

ANCHORAGE, ALASKA
AR No. 2023-97, As Amended

1 **A RESOLUTION OF THE ANCHORAGE MUNICIPAL ASSEMBLY ADOPTING**
2 **THE "CLEAN SLATE STRATEGY"**

3
4 **WHEREAS**, since 2020, the Municipality has tried and failed multiple times to
5 create a new permanent year-round low-barrier shelter; and

6
7 **WHEREAS**, on June 19, 2020, Mayor Ethan Berkowitz brought forward a proposal
8 to, among other things, purchase the Alaska Club for usage as shelter¹; and

9
10 **WHEREAS**, throughout the public hearing of AO 2022-66(S), there was community
11 pushback on the proposal, and in the end the Assembly decided to approve the
12 purchase of the Alaska Club²; and

13
14 **WHEREAS**, in May of 2021, Acting Mayor Austin Quinn-Davidson announced that
15 the Municipality had entered into a purchase agreement on the Alaska Club, but left
16 the final decision up to the newly elected Mayor³; and

17
18 **WHEREAS**, shortly after being sworn in on July 1, 2021, Mayor Dave Bronson
19 made the decision not to move forward with the purchase of the Alaska Club⁴; and

20
21 **WHEREAS**, in June, before getting sworn into office, Mayor-Elect Bronson brought
22 forward the idea of a mass shelter known as the Tudor and Elmore Navigation
23 Center, which would have 450 beds with the potential to go up to 1,000 beds⁵; and

24
25 **WHEREAS**, this proposal brought forward mixed reactions, with much community
26 pushback from East Anchorage residents⁶; and

27
28 **WHEREAS**, in the end, the Assembly decided to halt progress on the Tudor and
29 Elmore Navigation Center through the rejection of AM 496-2022; and
30

¹ "Anchorage wants to buy 4 properties to relieve homelessness":
<https://apnews.com/article/virus-outbreak-ak-state-wire-ethan-berkowitz-alaska-anchorage-ab0154c9b7db2738ccf192846913d74c>

² "Anchorage Assembly Oks controversial plan to negotiate purchase of buildings for homeless services": <https://www.adn.com/alaska-news/anchorage/2020/08/12/anchorage-assembly-oks-controversial-plan-to-negotiate-purchase-of-buildings-for-homeless-services/>

³ "Bronson administration will not buy former Midtown Anchorage fitness center for homeless shelter": <https://www.yahoo.com/now/bronson-administration-not-buy-former-220500436.html>

⁴ See footnote 3.

⁵ "Here's what we know about the new Anchorage mayor's plan for a massive homeless shelter": <https://www.yahoo.com/now/bronson-administration-not-buy-former-220500436.html>

⁶ See footnote 5.

1 **WHEREAS**, in October of 2021, the facilitated collaborative process put out a
2 Request for Information (RFI) for any potential sites for a navigation center; and
3

4 **WHEREAS**, on October 14, 2021, Faith Christian Community, the owner of the
5 Arctic Recreation Center, submitted an Intent to Respond to the navigation center
6 RFI; and
7

8 **WHEREAS**, the Arctic Recreation Center did not meet the criteria of the facilitated
9 collaborative process, namely that they were looking for a facility that could
10 accommodate 330 beds, be open by May 2022, and cost under \$10 million, so the
11 facilitated collaborative process took the Arctic Recreation Center off the table; and
12

13 **WHEREAS**, in October of 2022, the Emergency Cold Weather Shelter Task Force
14 brought forward a comparison between the Arctic Recreation Center and the Tudor
15 and Elmore Navigation Center as the Assembly considered AM 496-2022; and
16

17 **WHEREAS**, in February of 2023, the Emergency Shelter Task Force officially
18 recommended that the Municipality of Anchorage consider the purchase of the
19 Arctic Recreation Center; and
20

21 **WHEREAS**, some Assembly members traveled to Juneau in February of 2023 to
22 attend the Alaska Municipal League Winter Legislative Conference and, based on
23 a recommendation, spoke to Anchorage legislators about the potential of the Arctic
24 Recreation Center to meet shelter needs in the Municipality; and
25

26 **WHEREAS**, a press release sent out on February 24 regarding the Arctic
27 Recreation Center caused alarm from the Taku Campell and Midtown Community
28 Councils and residents of Windemere; and
29

30 **WHEREAS**, since the press release, feedback has mirrored the beginning of
31 community pushback we saw from both the Alaska Club and the Tudor and Elmore
32 Navigation Center; and
33

34 **WHEREAS**, this “Clean Slate Strategy” will help to create a realistic pathway
35 forward towards achieving the goal of creating a new permanent year-round low-
36 barrier shelter in 2023; now, therefore,
37

38 **THE ANCHORAGE ASSEMBLY RESOLVES**
39

40 **Section 1. No decisions on permanent year-round low barrier shelter shall be**
41 **made prior to meeting the obligations in sections 2 and 3.**
42

43 ~~[Section 1. The Arctic Recreation Center will be taken off the table for consideration~~
44 ~~as a permanent year-round low barrier shelter.]~~
45

46 ~~[Section 2. The Tudor and Elmore Navigation Center will be taken off the table for~~
47 ~~consideration as a permanent year-round low barrier shelter.]~~
48

1 **Section 2[3]**. The Assembly reaffirms its policy in AR 2018-167, As Amended,
2 which "declares it a public policy of the Municipality to, when it has the opportunity
3 to do so, first consider locating or recommending locations dispersed throughout all
4 other areas of the Anchorage Bowl" and "this public policy also recognizes that to
5 end homelessness in the long term and simultaneously support the revitalization of
6 east downtown and north Fairview, dispersed placement of such services
7 throughout the Anchorage Bowl is reasonable and necessary."
8

