



MUNICIPALITY OF ANCHORAGE
Assembly Information Memorandum

No. AIM 140-2023

Meeting Date: July 11, 2023

1 **From: ASSEMBLY MEMBER RIVERA**

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3 **Subject: Allowed Camps Community Task Force Final Report**

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5 For the Assembly's consideration, please see the attached final report from the
6 Allowed Camps Community Task Force.

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14 Prepared by: Assembly Counsel's Office

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16 Respectfully submitted: Felix Rivera, Assembly Member
17 District 4, Midtown

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MUNICIPALITY OF ANCHORAGE

Allowed Camps Community Taskforce

General Recommendations

Final Draft July 6, 2023

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[Attachment A: Allowed Camp Research](#)

[Attachment B: Task Force Meeting Summaries](#)

Figure 1: Concept Layout 1

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Introduction

The Allowed Camp Community Task Force was created as one of several suggestions for assisting with the demobilization of emergency cold weather shelter in AR 2023-127, a resolution of the Anchorage Municipal Assembly adopting a demobilization plan for the emergency shelter that was provided by the Municipality during the 2022-2023 winter season.

Purpose

Assembly Resolution AR-2023-146, As Amended, established a task force convened by Assembly Member Felix Rivera, the Chair of the Housing and Homelessness Committee, to explore the possibility of allowed camps. Specifically, the special, time-limited task force is charged with providing recommendations regarding allowed camps. Per the AR-2023-146, the task force's recommendations for review at a Housing and Homelessness Committee meeting shall include but aren't limited to:

- all possible locations considered for allowed camps,
- proposals for neighborhood mitigation and client safety,
- cost estimates,
- necessary code changes,
- a template ordering plan,
- proposed code changes, and
- appropriation requests.

The final recommendations report is due to the Assembly on July 6, 2023, for inclusion in the addendum to the Assembly's meeting agenda.

Process

Community members, subject matter experts, and stakeholders were invited to participate in facilitated task force sessions. The intent of the Task Force was to engage community members and subject matter experts in the development of recommendations. Task Force members were self-selecting, and no participants were turned away. Publicly noticed weekly meetings were held from May 5, 2023, through July 5, 2023. Meeting participants are noted below in the Acknowledgments section of this report.

Task Force members were provided background information and allowed camp research to prepare for planning sessions. This information can be found in [Attachment A](#). A Drop Box was populated with foundational information and meeting summaries to ensure that new members were kept up to date and had all information. Meeting summaries for all meetings are provided in [Attachment B](#).

Between meetings, some Task Force members regularly visited the campsites to provide humanitarian aid as well as gather input and information to inform the recommendations they made.

Meeting 1: May 5, 2023

Assembly Member Felix Rivera presented the Task Force with an overview of the resolutions that guide the Task Force. Facilitator Michael Fredericks led the Task Force through a visioning exercise to create Critical Success Factors (CSF). The CSFs help to define what success looks like for allowed camps and provide an initial framework for evaluating that success.

Allowed Camps Critical Success Factors

The most successful allowed camps

- Are created immediately,
- Are diverse in geographical location and minimize the impact on the neighborhood at each location,
- Are limited in size and number of individuals,
- Provide enough sites throughout the community to help meet the need,
- Act as a pathway to permanent housing,
- Are safe for individuals, neighbors, and the larger community,
- Provide access to support services,
- Are operationally sustainable, and
- Are designed intentionally and are welcoming.

Meeting 2: May 11, 2023

Participants were divided into self-selected working groups to address specific recommendation topics. The working groups were:

- Location & Zoning
- Safety & Security
- Operations & Management
- Planning & Design
- Support Services
- Immediate Action

Each small group was instructed to identify a leader, a recorder, and a presenter. Groups were given a worksheet to identify initial recommendations and information they needed. At the end of the meeting, the group's presenter presented their initial recommendations. Meeting participants decided they would like to offer the Assembly a resolution for consideration at their May 23rd meeting outlining immediate action recommendations.

