

ANCHORAGE, ALASKA
AR No. 2021-350, As Amended

1 **A RESOLUTION OF THE ANCHORAGE ASSEMBLY AND MAYOR'S OFFICE IN**
2 **SUPPORT OF AN EXIT STRATEGY TO END MASS CARE AND IMPLEMENT AN**
3 **INTEGRATED CLIENT AND COMMUNITY CENTERED APPROACH TO**
4 **ADDRESSING HOMELESSNESS.**

5
6 **WHEREAS**, in March 2020 the Municipality of Anchorage began providing mass care in
7 response to the COVID-19 pandemic and mass care locations have included the Sullivan
8 Arena and various hotels around the Municipality; and

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10 **WHEREAS**, mass care is now comprised of approximately 750 beds of shelter through
11 congregate and non-congregate locations while many established shelters still operate at
12 reduced capacity due to the effects of COVID-19 on their operations; and

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14 **WHEREAS**, the Anchorage Assembly and Mayor Bronson agreed to enter a facilitated
15 process, funded by philanthropic partners to address the need to end mass care and
16 return the Sullivan Arena back to its regular operations; and

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18 **WHEREAS**, the facilitation group consisted of three Assembly Members and three
19 members of the Administration ("Facilitation Group"); and

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21 **WHEREAS**, the facilitated process began on August 4, 2021, and the Facilitation Group
22 met collectively for over 500 hours; and

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24 **WHEREAS**, the Facilitation Group identified two problem statements: (1) What is the best
25 alternative for mass care of adults experiencing homelessness for the 2021/2022 winter
26 season; and (2) What are the best long-term interventions to address shelter and
27 navigation services gaps in the current continuum of care for adults experiencing
28 homelessness in Anchorage; and

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30 **WHEREAS**, the Facilitation Group reviewed over 70 sites against the screening criteria -
31 Effectiveness (operational success, client quality of care); Public Impact / Acceptance
32 (buffer zone, security); System Alignment (zoning, long term continuum of care system);
33 Schedule (exit Sullivan Arena timeline) Cost (capital and operating expense, funding) –
34 and narrowed the potential options to 5 locations that appeared to be most quickly
35 available and with the capacity to replace the Sullivan Arena, either as a standalone
36 facility or in combination, for an independent engineering team to assess and review; and

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38 **WHEREAS**, the engineering team issued a report [~~on the five identified locations –~~
39 ~~3330 Denali, 550 Bragaw, 630 E Tudor, Tudor / Elmore (current evidence lot), Tudor~~
40 ~~/Elmore Development Site –~~] providing rough order of magnitude costs associated with

1 each site as well as potential timelines and required development to begin operations;
2 and

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4 **WHEREAS**, based on the engineering report, the Facilitation Group concluded (1) there
5 are no immediate replacements for the Sullivan Arena; and (2) all 5 locations could be
6 possible mass care sites based on safety review of existing structures and preliminary
7 site evaluation[; ~~but only a newly constructed building or 3330 Denali has the~~
8 ~~potential size to replace Sullivan capacity with one facility~~]; and

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10 **WHEREAS**, the Facilitation Group after receiving the engineers' report, believes the best
11 strategic alternative is to pursue a Client Community Focused Approach in public private
12 partnership that utilizes a navigation center point of entry with 'no wrong door' that
13 provides services throughout the continuum of care from navigation to housing with
14 various facility sizes and locations distributed across the community; and

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16 **WHEREAS**, to further evaluate the availability of sites and/or buildings that may meet the
17 identified needs of a Client Community Focused Approach, a Request for Information was
18 released on October 7, 2021 with responses due no later than October 21; and

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20 **WHEREAS**, the Client/Community focused approach also aligns with the community's
21 adopted plan to address homelessness, Anchored Home; **and**

