for preconception, perinatal, and early childhood stages, and provide at-home family support programs.
- Initiate conversations led by the municipality with businesses to create co-op childcare models.

### ★ In Three Years

- Develop and implement sustainable childcare policies.

# Building Our Future

## Energy

### Core Transition Team Members

Aaron Leggett  
Ivy Spohnholz

### Transition Team Stakeholders

Brooke Ivy  
Cady Lister  
Carly Dennis  
Donovan Russoniello  
Doug Tansy  
Faith Tyson  
Nick Szymoniak  
Issac Vanderburg  
Jenny-Marie Stryker  
Joey Merrick  
Trish Baker  
Kelsey Schober  
Leila Kimbrell  
Lindsay Hobson  
Mark Begich  
Mark Wiggin  
Mitch Roth  
Moiria Smith  
Piper Wilder  
Rachel Morse  
Sarah Erkmann Ward  
Scott Jepsen  
Shaina Kilcoyne  
Susanne Fleek-Green  
Tim Treuer  
Veri Di Suvero

## Vision

By 2027, as a result of our work in energy, Anchorage...

- Incentivizes energy efficiency,
- Creates a resilient and secure energy system,
- Has a coordinated Climate and Energy office,
- Creates green infrastructure and green programs,
- Maximizes federal funding,
- Embraces local energy and innovation,
- Improves energy policy,
- Commits to a climate action plan and
- Engages community and workforce in energy initiatives.

## Existing Condition and Challenges

The existing conditions and current challenges for energy include...

- We don't have a common understanding, engagement, or alignment around the issue and solutions,
- We need to understand the costs of solutions,
- We are currently experiencing a natural gas crisis,
- We need both short-term and long-term diversified energy plans,
- We need to invest in renewable energy and energy efficiency and
- A lack of leadership and capacity will negatively impact our energy security.

## Innovative Actions

### In 6 Months

- Leverage federal funding for energy diversification and conservation in partnership with the State of Alaska, the Anchorage School District, individuals and Tribes.
- Establish a municipal Climate and Energy Team appropriately staffed to carry out these recommendations and other associated work.
- Create an emergency energy plan for expected energy crises, including public communications and practice drills.

### In One Year

- Provide public information on energy transition.
- Enact the existing 2019 Climate Action Plan, updating it as needed while it is implemented.
- Ensure the Mayor leads the charge for Anchorage and Alaska's energy independence using Alaska resources.
- Move away from needing LNG imports to Alaska based solutions.
- Offer technical support for residential and commercial efficiency improvements.

### In Three Years

- Conduct energy audits of municipal facilities and complete associated upgrades.
- Develop a comprehensive rate design that incentivizes energy conservation and renewable power generation.
- Install rooftop solar on municipal and Anchorage School District buildings.



**Attachment A: Vision Challenges and Action Detail**  
**Attachment B: Community Input Detail**  
**Attachment C: Other Information Gathered**