Meeting 3: May 18, 2023

The Immediate Action group presented its initial recommendations to the Task Force and gathered input from the group. In preparation for the upcoming Assembly meeting, the Immediate Action group worked through the weekend to develop the Immediate Action resolution.

Meeting 4: May 22, 2023

The Task Force convened to review the Immediate Action resolution in detail. The Task Force worked to make several refinements to the resolution, and then a majority voted to pass the final draft.

Meeting 5: June 1, 2023

The Immediate Action resolution was not considered on May 23rd by the Assembly and moved to the agenda of the next Assembly meeting. No further changes to the resolution were made, and the Immediate Action working group was disbanded. The working group members were encouraged to disperse into the remaining working groups. The facilitator explained that the remaining meeting would include recommendation presentations from each group. Each working group leader was responsible for convening their group to finalize initial recommendations for the entire Task Force to review and provide input.

Meetings 6-9: June 8, 2023 – June 29, 2023

As planned, the working groups presented their recommendations to the Task Force for refinement in meetings six through nine. The recommendations from each working group, with Task Force input, are provided in the body of this report.

Meeting 10: July 5, 2023

The Task Force provided input on the draft recommendations report to submit to the Assembly on July 6, 2023.

Acknowledgments

A press release, an email to the Assembly e-list, and social media were posted about the Allowed Camp Community Task Force encouraging community participation. Over fifty members of the community participated in the Task Force, volunteering their time to develop the recommendations for this report. The group includes members from several different Community Councils, social service providers, the Municipality and Assembly, the military, funders, community members, business leaders, non-profit representatives, and people with lived experience. While no one was turned away from the group, the Task Force had very little representation from individuals currently experiencing homelessness.

Individuals who contributed to this Task Force include:

Assembly Lead: Assembly Member Felix Rivera

Co-conveners: Silvia Villamides and Caroline Storm

Facilitator: Michael Fredericks

Tony J. Andrew, Community Member

Andy Bartel, Pastor - First and St. John United Methodist Church

Michael Hughes, Anchorage Health Department
John Petratrovich, Community Member
Allen Kemplen, Community Member
Delmonicia (Sheneé) Williams, Shiloh Community Housing, Inc.
Ron Alleva, Community Member
Bob Doehl, Rasmuson Foundation
Sharon Chamard, UAA Justice Center
Susan Soule, Community Member
Kris Stoehner, Community Member
David Rittenberg, Catholic Social Services
David Song, Community Member
Trish Franco, ACEH
Lucy Hansen, PAOA Alaska
Ric Davidge, Community Member
Dylan Faber, Matson Logistics
Lechaun Baker, Legacy Painters
Roger Branson, Community Member
Monica Gross, Restorative Reentry Services
Shawn Florio, Community Member, Retired Civil Engineer
Alexis Johnson, AHD
Mike Braniff, Parks & Recreation
Betsy Baker, Community Member
Roger Branson, Community Member
Izzy Gringell, Community Member
Jessica Parks, RuralCAP
Breanna Wizke, Community Member
Duke Russel, Community Member
Michele Brown, Community Member
Jeremy Hsieh, Alaska Public Media
Cathleen McLaughlin, Restorative Reentry Services
Betty Hertz, Community Member

Eric Glatt, Community Member
Dave Kuiper, Christian Health Associates
Charles Welch, Community Member
Jonath Rendon, ARBRA
Captain Denise Delgado, US Army
Ruth Hayes, Salvation Army
Sandi Mierop, Community Member
Lieutenant Colonel Doug Tollerud, Salvation Army
Jason Leonardis, Cook Inlet Soccer Club
Ashton Jesse, MOA
Andrew Gray, State Legislature
Karen Bronga, Anchorage Assembly Member
Jenn Miller, Showered in Grace First United Methodist Church
LaQuita Chmielowski, DOWL
Diane Shenker, Community Member
Cynthia Newton, Community Member

Background

Allowed camps have been discussed as a possible component of the [Homelessness Prevention and Response System](#) for many years. In 2019, the Anchorage Assembly began discussions to incorporate allowed camps to provide temporary/transitional housing and supportive services to unhoused persons. In an Assembly meeting in February 2023, the Bronson administration suggested that one or more allowed camps be established for the summer in response to an increase in Anchorage residents experiencing homelessness.

