



# PROPOSED SULLIVAN ARENA MASS CARE EXIT STRATEGY AND LONG TERM INTERVENTION

Facilitated Decision Process  
Anchorage Administration and Legislative Drafting Group  
10/06/21

# STRATEGIC ALTERNATIVES

## A Single Navigation Center

- *New build (Tensioned membrane or brick mortar at Tudor Elmore or refurbish Johnsons Tire with 2nd floor)*

OR

## B Multiple Dispersed Navigation Centers

- *Refurbish Johnsons Tire, former Tudor Alaska Club, Bragaw former Pacific Northern Academy and / or new build at Tudor Elmore or Bragaw*

OR

## C Client / Community Focused Approach

- *Various sizes and locations for different client segments*
- *Includes central navigation center with surge capacity*
- *Sites distributed around community*
- *Public / private partnership*

# A CLIENT / COMMUNITY FOCUSED APPROACH WITH PUBLIC / PRIVATE PARTNERSHIP

A navigation center point of entry 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.

## Single Adults

- ~200 beds + 140 beds winter surge
- ~4800 total served/yr
- Tensioned membrane structure at Tudor Elmore or Bragaw
- Navigation Center design

## Special Population

- ~200 beds with possible permanent supportive housing (PSH)
- ~1100 total served/yr
- LGBTQ, elders, women, couples
- Potential locations Bragaw PNA, Johnson Tire
- Navigation Center design

## Medical Convalescence

- ~150 beds
- ~380 total served/yr
- Potential location old Alaska Club
- Navigation Center design

## Substance Misuse Treatment /Housing

- ~68 beds with PSH
- ~165 total served/yr
- Potential location old Salvation Army

## Permanent Supportive Housing (PSH) / Workforce Housing

- Potential for over 300 units located around the community

## Established System

- Brother Francis Shelter/ 3<sup>rd</sup> Avenue Navigation Center
- Clare House
- Gospel Rescue Mission
- Hope Center
- Salvation Army
- Coordinated Shelter Intake
- and others.....

*NOTE - Population numbers will be refined as the approach is further developed.*

# PROBLEM STATEMENTS

1. What is the best alternative for mass care of adults experiencing homelessness for the 2021/2022 winter season?
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?

## Key Planning Assumptions for Problem Statement #1 (Winter 2021/2022)

- Congregate shelter need of 400 beds plus 140 beds surge capacity to replace Sullivan Arena capacity.
- Non-congregate shelter (NCS) capacity maintained except for known reduction at NCS Site 1. Will be worked as parallel issue.
- Housing surge and rehousing initiatives will continue per Anchorage Coalition to End Homelessness (ACEH) dashboard.

# 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)

# ALTERNATIVE SITES REVIEWED

## Site Identification

- >70 locations reviewed

## 5 locations with potential to replace Sullivan Arena mass care capacity\*

- 3330 Denali (Johnsons Tire on Denali)
- 550 Bragaw (Old Pacific Northern Academy Building; 7 acres)
- 630 E Tudor (former Alaska Club)
- Tudor / Elmore (current evidence lot)
- Tudor / Elmore Development Site

## Preliminary Screening Engineering Study

- No silver bullet to get out of Sullivan immediately.
- All 5 locations could be possible mass care sites based on safety review of existing structures and preliminary site evaluation; but only new build or Johnsons Tire has potential size to replace Sullivan capacity with one facility.
- Rough Order of Magnitude (ROM) costs vary

*\*Request for Information (RFI) release on 10/6 to solicit input for other potential locations.*

## Client / Community Focused approach provides best value for clients and community

- ❖ *Navigation center for primary point of entry with no wrong door system-wide.*
- ❖ *Most effective for reducing homelessness and improving quality of care by providing appropriate supports for specific client population needs.*
- ❖ *Aligns with Anchored Home community strategy and Continuum of Care (CoC).*
- ❖ *Most acceptable impacts to neighboring communities.*
- ❖ *Provides short term mass care and long term CoC including navigation center and housing.*
- ❖ *Can begin drawing down Sullivan Arena as each element is ready for operation.*
- ❖ *Capital cost roughly equivalent to other options with opportunity for philanthropy / private partnership and funding.*
- ❖ *Operating cost optimized by aligning service type and levels to need at each site and diversified funding sources based on service type.*

# ALTERNATIVES ANALYSIS

# ROM<sup>1</sup> COST ESTIMATES

SHELTER NEED	# BEDS / UNITS <sup>2</sup>	Total Served / Yr <sup>2</sup>	CAPITAL <sup>3</sup> \$M	OPERATING <sup>3</sup> \$M/YR
Medical Convalescence	150	380	4-6	TBD
Special Populations	200	1100	10-15	TBD
Single Adults	200 +140 surge	4800	10-13	TBD
Substance Misuse Treatment / Housing	68	165	2-4	TBD
Housing (Workforce and Permanent Supportive Housing)	300	300	10-20	TBD
<b>TOTAL<sup>4</sup></b>	<b>758 +140 surge</b>	<b>6745</b>	<b>TBD*</b>	<b>TBD*</b>

1. *Rough Order of Magnitude*
2. *Population numbers will be refined as the approach is further developed.*
3. *Capital and Operating budgets to be estimated for final configuration of facilities and services.*
4. *Mass care current capacity 758 beds (congregate and non-congregate sites). Does not include quarantine and isolation beds.*



# FINANCE PLAN: A Public / Private Partnership

## Potential Capital Fund Sources

Coronavirus Aid, Relief and Economic (CARES) Act Building Fund

Housing and Urban Development (HUD) Funding

America Rescue Plan HOME Investment Partnerships Program (ARP HOME) Funds

Bond or tax levy

Philanthropy / private investments

## Potential Operating Fund Sources

Alcohol tax

Medicaid reimbursement

HUD Funding

Anchorage Health Dept Operating Overnight Shelter

Emergency Rental Assistance vouchers

Philanthropy / private investments

- 10/5 Assembly work session
- 10/7-21 Request for Information (RFI) for additional input on locations
- 10/7 Homeless Resource Advisory Council
- 10/12 Assembly meeting – introduce resolution for proposed approach
- 10/13-26 Town Hall, Community Councils meetings, Homeless Leadership Council, Anchorage Coalition to End Homelessness Board and Advisory Council
- 10/20 Committee on Housing and Homelessness
- 10/21 Review RFI and finalize proposed locations
- 10/27 Assembly meeting – public hearing and vote on resolution
- 11/1 – Additional facilitation related to Continuum of Care (CoC) including substance abuse

## NEXT STEPS AND TIMELINE