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23 **WHEREAS facilities providing assistance, care and housing to individuals**
24 **experiencing unsheltered homelessness can reduce the reduce the spread of**
25 **COVID-19 through the community by making housing and other facilities available**
26 **to them that effectively implement COVID-19 mitigation measures and enable**
27 **compliance with COVID-19 public health precautions; and**

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29 **WHEREAS some individuals who are experiencing unsheltered homelessness may**
30 **be at higher risk of severe illness from COVID-19 due to older age or certain**
31 **underlying medical conditions, such as chronic lung disease or serious heart**
32 **condition, and facilities providing assistance, care and housing to such individuals**
33 **can help reduce the instances of severe illness from COVID-19; and**

34
35 **WHEREAS expenses incurred to facilitate compliance with COVID-19-related**
36 **public health measures, including expenses incurred implementing COVID-19**
37 **mitigation efforts and compliance with COVID-19 public health precautions in**
38 **connection with providing care and assistance to individuals who are experiencing**
39 **unsheltered homelessness is a permissible use of funds provided by the**
40 **Coronavirus Relief Fund established by section 5001 of the Coronavirus Aid, Relief,**
41 **and Economic Security Act ("CARES Act"); and**

42
43 **WHEREAS expenses incurred to facilitate compliance with COVID-19-related**
44 **public health measures, including expenses incurred implementing COVID-19**
45 **mitigation efforts and compliance with COVID-19 public health precautions in**
46 **connection with providing care and assistance to individuals who are experiencing**

unsheltered homelessness is a permissible use of funds provided by both the Coronavirus Relief Fund established by section 5001 of the Coronavirus Aid, Relief, and Economic Security Act and the Coronavirus State and Local Fiscal Recovery Funds established by Section 9901 of the American Rescue Plan Act; Now therefore

BE IT RESOLVED, the Assembly and the Administration:

1. Adopt a Client Community Focused Approach, consistent with Anchored Home, as the policy of the Municipality to address homelessness and the wind down and eventual closure of the mass care.
2. Agree a Client Community Focused Approach includes public private partnership that utilizes a navigation center point of entry system with 'no wrong door' that provides services throughout the continuum of care from navigation to housing with various facility sizes and locations distributed across the community.
3. Find the estimated need to end mass care operations can be accommodated with a combination of the following:
 - a. Single Adult facility utilizing a navigation center design;
 - b. Special Population facility utilizing a navigation center design;
 - c. Medical Convalescence facility;
 - d. Substance Misuse Treatment with Housing;
 - e. Workforce and Permanent Supportive Housing units; and
 - f. Surge capacity within the system.
4. Commit to a Public Private Partnership to develop a plan of finance for capital and operations costs.

This resolution is effective upon passage.

PASSED AND APPROVED by the Anchorage Assembly this 1st day of November, 2021.

Suzanne France

Chair

ATTEST:

Barbara A. Jones

Municipal Clerk



MUNICIPALITY OF ANCHORAGE
Assembly Information Memorandum

No. AIM 190-2021

Meeting Date: November 1, 2021

1 **From: ASSEMBLY VICE-CHAIR CONSTANT**
2

3 **Subject: AR 2021-350: A RESOLUTION OF THE ANCHORAGE**
4 **ASSEMBLY AND MAYOR'S OFFICE IN SUPPORT OF AN EXIT**
5 **STRATEGY TO END MASS CARE AND IMPLEMENT AN**
6 **INTEGRATED CLIENT AND COMMUNITY CENTERED**
7 **APPROACH TO ADDRESSING HOMELESSNESS.**
8

9 For the Assembly's consideration of AR 2021-350; please see the attached
10 Location Study introduction statement from The Boutet Company, Inc., which
11 prepared the report. The report is viewable at the Assembly Housing and
12 Homelessness Committee webpage under its October 5, 2021 meeting materials:
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14 <https://www.muni.org/Departments/Assembly/Pages/Committee%20on%20Homelessness.aspx>
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22 Prepared by: Assembly Counsel
23

24 Respectfully submitted: Christopher Constant, Assembly Vice Chair
25 District 1, Downtown Anchorage



NAVIGATION CENTER & SHELTER FACILITY Location Study

Prepared for:

Municipality of Anchorage
October 3, 2021

Prepared by:

The Boutet Co.
Icefall Architecture
EIC Engineers
Jernstrom Engineering, LLC
Reid Middleton, Inc.
RSA Engineering, Inc.