Between 2019 and 2023, the number of residents experiencing homelessness has doubled in Anchorage. This increase is likely associated with two significant factors: 1. The pandemic created a state of emergency around housing security and increased the rate of homelessness, and 2. To estimate its homeless population, Anchorage began relying more on daily-updated data from the Alaska Homeless Management Information System (AKHIMS) than on data from the semi-annual point-in-time counts. AKHIMS not only captures who is sleeping outside or in an emergency shelter on any given night (like the point-in-time count), but also individuals in various states of housing insecurity, such as those staying in transitional housing, couch-surfing, squatting, or overcrowding.

During the development of this report, there were 3,602 Anchorage residents experiencing homelessness. For a city our size, Anchorage's homelessness rate is comparable to three to five times larger jurisdictions. In addition to growing numbers and unbalanced needs, the Municipality shut down its emergency winter shelter operations at the Sullivan Arena in May 2023. Initially opened in response to the pandemic, the Sullivan served around 400 people each night.

Anchorage's Anchored Home Strategic Plan, the city's 5-year Strategic Plan to address homelessness, does not indicate that allowed camps are a strategy for homelessness response. Rooted in a Housing First model, the Anchored Home plan highlights that Anchorage's homelessness results from insufficient housing. While it is essential to increase the development of safe, affordable, and accessible housing in Anchorage and increase evidence-based service delivery across all program types, the lack of housing creates an immediate need for low-barrier shelter and other responses in our community TODAY.

This Task Force is not recommending that the strategic focus of our city's Anchored Home Housing First Strategy is abandoned or that allowed camps replace ANY EFFORTS to increase the housing and support service needed in our community. Instead, this Task Force recognizes that allowed camps may be one tool within a cadre of solutions that bridge the gap until the housing and services are in place to get to functional zero.

Task Force Recommendations

The following recommendations for allowed camps are categorized into two categories:

- Immediate Actions Recommendations
- General Recommendations

Recommendation Timelines

The Allowed Camp Task Force felt it was important to understand their recommendations within the context of time.



TODAY: The closure of the Sullivan Arena mass shelter and the other compounding issues have created health and safety issues for our unhoused community members living in unsanctioned camps. Therefore, the Allowed Task Force felt it was important to develop Immediate Action Recommendations to be taken as soon as possible. The Task Force worked on a resolution presented to the Assembly in mid-May. The recommendations established for the resolution are provided in this report’s Immediate Needs Recommendation portion.

2023/24: The Task Force recognizes that establishing an allowed camp and identifying qualified operators may take some time however, they believe it should happen as soon as possible. All

the recommendations in this report are intended to help with the development of year-round allowed camps.

BEYOND: As Anchorage works to develop a housing-first community with functional zero homelessness, the Task Force believes the recommendations presented in this report for allowed camps should evolve as we learn from initial allowed camp operations, guest needs, and community input.

The Task Force realizes that the work of ending homelessness in Anchorage is complex and will require a multi-pronged approach that includes the efforts of our entire community. Allowed camps are one solution among many that will need to take place as we all work towards an entirely housed and healthy community for all residents.

Recommendation Assumptions

Throughout the work of the Task Force, the following assumptions were developed:

1. All community residents deserve a sanitary, secure, and humane resting space. Such space is necessary for a person to lead a healthy, productive life, and the lack of a resting space incurs great cost to both the individual and society.
2. Allowed camps are an imperfect solution and should be seen as a pathway to housing and other needed supports, yet are far preferable to the unsanctioned, unsanitary, and environmentally damaging encampments now impacting green spaces and neighborhoods throughout the Municipality.
3. Allowed camps should be low-barrier. Low-barrier shelter is where a minimum number of expectations or requirements are placed on the people who wish to stay there. (No-barrier shelter would be a shelter with no requirements for guests.)
4. Once allowed camps are established, these camps should operate year-round if the structures accommodate year-round operations. Another shelter or other options should be provided if the structures do not accommodate year-round operation.

