

**LAID-ON-THE-TABLE ITEM**

Submitted by: Assembly Member Zaletel, Assembly  
Vice-Chair Constant, and Mayor Bronson  
For reading: October 12, 2021

**ANCHORAGE, ALASKA  
AR No. 2021-XXX**

**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**

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

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

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

**WHEREAS**, the facilitation group consisted of three Assembly Members and three members of the Administration (“Facilitation Group”); and

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

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

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

**WHEREAS**, the engineering team issued a report on the five identified locations - 3330 Denali, 550 Bragaw, 630 E Tudor, Tudor / Elmore (current evidence lot), Tudor / Elmore

1 Development Site – providing rough order of magnitude costs associated with each site  
2 as well as potential timelines and required development to begin operations; 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 potential  
8 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; Now therefore  
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23 **BE IT RESOLVED**, the Assembly and the Administration:  
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- 25 1. Adopt a Client Community Focused Approach, consistent with Anchored Home,  
26 as the policy of the Municipality to address homelessness and the wind down and  
27 eventual closure of the mass care.  
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- 29 2. Agree a Client Community Focused Approach includes public private partnership  
30 that utilizes a navigation center point of entry system with 'no wrong door' that  
31 provides services throughout the continuum of care from navigation to housing  
32 with various facility sizes and locations distributed across the community.  
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- 34 3. Find the estimated need to end mass care operations can be accommodated with  
35 a combination of the following:  
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  - 37 a. Single Adult facility utilizing a navigation center design;
  - 38 b. Special Population facility utilizing a navigation center design;
  - 39 c. Medical Convalescence facility;
  - 40 d. Substance Misuse Treatment with Housing;
  - 41 e. Workforce and Permanent Supportive Housing units; and
  - 42 f. Surge capacity within the system.
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- 44 4. Commit to a Public Private Partnership to develop a plan of finance for capital and  
45 operations costs.  
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1 This resolution is effective upon passage.

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4 PASSED AND APPROVED by the Anchorage Assembly this \_\_\_\_ day of \_\_\_\_\_,  
5 2021.

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Chair

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ATTEST:

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Municipal Clerk