9 **Section 3[4]**. The Assembly will develop criteria for any future proposed permanent
10 shelter regarding the interaction between shelter and neighborhoods as well as
11 shelter and other institutions. Criteria will be brought before the Assembly for
12 adoption via Assembly Resolution and have a public hearing.
13

14 **Section 4[5]**. It is the policy goal of the Municipality of Anchorage to open a new
15 permanent year-round low-barrier shelter by November 1, 2023.
16

17 **Section 5[6]**. All decision points towards the selection of a permanent year-round
18 low-barrier shelter will be discussed in publicly noticed meetings. The Assembly will
19 develop and publish on its website a timeline and process to allow the community
20 to engage as much as possible.
21

22
23 PASSED AND APPROVED by the Anchorage Assembly this 21st day of March,
24 2023.
25

26
27 

28
29 _____
Chair

30 ATTEST:

31
32 

33 _____
34 Municipal Clerk



MUNICIPALITY OF ANCHORAGE
Assembly Information Memorandum

No. AIM 72-2023

Meeting Date: March 21, 2023

1 **From: ASSEMBLY MEMBER RIVERA**

2
3 **Subject: Assembly Resolution adopting the “Clean Slate Strategy”**

4
5 For the Assembly’s consideration, the following documents are attached in support
6 of and providing context to the Clean Slate Strategy:

- 7
8 1. AM 496-2022 (2 documents)
9 2. Navigation Center Timeline
10 3. Faith Christian Community Response to RFI
11 4. Talking Points November 24, 2021
12 5. Arctic Recreation Center History
13 6. Arctic Rec and Tudor and Elmore Comparison
14 7. Emergency Shelter Task Force Recommendations
15 8. Legislative Handout on Housing and Homelessness
16 9. February 24 Press Release
17 10. AR 2018-165, As Amended

18
19
20
21 Prepared by: Assembly Counsel’s Office

22
23 Respectfully submitted: Felix Rivera, Assembly Member
24 District 4, Midtown



MUNICIPALITY OF ANCHORAGE

Assembly Memorandum

No. AM 496-2022

Meeting Date: September 13, 2022

1 **FROM: MAYOR**

2
3 **SUBJECT: AMENDMENT 2 TO CONTRACT (2022001049) WITH ROGER**
4 **HICKEL CONTRACTING (RHC) FOR CONSTRUCTION**
5 **MANAGER/GENERAL CONTRACTOR (CM/GC) SERVICES FOR**
6 **THE NAVIGATION CENTER BUILDING FOR THE**
7 **MUNICIPALITY OF ANCHORAGE (MOA), MAINTENANCE AND**
8 **OPERATIONS DEPARTMENT (M&O) (\$4,900,000.00).**
9

10 On March 21, 2022, MOA Purchasing approved a Contract with RHC for Pre-
11 Construction Management (CM) services for the MOA Navigation Center as the
12 result of Request for Proposal 2022P007. Of the two proposals received,
13 reviewed, and evaluated, RHC received the highest score. The contract amount
14 was \$50,000.00 and the period of performance was through December 31, 2022.
15 M&O is now requesting approval of the addition of General Contractor (GC)
16 construction services at a Not to Exceed (NTE) cost of \$4,900,000.00 and a
17 contract extension through June 30, 2023. This will increase the contract amount
18 from \$50,000.00 to \$4,950,000.00.
19

20 Amendment No. 1, approved May 31, 2022, added certain construction documents
21 to the Contract with no increase to the NTE or extension of the expiration date.
22

23 Proposed Amendment 2 adds GC services for an additional amount of
24 \$4,900,000.00. Due to complexities associated with design, construction, and
25 current market conditions, it was decided early on that the CM/GC (aka Contractor
26 Manager at Risk or CMAR) approach would best deliver the project in the least
27 amount of time and cost, versus the traditional design, bid, build, or design- build
28 process.
29

30 The CM/GC approach is a common contracting method commonly used on large
31 and complex construction projects. It has been used on several large MOA
32 projects, so it is not a new concept. In the first phase, the Contract is approved as
33 a CM contract only, where the Contractor assists others in the design of the project
34 by providing input on constructability, risk, safety, scheduling, and cost
35 reconciliation. The result of this effort is that one or multiple Work Packages are
36 in progress. The CM may construct the Work Packages (GC) based on a
37 negotiated Guaranteed Maximum Price (GMP) validated by a third-party estimator.
38 If the MOA and the CM cannot agree on the GMP, then the Scope of Work
39 identified in the Work Package(s) is bid through the standard Invitation to Bid
40 process.

1 Based upon the above information and attached Memorandum, it is recommended
2 that the Assembly approve the contract increase from \$50,000 to \$4,950,000.00
3 and a contract extension through June 3, 2023.
4

5

6

7

Recommended by: Lance Wilber, Public Works Director
Approved by: Rachelle A. Alger, Purchasing Director
Fund certification: Ross Risvold, Acting CFO
401800-PF22001-540640 – NRB - \$4,900,000.00
(Areawide General CIP Contributions)

10

11

12

13

Concur: Amy Demboski, Municipal Manager
Respectfully submitted: Dave Bronson, Mayor

MUNICIPALITY OF ANCHORAGE



Maintenance and Operations Department
3640 East Tudor Road

Phone: 907-343-8340
Fax: 907-343-8267

Mayor Dave Bronson

Date: August 31st, 2022

To: Rachelle Alger, Purchasing Director *RAA*

To: Lance Wilber, Public Works Director *W*

From: Saxton Shearer, Director, Maintenance & Ops *SS*

Subject: Navigation Center Roger Hickel General Contractor Award

Maintenance and Operations is currently under contract with Roger Hickel Contracting for pre-construction services previously awarded March 21, 2022, this is for the Navigation Center. Award the GC part of the CM/GC contract to Hickel. To date, \$50,000 has been granted to Roger Hickel Contracting through the competitive process for construction management. In accordance with Title 7 section 7.15.040, Assembly approval was not required.

