



Mayor LaFrance's Homelessness and Health Strategy

Update + Congregate Shelter Contracts

Assembly Work Session

July 28, 2025



ANCHORAGE COALITION TO
END HOMELESSNESS

Homelessness in Anchorage

Data current as of June 30, 2025

2,935

People actively experiencing homelessness.*

WHO



2,045

are single adults



270

are unaccompanied
youth to 24yo



620

are people in families

WHERE



600

are unsheltered**



100%

shelter or transitional housing utilized
- all defined as shelter***

* Literal homelessness: Defined as shelter (including seasonal shelter), transitional housing or unsheltered

**Approximate count based street outreach reports

*** Current utilization includes emergency cold weather shelter capacity

Inflow

337

New to
System
188

Return from
Housing
29

Return from
Inactive
120

Outflow

455

Housed
162

Went Inactive
293

Active at End of Month

2,935

Point in Time Count: 2024 and 2025

ACEH count on January 27, 2025 of people who are unsheltered, in shelter, or transitional housing. Increase in people who are unsheltered and those in year-round shelter; decrease in seasonal shelter; slight decrease in transitional housing; minimal change in overall total.

	2025	2024	Change	
Unsheltered	402	346	56	16%
Emergency Shelter (Year-round)	748	574	174	30%
Emergency Shelter (Seasonal)	365	533	(168)	-32%
Transitional Housing	233	256	(23)	-9%
	1748	1709	39	2%

Point in Time Count: 2024 and 2025

ACEH inventory on January 27, 2025 of total beds and number occupied.
1,254 beds of Emergency shelter, 30% of shelter beds were seasonal

Project Type	Inventory	PIT Count	Utilization Rate
Emergency Shelter (Year-round)	869	748	86%
Emergency Shelter (Seasonal)	385	365	95%
Transitional Housing	265	233	88%
Rapid Rehousing	239	239	100%
Permanent Supportive Housing	818	771	94%
Other Permanent Housing	242	242	100%
	2,818	2,598	92%

Big picture goals

1. Significantly fewer people sleeping outside
2. Move to a year-round shelter system
3. A lot more housing
4. Better access to crisis services
5. Increase impact through data, funding, and partnership



What success looks like:

- More housing
- Better shelter system
- A lot fewer people sleeping outside
- Safe community for everyone who lives here

Mayor Suzanne LaFrance

JANUARY 31, 2025

HOMELESSNESS AND HEALTH STRATEGY

The LaFrance Administration is committed to a comprehensive and coordinated strategy to address homelessness and related health and public safety issues.

With a public health approach that focuses on harm reduction and prevention, we can improve the health and safety of our entire community, including those experiencing homelessness, with immediate action and long-term solutions.

Our response is driven by our focus on public safety. People sleeping outside need safe alternatives. We need enforcement of laws that keep our community safe. Since July, we have abated 15 camps that pose a public safety risk. We've stood up over 530 beds of shelter across four sites this winter and opened warming centers in mid-December as another layer of safety. We are looking ahead to spring to increase housing options so fewer people return to sleeping outside.

By balancing abatement and enforcement with shelter and services, we are doing the work to create a visible reduction in unsheltered homelessness in our community.



GOALS

1. Significantly reduce unsheltered homelessness through low-barrier shelter and connections to housing.
2. Increase access to behavioral and physical health services.
3. Add new housing and increase access to existing housing.
4. Harness community partnerships, funding, and data to reduce systemic contributors to homelessness.

RESULTS

In three years, we will see:

- Fewer people camping
- More people in housing and connected to health services and supports
- Adequate year-round shelter
- Legal parking for vehicles and RVs
- Fewer outdoor deaths
- Innovative pilot projects, including use of modular structures for transitional living

**Moving to a year-round, coordinated
shelter system**

From: Annual Shelter Crisis

- Expensive seasonal shelter crisis
- Costs time and money to stand up hundreds of beds in winter, and stand down in the spring
- Hundreds of people go outside to camp in summer
- Highest number of outdoor deaths during April to October (88% in 2024)
- Unpredictable for all

To: Year-round Coordinated System

- Total, year-round, MOA-low-barrier shelter:
 - 200 congregate beds, at two locations (100 beds each)
 - 100 non-congregate beds
- Smaller shelter sites with reduced neighborhood impact
- Winter surge capacity
- Licensed sites, 150 bed max, good neighbor policy required
- Increase positive exits by real-time collaboration with 3rd party oversight
- High touch, service rich, coordinated system

Shelter Update: Non-congregate

Strategy Goal: By 12/30/25 maintain at least 50 non-congregate beds.