Immediate Need Recommendations

As the community works towards establishing allowed camps, we immediately need to provide safety and support to our unhoused community members. As this report was being developed, there were four large unsanctioned camps that had emerged and countless community members camping as individuals or in small groups throughout Anchorage. While all this activity is unsanctioned by the Municipality (MOA), it was decided that with the closure of low-barrier shelters, camps would not be by allowed the MOA.

Therefore, it was essential to the Task Force that immediate action be taken by the Municipality to keep unhoused community members and surrounding neighborhoods safe by providing an immediate need response.

The immediate needs recommendations were crafted by the Task Force and provided for consideration to the Assembly in May 2023. The Task Force hasn't reviewed and doesn't endorse any particular AR or AO put forward after their immediate need recommendations. These recommendations are superseded by the General Recommendations and are included below for documentation purposes.

The immediate need recommendations include:

1. Each community council should provide the Municipality with a preferred location for an allowed camp and emergency shelter by July 1, 2023.
2. The Municipality should ensure that as much as practical and feasible, whether through community assistance or direct funding, the following services for individuals are provided at the proposed locations or other locations:
 - a. Regular clinical and support services as determined by the populations needs at each camp.
 - b. Potable water
 - c. Sanitation
 - d. Harm reduction, to include sharps containers and Narcan
 - e. Electricity
 - f. Food
 - g. Gathering space
 - h. Accessible by all providers, i.e., an open campus
 - i. Security, including adequate fencing to protect individuals from wildlife and other dangers, and an access plan, including established entry and exit points
 - j. Action and mitigation oriented good neighbor agreement between providers and nearby Community Councils
 - k. Raised tree canopies of 6 to 8 feet for any wooded campsites
 - l. Wi-Fi or other internet accessibility
 - m. Structured supports for tents, including wooden pallets or other platforms to allow tents to be off the ground with adequate rain protection
 - n. Fire suppression devices are to be available at each campsite
 - o. Animal deterrents will be available at each campsite
 - p. Mitigating off-site impacts
 - q. As appropriate, women, families with children, or other vulnerable populations only designated areas should be provided

3. The Municipality should request 9 Anchorage School District (ASD) relocatable or portable buildings to support allowed camps as described below in the location suggestions.
4. The Municipality should acquire 90 Pallet Shelters as a sole source purchase from Pallet to support allowed camps as described below in the location suggestions.
5. The Municipality should request Habitat for Humanity, the State Department of Corrections, and any other interested parties to construct tiny homes for use as described below in the location suggestions. For use in allowed camps only, the Municipality should bring forward an ordinance to temporarily waive any Title 21, Land Use, and Title 23, Building Safety, requirements that would hinder these structures' usage while not subjecting the occupants to unreasonable life and safety risks.
6. The Municipality should request private landowners with large vacant or unused parking lots to consider sponsoring an allowed campsite, if legal to do so in compliance with the Municipal Code.
7. The Municipality should put out a quick-turnaround Request for Proposal or waive Title 7 requirements to solicit providers/operators for allowed camps. A single provider should manage no more than two allowed camp locations.
8. Proposed Immediate Allowed Camp locations:
 - a. In Assembly District 5, East Anchorage, the Municipality should support the usage of Centennial Park Campground as an allowed camp under the following parameters:
 - 50 to 75 individuals
 - Start date of as soon as possible.
 - Closure date of September 4, 2023, which is the traditional closure date of the campground.
 - Tents should be limited to only established campsites.
 - Serve a single adult population.
 - Run as a low-barrier location with structured supports to begin and transition to an intentional camp.
 - 1 ASD relocatable building placed on site for service providers or to be used as office space.
 - b. In Assembly District 6, South Anchorage, the Municipality should support the usage of 1805 Academy as an allowed camp under the following parameters:
 - 20 to 40 individuals
 - Start date as soon as possible.
 - Year-round operations or until the building can no longer be occupied.
 - Serve as a transition for individuals previously staying at the Sullivan Arena if they have not been relocated to other shelters or housing.
 - Run as a low-barrier location with structured supports.
 - Make use of 10 of the rooms in the building for habitation.