The project is transitioning from Pre- Construction services into guaranteed maximum price negotiations. Maintenance & Operations is requesting (General Contract award) to Roger Hickel Construction in the amount of \$4,900,000 reappropriated from previously appropriated funds on AO 18 2020-99, As Amended for property acquisition, within the Areawide General Capital 19 Improvement Projects Fund (401800).

401800 – PF22001 – 540640 – NRB - \$4,900,000
Single Audit Navigation Center w/Shelter

References:

AO 18 2020-99
AR No. 2022-111 (S)

Navigation Center Timeline

BVB 091922

Prepared from facilitated process meeting notes, talking points, implementation updates, Nav Center presentations to Assembly, current MOA website procurement and permitting sites

7/27/21	AR-2021-256 Facilitated Process
8/16/21	Facilitated process kickoff meeting
10/3/21	Boutet site study completed. ROM construction for Tudor /Elmore sprung structure \$19M; 24-27 weeks
10/7/21	RFI for additional potential sites; nothing identified that could be for Nav Center site.
11/1/21	AR-2021-350 unanimously approved agreeing to client / community focused solution., public/private partnership. Nav center capacity 200+130.
11/17/21	MOA planned to issue Nav Center Construction RFP within 7-10 days, close RFP before EOY
11/23/21	Meeting – RFP nav center to be issued 12/9/21; open by 5/31/22
12/xx/21	\$6M appropriation
1/26/22	Meeting - Agreed to collaborate to develop op plan for Nav Center. Asked MOA for plan transitioning out of Sullivan and messaging for public.
1/27/22	RFP issued for Nav Center Construction Manager/ General Contractor Services for Tudor / Elmore location (vs 12/9 target date)
2/24/22	RFP closed
3/14/22	Assembly worksession. Move of nav center off of evidence lot to adjacent. Cost / schedule savings. Expect to have nav center in place prior to June 30 Sullivan closure. Expect parallel temporary ops with CUP. Use of Design / Build to accelerate for June 30 deadline.
3/15/22	RFP award to Roger Hickel Contracting for Nav Center CM/GC services Assembly appropriation \$800K for design and/or design manufacture of nav center.
3/16/22	Meeting - Committed to secure a MOA Nav Center PM to oversee both construction and op planning
3/23/22	Meeting - Nav center update estimate \$9M, delivery 60 days per contractor. Press release – Sullivan closure 6/30
3/31/22	Nav Center estimate reported as \$9M
4/12/22	AM-207-2022 Laid on Table for 4/12. Letter from Mayor for 4/26 Assembly hearing states Nav Center construction cost \$9 M; to be operational before June 30 Sullivan closure.
4/13/22	MOA Listening Session #1 for Nav Center
4/13/22	Nav Center schedule dated 4/13/22 (provided in binder for 4/28 Assembly meeting shows construction from 7/5/22 – 2/3/23)
4/14/22	Sprung Structure awarded bid by Hickel, 6-8 weeks to manufacture. MOA communicated that design / procurement / build on parallel path to support June 30 Sullivan closure. Project team communicated it was scheduling a meeting within 2 weeks for collaboration with ACEH / SMEs on nav center operations planning. Fac group continues to request estimate and schedule to support project plans / status.

4/20/22	Homelessness Committee – drafts for nav center request
4/22/22	Assembly worksession nav center Temporary, close in 2 years. Reported at 35% design Concerns about development of ops / programming ROM Est \$10M from RH, waiting for peer review est, do not have interior est yet
4/25/22	Nav center Listening (video) Session #2. Schedule Est
4/26/22	Assembly nav center public hearing. Information presented in AM2022-207 letter from Mayor for \$10M construction cost, <u>June 30 completion</u> . Hearing delayed / continued to 4/28. 300 page binder provided with 90% boilerplate existing codes, standards, Anchored Home Strategy, etc. Schedule dated 4/13/22.
4/28/22	AR 2022-246 as amended – policy for Nav Center; 5 keys of effective emergency shelter, housing first, functional zero single adults in 2 years, develop program with SMEs, 150+50 capacity, commit to Anchored Home
4/28/22	AR2022-111 / AM 207-2022 Public Hearing special session continued from 4/26. Assembly presentation for Nav Center. \$13.4M estimate (\$11.9M construction + \$1.5M F&E). Open November 4. Interim plan to provide alternative housing / shelter after June 30 / details not provided. Facilitation group not aware of these changes until 4/24 zoom meeting to assist Admin in development of final slide deck. Key points in resolution – Functional zero, 2 years, temporary shelter, capacity reduce to 150+50, honest effort for GL, assign MOA SME /PM for nav center
5/4/22	Meeting notes – trust issues with Nav center \$/schedule changes known for 2 weeks by Admin not shared with group prior to Assembly sessions; no info on interim shelter plan provided. If can shelter without nav center do we really need nav center shelter?
5/9/22	Assembly worksession - Slides: \$10M construction est; Timeline 5/10 funding authorization; 7/25 structure delivered; 8/25 structure erected; potential temp occupancy 8/1; 10/1 COO; continue Sullivan operations pending TCO
5/10/22	AR 2022-111s as amended - Nav Center appropriation \$4.9M + \$1.3M; requires written commitment to good faith effort to operate Golden Lion as substance abuse treatment.
5/18/22	Meeting notes – MOA hiring Homelessness SME/PM; Nav center est \$11.1M; schedule slip 2 weeks; requested copy of est / schedule; requested written program plan
5/26/22	Nav Center schedule shows construction 7/5/22 – 2/28/23 Meeting - Joe commits to email Sullivan Transition Plan; Joe raises legal concern for MOA \$ to 1 st Pres religious org for GH capital; 99+1 signed contract for GH interim use
6/1/22	Meeting – Joe commits again to send out transition plan; claims there is adequate shelter for everyone leaving SA
6/15/22	Meeting - Saxton appointed as Nav Center SME / PM