The Boutet Company, Inc.
601 E. 57th Place, Suite 102
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Phone 907.522.6776
Fax 907.522.6779

October 4, 2021

Mr. Tom Barrett
Facilitated Collaborative Process for Mass Care and Long-Term Navigation Decisions
Email: barrettj1233@gmail.com

RE: Location Study for Navigation Centers and Shelter Facilities in Anchorage, Alaska
Revised Draft Report

Dear Mr. Barrett:

We are pleased to submit the attached **Location Study for Navigation Centers and Shelter Facilities in Anchorage, Alaska**. This location study is based upon the “screened extensive list of potential sites” and evaluation criteria developed in earlier work by the Facilitated Collaborative Process (FCP). It is noted that Anchorage’s current existential health crisis and the need for near-term implementation of an action plan imposed time constraints on the study team’s efforts and, by necessity, rendered the information provided in this study as overview in nature to inform the decision-making process.

In the FCP’s screening analysis, five (5) parcels were identified as potential locations for a Navigation Center and Shelter facility.

- 4501 Elmore Road
- 3400 E. Tudor Road
- 550 Bragaw Street
- 300 Calais Drive
- 630 E. Tudor Road

The location study of these sites is organized in three (3) volumes.

Volume One: “Site Characteristics”, presents an assessment of zoning regulations, existing site conditions, availability of utilities, environmentally sensitive areas, as well as limited Phase I Environmental Site Assessments. The intent is to assess the suitability of each site as a location for a Navigation Center and Shelter Facility and identify site characteristics that have a critical impact on project design, implementation, and operations.

Volume Two: “Property Condition Assessments”, presents an assessment of the three (3) existing buildings with the five (5) potential locations. These assessments are intended to evaluate the feasibility of converting the existing buildings into Navigation Centers and Shelter Facilities. To this effect, the project team performed a visual survey of specific components of the construction of the property and identified conditions which indicate the need for immediate and short-term repair, replacement, or further evaluation. The intent is to provide professional assessment of the general existing

condition of each property and to provide information which can be utilized in the budgeting and pre-purchase considerations as it relates to the physical condition of these properties.

Volume Three: "Recommended Renovations", presents recommendations for renovations and schematic floor plans for each of the three (3) buildings assessed in Volume 2. In addition, Rough Order of Magnitude (ROM) total development cost estimates and pro forma development schedules were provided for the three (3) buildings and for two (2) unsolicited proposals received by the Municipality for new structures that would provide comparable services.

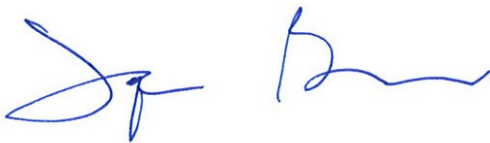
For purposes of facilitating a comparison of alternative locations, it was assumed that each facility would operate as a stand-alone Navigation Center and Shelter Facility. This allows a more consistent comparison of development requirements and costs. It is recognized that further assessment may determine that some facilities are better utilized for a more limited array of functions.

Again, it is emphasized that the limited time-schedule and data made available for these location studies make our analyses and conclusions conceptual in nature. It is also noted that additional potential locations continue to be brought forward to the FCP's attention and these five (5) properties do not necessarily comprise an exhaustive list of options for facility development.

We appreciate the opportunity to have been of service and look forward to further discussion and commentary.

Sincerely,

THE BOUTET COMPANY, INC.

A handwritten signature in blue ink, consisting of a stylized 'J' followed by a series of loops and a horizontal line, representing Jacques Boutet.

Jacques Boutet, P.E.
President