- Seasonal non-congregate shelter and warming ended June 30th
- June 10th: Assembly approved receipt of \$2.4M in State CDBG-CV funding
- 100 beds of non-congregate shelter, July 1 to December 31, 2025 at Alex Hotel operated by MASH
- 2026 beds to be determined during budget process



Shelter Update: Congregate

Strategy Goal: By 12/30/25 maintain 200 congregate beds.

- April 11: RFP closed for Congregate Shelter Sites
- April-June: Negotiated with two bidders: Henning and MASH
- June 24: Assembly approved contract amendment for Catholic Social Services to operate E. 56th Avenue through August 31st
- July 9: Intents to Award posted for two sites, 100 beds each
- Transition to occur August 30



Shelter Update: Congregate

Strategy Goal: By 12/30/25 maintain 200 congregate beds.

AM 567-2025 Recommendation of Award of a contract to **Henning, Inc.**
for congregate shelter services

Location: E. 56th Avenue, SWS-owned facility

Number of year-round beds: 100

Emergency surge capacity: up to 50, as needed

Contract includes: Staffing, food, support (Facility costs **not** included)

Cost: \$8,437 per day

NTE: 2025: \$1,037,756; total: \$7,147,126 with 2 year options



Shelter Update: Congregate

Strategy Goal: By 12/30/25 maintain 200 congregate beds.

AM 567-2025 Recommendation of Award of a contract to **Henning, Inc.** for congregate shelter services

Notes:

- AHD pays all facility costs at E. 56th Avenue, per day cost \$1,202, not included in contract; if added to contract price, total cost = \$9,639/day
- Licensing allows 150 beds max; requires Good Neighbor Policy
- 100 bed year-round occupancy will allow emergency surge capacity
- Smaller shelter will reduce crowding and improve case management;
- Fewer beds will allow facility repairs; evaluation for long-term options; provide surge capacity; more parking space



Shelter Update: Congregate

Strategy Goal: By 12/30/25 maintain 200 congregate beds.

AM 562-2025(A) Recommendation of Award of a contract to **MASH, LLC** for congregate shelter services

Location: Linda's Place, 1911 E. 5th Avenue

Number of year-round beds: 100

Emergency surge capacity: up to 50, as needed

Contract includes: Staffing, food, support, **includes** Facility O + M

Cost: \$10,800 per day

NTE: 2025: \$1,339,200; Total: \$9,223,200 with 2-year options



Shelter Update: Congregate

Strategy Goal: By 12/30/25 maintain 200 congregate beds.

AM 562-2025(A) Recommendation of Award of a contract to **MASH, LLC** for congregate shelter services

Notes:

- Licensing allows 150 beds max; requires Good Neighbor Policy
- 100 bed year-round occupancy will allow emergency surge capacity
- Facility has separate floors for different genders and ample parking
- Location is in a commercial area

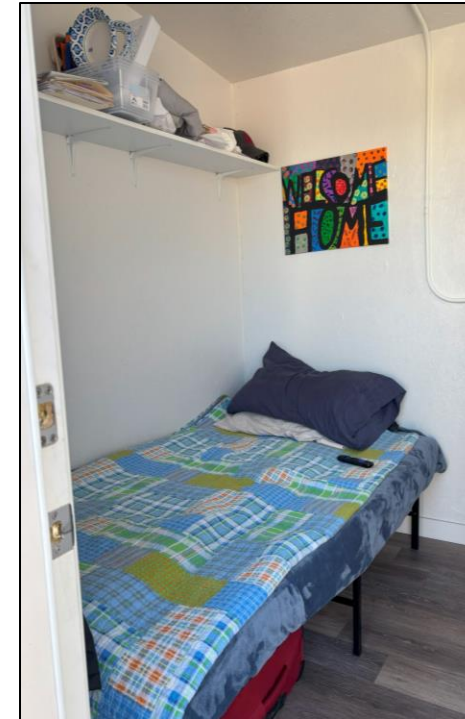


Coming soon:

Microunits for Recovery Residences

Strategy Goal: By 12/30/25 Identify and launch additional low-density, low barrier, year-round shelter and transitional housing options.

- RFP closed on July 21st, 12 proposals received!
- Bidder to be selected July 31st
- RFP for behavioral health provider to operate coming soon from AHD
- Goal of launching 16-30 units by fall 2025
- Goal to pilot microunits and inspire replication by community partners



Not Coming Soon: Designated Parking

Strategy Goal: Explore and launch legal parking sites from May through October 15, 2025.



- RFP closed on July 2nd, 2 proposals received, one met project specifications; **not** planning to implement in 2025
- We had planned to run through September 30th, which is now a short time to stand up new service and see if it works
- Managing current demand through navigation to shelter, transitional housing, private RV parks, other paid campgrounds
- Exploring other options, more soon



MOA-funded Unit Count, 2025

January to December 2025: Overall increase in MOA-funded beds/units

MOA-funded Unit Count, 2025

Category	Detail	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
MOA Shelter	56th Ave	200	200	200	200	200	200	200	200	200	100	100	100
MOA Shelter	Linda's Place	0	0	0	0	0	0	0	0	0	100	100	100
MOA Shelter	Non-congregate	332	332	332	200	200	200	100	100	100	100	100	100
Family Cold Weather Shelter	Christian Health Associates	68	68	68	68							68	68
Total MOA Shelter		600	600	600	468	400	400	300	300	300	368	368	368
Complex Care Shelter (CSS)		60	60	60	60	60	60	60	60	60	60	60	60
Brother Francis Shelter (CSS)		120	120	120	120	120	120	120	120	120	120	120	120
Covenant House Shelter		50	50	50	50	50	50	50	50	50	50	50	50
Total MOA-supported Shelter		230	230	230	230	230	230	230	230	230	230	230	230
Low barrier overnight	Warming	45	45	45	45	45	45	0	0	0	0	0	0
Safety Center: inebriated, incapacitated	Anchorage Safety Center	25	25	25	25	25	25	25	25	25	25	25	25
Total Warming + Safety Center		70	70	70	70	70	70	25	25	25	25	25	25
Transitional Housing	Microunits + Recovery Residences											24	24
Rental Assistance, Housing	Emergency Rental Assistance, HOME-ARP							230	421	500	500	325	325
Supportive Housing	Dedicated units for shelter exits (AAHLT)											5	5
Supportive Housing	Home for Good	91	91	91	91	91	91	91	91	91	91	91	91
Total Transitional + Permanent Housing		91	91	91	91	91	321	512	591	591	445	445	445
TOTAL		991	991	991	859	791	1021	1067	1146	1146	1068	1068	1068
Percent of total shelter vs housing		91%	91%	91%	89%	88%	69%	52%	48%	48%	58%	58%	58%



More housing!

10,000 homes in 10 years

Goal is for Anchorage to build or rehab
1,000 units / year.

Building permits for 267 Units YTD!
53% in 5+ unit developments

**Housing is key to getting out of crisis
response mode on homelessness.**
People need a place to live.

Mayor Suzanne LaFrance Housing Strategy

December 5, 2024

10,000 HOMES IN TEN YEARS

BACKGROUND

THE PROBLEM

Our community needs more housing. The Municipality of Anchorage needs to see at least 1,000 units of housing built or rehabilitated each year to meet the needs of residents. For 2024, our records show just over 500 units. Housing security requires more housing of all different types, from multi-family to first-time buyer. To make Anchorage a sustainable place to live for the long-term, we need to take action.