Consolidated Schedule Comparison

SOURCE Date	11/23/21 Mtg	12/1/21 Mtg	3/23/22 Press rls	4/13/22 Gantt	4/26/22 Assembly 4/13/22 AIM	4/28/22 Assembly	5/9/22 Assembly	5/26/22 Gantt	ACTUAL
Issue RFP	12/9/21								1/27/22
Award contract	2/7/22	4/6/22							3/15/22
Funding authorization							5/10/22		
NTP for procurement of Sprung structure				4/18/22				4/14/22	
35% design complete				4/25/22				4/19/22	
Issue WP#1 shop dwgs				5/17/22			5/17/22	5/12/22 6/20/22 rev	
65% design to MOA				5/24/22		5/3/22		6/1/22	
MOA accept Sprung shop dwgs				5/24/22		5/9/22	5/23/22	6/27/22	
Submit CUP				6/1/22				6/10/22	
65% pricing by RHC				6/1/22				6/16/22	
95% design to MOA				6/2/22				6/30/22	
MOA approve final design				6/27/22				7/13/22	
Project fully permitted				7/5/22				7/20/22	
Contract RHC for final construction				7/20/22				8/4/22	
Ship Sprung structure to AK				8/10/22			7/25/22	9/9/22	
Mobilize to site				8/16/22		5/23/22		8/10/22	
USACE Wetland permit				8/24/22				8/25/22	
Wetlands clearing complete				8/24/22				9/5/22	
Start erecting structure	4/11/22			9/22/22				10/4/22	
End CUP appeal period				10/4/22				10/4/22	
Utilities and foundation complete				10/21/22		8/17/22		11/1/22	
Begin interior buildout				11/7/22				12/1/22	
Erect Sprung structure complete				12/6/22		10/6/22	8/25/22	12/15/22	
CCO phase 2				1/11/23			10/1/22	1/31/23	
Complete interior buildout				2/2/23		11/4/22		2/28/23	
Open Nav Center	5/31/22		6/30/22		6/30/22				



4240 Wisconsin Street Anchorage AK 99517 T. 907.243.1777 F. 907.243.868

FA.ITHAK.COM

October 14, 2021

Municipality of Anchorage
Purchasing Department
632 W. 6th Ave
Anchorage, AK 99501

Email: wwpur@muni.org

Attn: Joel Hayenga, Deputy Purchasing Officer

Re: RFI 2021RFI001

Community Sites for Navigation and Housing
Intent to Respond

Joel:

Attached *is* the Intent to Respond from Faith Christian Community. The location of the property *is* 4855 Arctic Blvd., Anchorage, AK. This *is* a building with approximately 25,306 square feet, with concrete slab foundation and metal construction. The building sets on a 16.5 acre lot.

The property legal description is: Doubletree Center #1, Blk 2 Tr A.

Presently the building *is* used for the Arctic Recreation Center, a 501(c)3 non-profit corporation and a ministry of Faith Christian Community .

The requirements of the site follows:

Vacant Lot Site Requirements:

1. Lot size is 16.5 acres (720,339 square feet) in total with building, parking, ball fields, etc.
2. All utilities are connected to the building and on site.
3. There are two access roads on each side of the building and use Arctic Blvd as their main road.
4. A copy of the property tax exempt status is available, parcel identification number 009-221-27-000.
5. Zoning for the property is R-3.
6. The bus stop is within 100 feet from the property with bus pull off for passenger loading and unloading.

Existing Structure Requirements:

1. Occupancy by AFD is 1989 in the gymnasium. Common area is 384.
2. The bus stop is within 100 feet from the property.
3. All utilities are connected to the Municipal utilities.
4. Properly working HVAC on site.
5. There is capacity to add a back-up emergency generator.
6. Building has ADA compliant bathrooms available.
7. Parking for people with disabilities is provided.
8. Fire alarm and sprinkler system in place and monitored by Guardian Security.
9. Emergency exit plan is posted in the facility.

10. A floor plan is being obtained from NVision Architecture .
11. Current conditional use permit is available.
- ~~12~~ Building and fire inspections are compliant.
- ~~13~~ No tax liability as the property is church exempt.
14. No outstanding building or fire violations.
15. Proof of zoning type available from the Municipality.

Should you have questions, please direct them to:

Contacts:

Randy Gunther, Church Administrator
rgunther@faithak.com (907) 440-2400

Paul Schilling, Elder
Paul@schillingak.com (907) 229-0738

Sincerely,

Randy Gunther

NCY EVACUATION PLAN

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/-÷ -Mf;_

Studio 1

Volunteer Office

Meeting

Rm 1

Women's Rm

Men's Rm

Office

Janitor Closet

Fire Alarm

Curtain

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Cuffin

C)

Coffee Shop

Kitchen

Commons

Studio Boiler Room

Pantry

Colrt 1

A



EAST ENTRY

KEY:

Key symbols and lines for the evacuation plan.



E

E

O = Fir'iJ;xtinguis6s (BJ

& = Fire A-lim (ij--

FA = First Aid Kit (6)

EVACUATION LOCATION: CONTINUE TO OUTDOOR FELD SIGN

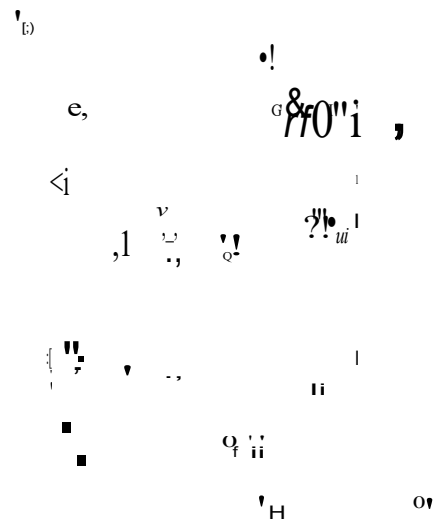
RTS FOR BEAMS LOCATED CENTER WEST
WALL 7' AFF

12' 6" AFF

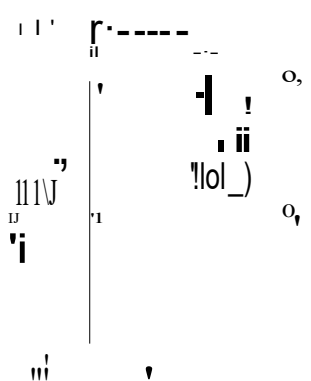


YOU ARE HERE

12' 6" AFF



YOU ARE HERE



SYMBOL LEGEND	
LEGEND	DESCRIPTION
FS1	FIRE ALARM CONTROL UNIT
FS2	FIRE ALARM ANNUNCIATOR
FS3	EMERGENCY COMMAND CNTR
FS4	REMOTE POWER SUPPLY
FS5	SMOKE DETECTOR
FS6	DUST SMOKE DETECTOR
FS7	HEAT DETECTOR
FS8	HANDAL PULL STATION
FS9	BEAM DETECTOR TRANSMITTER
FS10	BEAM DETECTOR RECEIVER
FS11	REMOTE TEXT SWITCH

4855 Arctic
Anchorage, Alaska



**Facilitated Collaborative Process
between Administration and Legislative Drafting Group
for Mass Care and Long-Term Navigation Decisions**

Talking Points 112421

- The workgroup is meeting on a weekly basis and remains aligned and committed to implementing the client / community focused approach that was approved in AR2021-350.
- The group is identifying specific funding sources and discussing a collaborative funding strategy for implementing the overall plan.
- The group is exploring partnerships to secure potential funding source from ANCSA Regional Corporation Cares Act funds that expire at the end of 2021.
- The group is moving immediately to secure facilities to provide shelter and medical convalescence care for the most fragile. The location is expected to be available for service within 1-2 weeks to move of medically fragile out of Sullivan and other locations.
- The Administration will be issuing an RFP for construction of the navigation center / shelter for single adults (capacity of 200 beds with possible surge capacity of up to 150) within the next 7-10 days with a 3 week response time.
- A site has been identified for providing substance abuse treatment beds and plans are underway.

As previously communicated:

- AR2021-350: A Resolution of the Anchorage Assembly and Mayor's Office in support of an Exit Strategy to End Mass Care and Implement an Integrated Client and Community Centered Approach to Addressing Homelessness was unanimously approved by the Assembly on November 1.
- The facilitated process is now transitioning to planning for implementation.
- Implementation planning will include refining homelessness census data, further evaluation of shelter / navigation center / treatment site locations, finance plans, operating plans, project plans and timelines, state/ federal government advocacy plans, community impact mitigation plans and ongoing community engagement efforts.
- Responses received to the RFI for Land and Sites for Navigation Centers / Shelters identified the following additional potential sites that will be evaluated for suitability:
 - Sockeye Inn
 - Alex Lodge & Suites (Former Barratt Inn)
 - Aptel Studio Hotel (Northway Mall)
 - 4855 Arctic Blvd (Faith Christian Community)

– Former Alaska Club on Tudor

- We are all working together with commitment to collaborative process.
- We share goals to end homelessness and belief that navigation is only one part of the continuum of care; housing always a goal; shelter will be a part of navigation plans.
- Not politically focused – it's about getting it right for the benefit of the community.
- Have agreed to a decision process that supports reaching agreement on quality decisions that are best for our community.
- Have agreed to a decision frame that includes problem statements, timeline, outcome goals, ranking criteria, alternatives to be considered and analysis to support decisions.
- Will socialize / communicate / vet progress with rest of Assembly and other key stakeholders and community partners to include Community Council's as discussions move forward.

Timeline - TBD

March 19, 2023

Felix Rivera, Chair
Anchorage Assembly Housing and Homelessness Committee

Re: Arctic Rec Center History Summary

The Arctic Rec Center property was first identified as a potential shelter location in response to 2021RF1001 as part of the mass care exit strategy facilitated process. The Faith Christian Community response to the RFI is dated October 14, 2021.

In late 2021 the MOA Administration was pursuing the construction of a low barrier shelter navigation center at Tudor / Elmore with a 200 bed + 130 bed surge capacity as part of the mass care exit strategy approved in Resolution AR2021-350. The MOA Administration advised the facilitation group that the RFP for construction of the Tudor / Elmore facility would be issued in December 2021 with a targeted completion by May 2022 and an estimated cost of \$9M. The facilitation group estimated that the Arctic Rec Center would likely cost more than \$9M, have a capacity of approximately 150 beds and that it would not be likely to have the shelter in place in time for the scheduled mass care closure. Based on that information the Arctic Rec Center was not considered a feasible solution for the mass care exit strategy due to cost, schedule and capacity.

However, the RFP for the Tudor / Elmore shelter navigation center was not issued until late February 2022 and by April 2022 it was apparent that both the cost and schedule for the Tudor/Elmore facility were not on track with original estimates. The critical path schedule for Tudor / Elmore showed startup in February 2023 and the cost estimate had escalated by over 50% to nearly \$14M.