HOW LACK OF HOUSING HURTS US

Lack of adequate housing undermines our economy, shutting out workers and business owners. It's a major contributor to outmigration and homelessness. It makes it harder for families to invest in our community or stay close to home.

WHERE WE CAN MAKE A DIFFERENCE

Housing availability isn't entirely within our control: We're a local government, not a construction company! But there is creative action we can take now to relieve pressure. We can't add land to the Anchorage Bowl, but we can use the land we share more efficiently. We can't set interest rates, but we can speed permitting to limit costs. We can start by setting an ambitious goal, and creating a road-map to accomplish it, knowing we'll continue to adapt as we go.

WHAT WE WILL DO

Three specific strategies will immediately improve our community's housing situation. We can incentivize the repair and maintenance of existing housing options, and the building of new ones. We can make sure our regulations reflect our most important priority: making it easier, not more difficult, to build. And we can streamline internal operations so permitting and approval processes are predictable, consistent, and reliable for all users.

GOAL

Anchorage needs 10,000 units of housing built or rehabilitated over the next 10 years.

STRATEGY

1. Incentivize construction and repair.
2. Cut red tape. Remove regulatory barriers to building housing.
3. Streamline municipal systems and processes for permitting and approval.



1



2

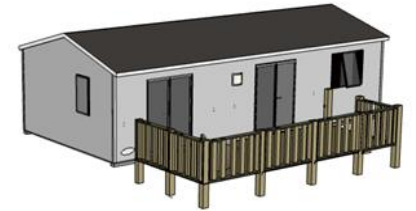


3

Coming Soon: Mobile Dwelling Units Code Change

Strategy goal: Leverage public-private partnerships to increase the supply of housing units for very low-income households

- PZC Case 2025-0045 allows more flexibility for building and repairing modular, mobile, & manufactured housing
- Mobile dwelling units (MDUs) = any small form of housing that can be certified as safe for occupancy
- Allows safe MDUs to be permitted in all residential zones, easier permitting for MDU communities. Does not allow unsafe structures to be placed in residential areas.



Coming Soon: AHFC Voucher Program

Strategy goal: Increase access to rental subsidies

- AHFC has included a proposal for a partnership with MOA to develop a voucher program prioritizing individuals in shelter or unsheltered in the Municipality for rental assistance
- AHFC would match MOA funds
- To be discussed during 2026 budget process



More people get care

Update: Mobile Outreach Pilot Project

Strategy goal: Support development of a full behavioral health crisis continuum and connection to community services

- HOPE team continuing outreach with behavioral health, medical, and community providers
- MCT2 doing assertive outreach in high-traffic areas, high number of contacts
- SALA piloting a mobile clinic van at shelter sites, high number of contacts
- Anchorage Safety Patrol and Center: assertive outreach, extended stays at center, connections to care
- i-Team Data dashboard, coming soon

LaFrance administration looks to amp crisis care this summer



According to LaFrance, the administration is focusing on five areas to increase public safety in its safety strategy plan.



Coming Soon: Increase access to treatment

Strategy goal: Maintain relationship with Anchorage therapeutic courts to increase referrals for treatment.

- **Pre-arrest Diversion to Treatment**

- APD to present program concept at August 6th Public Health and Safety Committee meeting

- **Increase immediate access to Medication**

Assisted Treatment (MAT) for people experiencing substance-related crisis

- Mayor's office and AFD working on a concept and will present at an upcoming Public Health and Safety Committee meeting



**Team effort: Partners, Funding,
Data**

Coming Soon: Community Fund + More Partners

Strategy goal: Harness community partnerships, funding, and data to reduce systemic contributors to homelessness.

- **Faith communities convening #2**

- Mayor's office and OEI bringing faith communities together for second meeting to share resources and develop partnerships

- **Community Fund**

- Mayor's office working with community donors to launch a person-to-person assistance fund to fill gaps and divert people from homelessness

- **Bloomberg Cities**

- Mayor's office and Planning Department submitted \$400K funding request for expansion of microunits







THANK YOU