In fall 2022 the Emergency Shelter Task Force re-evaluated the Arctic Rec Center as a potential site for emergency cold weather shelter and determined that it should be formally reviewed as a potential solution for a long term shelter navigation center with the additional opportunity for the development of affordable housing.

Sincerely

Belinda Breaux / Tom Barrett
Facilitators

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On February 21, 2022, the Emergency Shelter Task Force met with 22 participants. The ES Task Force reached consensus as follows:

- The Sullivan Arena should be considered as an emergency shelter option regardless of cold weather triggers until there is an alternative, and there should be an immediate earnest look for an alternative location.
 - There should be substantial investigation and discussion about a year-round low barrier shelter option. The most viable option to date is the Arctic Rec Center. Not only is it nearly turnkey but it also comes with capacity for housing development. This shelter should be done like BFS or other privately run shelters. The MOA should maintain its role as funding agency.
 - ES Taskforce has done considerable work in this area and is willing to continue to develop plans for the location if there is the will to find the capital and operating funding.
- There will be more unsheltered individuals in the summer regardless of whether an emergency shelter is available. Outreach to those individuals should be both contact and housing driven.

Two different outreach methodologies that can co-exist

Contact Driven

- Meet **basic needs**, provide human contact, sometimes provide transportation services
- Great at more immediate response
- Engagement with a large volume of unsheltered persons
- Most often highly visible
- Can struggle with meeting the needs of people with complex, co-occurring issues
- Can struggle to have time or does not have resources to navigate people through the process of getting housed
- Most often measured by number of engagements
- Current MOA investment

Housing Driven

- **Intensive, assertive and housing focused** with a smaller group of people
- Struggles to provide a more immediate response; more focused on engagement for **the long-game**
- Can struggle with how to support people while waiting on other parts of the system to make decisions/allocate resources
- Very deliberate in deciding who to engage and why – using Coordinated Entry
- Not always highly visible
- Capable of effectively working with people with higher acuity and complex needs
- Effectiveness measured by how many people have positive exits from homelessness

- The Assembly should increase its investment in coordinated robust outreach that is coordinated with Healthy Spaces and MOA Parks and Rec to mitigate community impacts. Communication with the Outreach teams should occur *BEFORE* any abatement or cleaning occurs. Support for Outreach teams to be in the field 7 days per week with hours that go later in the evening should also occur.

Thank you for your consideration.



Legislative briefing: Housing & Homelessness

A STATEWIDE RESPONSE IS URGENTLY NEEDED

Why invest in housing & homelessness

- Anchorage has a significant housing gap and affordability crisis: it takes **72 work hours a week at minimum wage to be able to afford a 1-bdrm rental** at market rate in Anchorage (1)
- **Investing in housing is a good deal:** housing people in converted hotels costs \$26 dollars per person/day versus over \$100 per person/day for congregate shelter (2)
- Increasing **affordable housing simultaneously reduces homelessness and grows economies** (3)

**2023 REQUEST:
\$20M CAPITAL +
\$5M OPERATING**

Homelessness in Anchorage is a state issue

- **This is not just an Anchorage issue.** Communities from Fairbanks to Sitka to Newtok are in a housing crisis and **the negative impacts are overwhelming state services** – public safety, health care, nonprofits, jobs, and education – and cause missed economic opportunities, worker shortages, and out-migration
- **Anchorage is the only community in Southcentral with low-barrier emergency shelters;** these shelter options serve people from the Mat-Su to the Kenai Peninsula
- **State government has a mandate to “provide for the promotion and protection of public health”** and to “provide for public welfare.” The homelessness crisis is a public health crisis
- As the state's largest city, **Anchorage's economic and housing issues impact the entire state**

Recent progress – a formula for success in Anchorage

- Despite a large-scale housing crisis during the pandemic, **500 fewer people were experiencing homelessness in Anchorage in September 2022 than in March 2020** (4)
- This is because partners in Anchorage have developed a **winning approach: align private and public dollars to provide housing** and the resources that help people stay housed
- In 2021-22, the **Municipality of Anchorage invested more than \$54 million in housing**
- Rasmuson Foundation, Calista Corporation, Chugach Alaska Corporation, Doyon Limited, CIRI Foundation, Providence Anchorage, Weidner Apartments and many others have also contributed millions to housing

Local communities can't do it alone – a statewide response is needed

State & local investments can work in tandem to leverage private investments. **2023 MOA Request to State:**

- **\$20M in capital budget:** \$14M for 100-125 units for building conversions to house low and extremely low income individuals (such as the Arctic Rec Center) + \$6M toward low barrier shelter development
- **\$5M in operating funds** for emergency shelters and extremely low income housing units
- Additionally, **state support is needed for substance misuse treatment and mental and behavioral health services** – some of the factors that increase the risks for people facing homelessness



3RD AVE NAVIGATION CENTER

HOTEL CONVERSIONS

Funded by ARPA via Anchorage Affordable Housing & Land Trust (AAHLT)

AREA-WIDE PROGRAMS THAT RECEIVED MOA FUNDING 2020-2022

- United Way Landlord Housing Partnership
- COVID Rental Relief for individuals & families
- Home for Good/Pay for Success
- Rural CAP Deferred Maintenance & Weatherization
- Emergency Shelters - Brother Francis, Covenant House, Alex Hotel, Aviator Hotel, Sullivan Arena

ARCTIC REC CENTER

Potential Emergency Shelter and Housing Development

MOA-FUNDED PROJECTS SINCE 2020:

1	Catholic Social Services 3rd Ave. Navigation Center	Services
2	AAHLT 5th Ave - Extremely Low-Income Housing	130 units
3	Catholic Social Services Complex Care Facility	85 Beds
4	Choosing Our Roots Youth Housing Placement	20 Units
5	Covenant House: Mack Center & Covey Lofts	32 Beds
6	Rural CAP Supportive Housing	30 Units
7	Cook Inlet Housing Authority: Mountain View	20 Units
8	AAHLT Lake Shore - Extremely Low-Income Housing	45 Units
9	AAHLT Spenard - Extremely Low-Income Housing	93 Units
10	Shiloh Community Housing Fresh Beginnings for Youth	6 Beds
11	Cook Inlet Housing Authority: Ch'kala Corners	21 Units
12	Golden Lion Housing & SUD treatment center	85 Units
13	House of Transformation Transitional Housing	20 Units
14	Providence Alaska House Supportive Housing	51 Units
15	Cook Inlet Housing: Coranado Park (Eagle River)	23 Units
16	Arctic Recreation Center - FOR SALE	120 Beds

MOA HOUSING INVESTMENTS

COMPLETED IN PROGRESS POTENTIAL

Housing-the Solution to Homelessness

A disabled veteran who had been experiencing unsheltered homelessness for almost 20 years, living in a tent and going to shelter occasionally, was recently housed in a hotel conversion. He now has income and paid his own security deposit, and had agency support with his first month rent so he could use his remaining income on supplies to set up his new home. Now that he is housed he will qualify for more assistance to help him continue to maintain his housing.

Page 1 Resources:

(1) Anchored Home, Out of Reach Alaska, National Low Income Housing Coalition, January 23, 2023; (2) Anchorage Coalition to End Homeless Analysis, winter 2022; (3) <https://www.tandfonline.com/doi/abs/10.1080/1051148.2.20.22.2065328?journalCode=rhpd20>; (4) <https://aceh.org/data/>

Anchorage Assembly Members Take Local Priorities to Juneau

Assembly Leadership <wwmasls@anchorageak.gov>

Fri 2/24/2023 12:00 PM

To: AssemblyMembers <MASAssemblyMembers@anchorageak.gov>

[EXTERNAL EMAIL]

[View this email in your browser](#)



ASSEMBLY CHAIR
SUZANNE LAFRANCE

Anchorage Assembly Members Take Local Priorities to Juneau

February 24, 2023

This week, Assembly Members Kevin Cross, Pete Petersen and Austin Quinn-Davidson joined Assembly Chair Suzanne LaFrance on a trip to Juneau to [advocate for Anchorage's Legislative Priorities](#).

The Anchorage Assembly collaborated with the Administration to prepare the [2023 Anchorage Legislative Program](#), which outlines funding and policy requests made to the Alaska State Legislature.

While the program includes requests to fund projects in each Anchorage Senate District and throughout the Municipality, Assembly members brought four key priorities to legislators in Juneau:

- Maintain a commitment to [investment in the Port of Alaska Modernization Program](#);
- Improvements to Alaska Statute 15 to [strengthen Alaska's Voter Registration Rolls](#) and lower election costs for the Municipality;
- [Investment in Anchorage's Housing First approach](#), specifically to direct \$20 million

Municipal Clerk's Office
Amended and Approved
Date: June 12, 2018

Submitted by: Assembly Member Rivera and
Assembly Member LaFrance
Prepared by: Assembly Counsel
For reading: May 22, 2018

ANCHORAGE, ALASKA
AR No. 2018-167, As Amended

1 **A RESOLUTION OF THE ANCHORAGE MUNICIPAL ASSEMBLY DECLARING A POLICY**
2 **OF DISPERSED PLACEMENT IN THE ANCHORAGE BOWL OF SERVICES AND**
3 **PROGRAMS FOR HOMELESS PERSONS.**
4

5 **WHEREAS**, for years, the Municipality of Anchorage has placed or supported services to
6 assist homeless persons in the east downtown and north Fairview areas;
7

8 **WHEREAS**, services operated by the Municipality and concentrated in this area include the
9 Anchorage Safety Patrol, Anchorage Safety Center (sleep off center), Anchorage Community
10 Mental Health Services Adult Services, and Alaska Mental Health Consumer Neb;]
11

12 **WHEREAS**, [shelter, housing] and core **emergency** [support] services **concentrated**
13 [located] in this area provided by social service agencies and supported through grants,
14 leases, contracts, permits or partnerships with the Municipality include Brother Francis
15 Shelter, Bean's Cafe, Downtown Soup Kitchen Hope Center, **any many other providers**
16 [Karluk Manor (housing first), Covenant House, RurAL CAP programs, Anchorage Jail
17 Complex];
18

19 **WHEREAS**, the Anchorage 2017 Housing Inventory Chart produced by the Alaska Coalition
20 on Housing and Homelessness indicates of the 357 emergency overnight shelter beds
21 (excluding those only for women and children) available year-round in the Municipality 295
22 are located in the downtown/Fairview area, and of an additional 92 available seasonally during
23 cold weather 75 are located in this area in Bean's Cafe;
24

25 **WHEREAS**, in addition to hosting 82% of the Municipality's emergency overnight shelter beds
26 in this area, it also is the site of the Anchorage Safety Center where **people with chronic**
27 **addictions** [chronic inebriates] can sleep during the sobering process[, the housing first
28 project at Karluk Manor housing 46 individuals, and another Rur/AL CAP supported housing
29 project for 20 individuals];
30

31 **WHEREAS**, the placement and support of these shelter\$ [and housing sites] attract\$. the
32 chronically homeless, **intoxicated persons** [public inebriates] and others, and the
33 concentration in this area of unsheltered people consequently results in social services for
34 the most vulnerable citizens also being concentrated, visible and accessible here. The 35
35 circumstances create a tendency for vulnerable persons and social services support to 36
36 congregate in the downtown and Fairview areas, which as a result bears the brunt of
37 secondary effects produced thereby;
38

39 **WHEREAS**, the Municipality's applicable land use and neighborhood plans have the goal of
40 revitalizing the downtown and Fairview areas to make them attractive and walkable centers
41 of economic and community activity; and
42

43 **WHEREAS**, the current Administration has made strides in planning for and developing

1 scattered site placements throughout the Anchorage Bowl for housing vulnerable persons
2 and providing other core services, a trend that must be continued; and

3
4 WHEREAS, planning and housing resources have recently worked to shift populations
5 who can access services elsewhere to appropriate service locations rather
6 than
7 cycling everyone through these high volume areas; now, therefore

8 THE ANCHORAGE ASSEMBLY RESOLVES and declares it a public policy of the
9 Municipality to, when it has the opportunity to do so, first consider locating or recommending
10 locations dispersed throughout all other areas of the Anchorage Bowl for new or relocated
11 sites for programs [and services] providing emergency overnight services [shelter] or
12 transitional housing for unsheltered homeless persons, and the supportive medical care and
13 mental health care provided proximate to and on-site at such facilities. The Assembly
14 recognizes the work of social services and support in the east downtown and north Fairview
15 areas as important, compassionate, and essential for the Municipality's objectives to end
16 homelessness in our community and therefore locating sites there are not precluded as an
17 option. However, this public policy also recognizes that to end homelessness in the long term
18 and simultaneously support the revitalization of east downtown and north Fairview, dispersed
19 placement of such services throughout the Anchorage Bowl is reasonable and necessary.

20
21 PASSED AND APPROVED by the Anchorage Assembly this 12th day of June, 2018.

22
23
24
25 
26 Chair

27 ATTEST:

28
29 

30 

31 _____
32 Municipal Clerk



**MUNICIPALITY OF ANCHORAGE
ASSEMBLY INFORMATION MEMORANDUM**

No. AIM 73-2023

Meeting Date: March 21, 2023

1 **From: Chair LaFrance**

2
3 **Subject: ANCHORAGE COALITION TO END HOMELESSNESS LETTER**
4 **REGARDING LAID ON THE TABLE CLEAN SLATE APPROACH.**

5
6 Please see the attached letter from the Anchorage Coalition to End Homelessness
7 for your review and information.

8
9 Prepared by: Jenna Brister, Executive Administrative Assistant

10 Approved by: Barbara A. Jones, Municipal Clerk

11 Respectfully submitted: Suzanne LaFrance, Chair



March 21, 2023

Anchorage Assembly – via email

Re: AR Laid on the Table – Clean Slate Approach

Dear Assembly Members –

The Anchorage Coalition to End Homelessness (ACEH) has reviewed the proposed above referenced resolution by Assembly Member Rivera and provides the following feedback:

1. A Clean Slate Approach makes sense. Anchorage, as a community, needs to lay the foundation for why emergency shelter is needed, what it is and how it can be done while also addressing community concerns and relying on recognized best practices. Anchorage is not alone in doing this foundational work. Many jurisdictions are engaged in the same conversation. Without community understanding of the role of emergency shelter and no or limited experience with well-run emergency shelter, the need to build trust with the community and people experiencing homelessness is essential.

So, what does that look like? Luckily, Anchorage isn't the first community to need to do this. It starts with hearing from the community and people experiencing homelessness. What is their understanding of emergency shelter, what do they worry about, what are their concerns and hopes for this type of service. Next, the conversation turns to why emergency shelter is needed and a part of the solution to homelessness. This conversation is housing focused. Next is examining the best practices for emergency shelter. What emergency shelter can be is not necessarily what it has always been in Anchorage. Finally, turning to the details, how to implement the best practices and examine whether current policy (shelter licensing and emergency cold weather sheltering) is aligned or needs further refinement. Only after all of that has been done would specific locations and providers be discussed.

Each step of this process must be done with the community, through forums, community councils and many conversations. Policymakers are essential, but only one part of the larger group of stakeholders. We must involve people experiencing homelessness, neighbors, friends, and providers. Shared understanding is essential and will take time. Please make the space to dedicate no less than 90-120 days and probably more for this essential engagement.

2. Please do not remove any sites permanently. After the foundation is laid in the community and possible policy changes are made, the calculus for what may constitute an appropriate location for an emergency shelter may change.
3. A November 1, 2023, start for a new year-round emergency shelter is optimistic, but probably unrealistic. For a point of comparison, the Complex Care Shelter from



ANCHORAGE COALITION TO
END HOMELESSNESS

conception to operation took approximately 7 months. That shelter was already being piloted by an experienced operator who agreed to move that operation to a standalone location. Additionally, the facility purchased was turnkey. Finally, the 7 months was a monumental lift for all involved with uncertainty about whether the facility would be realized up until 30 days before its opening and only with last minute considerable generosity from philanthropy tipping the scales did the facility become a reality.

For a new emergency shelter, there is not an identified operator, location, or owner, three of the largest hurdles to clear. Operations funding is the fourth, with an estimated cost of at least \$4M for 120 individuals. ACEH appreciates the ambitious timeline but wants to be realistic as we consider plans for next winter and the intersection of this approach with emergency cold weather sheltering.

All that said, ACEH is ready, willing, and able to convene with the community, people experiencing homelessness, and policymakers to have these foundational conversations, reach understanding, and ultimately bring to fruition housing focused emergency shelter consistent with the identified need in our community.

Sincerely,

Meg Zaletel
Executive Director

Cc: ACEH Board of Directors
Continuum of Care Advisory Council Members