- Up to 2 ASD relocatable buildings placed on site to be used for habitation or for service providers.
- c. In Assembly District 3, West Anchorage, the Municipality should support the usage of land around the Clitheroe Center as an allowed camp under the following parameters:
- 30 to 40 individuals
 - Start date as soon as possible
 - Closure date of September 1, 2024
 - Allow park-in areas for individuals to sleep in their vehicles in the parking lot or tents on land around the facility.
 - Building should not be used for habitation.
 - Serve the single adult population.
 - Run as a dry or non-substance use location.
 - Plan for transportation needs considering the distance of this location.
 - 1 ASD relocatable building placed on site for service providers or as an office space.
- d. In Assembly District 4, Midtown Anchorage, the Municipality should support the usage of vacant land at 40th and Denali, the former National Archives site, as an allowed camp under the following parameters:
- 50 to 75 individuals
 - Start date as soon as possible.
 - Closure date of September 1, 2024.
 - Allow park-in area for individuals to sleep in their vehicles in a designated space or in tents, and transition to Pallet Shelters and tiny homes.
 - Serve a single adult population.
 - Run as a low-barrier location.
 - 1 ASD relocatable building placed on site for service providers or as an office.
- e. In Assembly District 1, North Anchorage, the Municipality should support the usage of the vacant land that was formerly known as Viking Drive from Reeve Blvd to Commercial Drive as an allowed camp under the following parameters:
- 50 to 75 individuals
 - Start date as soon as possible.
 - Closure date of August 1, 2023.
 - Tents only.
 - Serve a single adult population.
 - Run as a low-barrier location.
 - 1 ASD relocatable building placed on site, if feasible, for service providers or as office space.

General Recommendations

The following Allowed Camp general recommendations result from small groups working together to define subject matter recommendations. All these recommendations have been compiled into this final list of general recommendations.

SITE SELECTION AND SIZE

1. All allowed camps should be in appropriate and legally zoned areas (through ordinance) of town to minimize impact on individuals and neighbors to the campsite.
2. Sites should be close to public transit, grocery or convenience stores and other services.

CAMP OPERATOR

3. A third-party operator should run operations with appropriate oversight by MOA.
4. The Camp Operator should hold the main contract to operate the camp.
5. The Camp Operator should be on-site 24/7.
6. The Municipality Request for Proposal (RFP) for a Camp Operator should include requirements based on these recommendations.
7. In the RFP scoring, preference or bonus points should be given to organizations with members with living experience.
8. The Camp Operator is required to use AKHMIS.
9. The Camp Operator should have a maintenance plan for assets on site, including all structures (temporary or otherwise) and amenities.
10. Security should be a subcontract of the Camp Operator and should be provided 24/7.
11. Food should be a subcontract of the Camp Operator. Food can also be coordinated with existing providers or community groups to reduce costs.
12. The Camp Operator should devise a system/plan for residents to receive mail.
13. Reporting and feedback are critical to the success of Allowed Camps. Reports should include the following:
 - a. Regular auditing of financials
 - i. Categories of spending and amounts
 - ii. Costs are broken down into per person per day
 - iii. Costs spent on subcontractors
 - b. Regular reporting of Success Metrics
 - i. Movement into housing

1. Transitional housing
 2. Permanent supportive housing
 3. Independent or workforce housing
- ii. Individual Statistics
1. How many individuals are staying at the site.
 2. How many individuals become workforce ready and enter the workforce.
 3. How many individuals are currently in the workforce.
 4. How many individuals are entering behavioral health supports.

CAMP RESIDENTS

14. The Camp Operator should manage screening of the individuals.
15. The Camp Operator should develop an agreement between themselves and the clients.
16. The Camp Operator should treat camp residents with dignity and respect.
17. Camps should be classified as low-barrier.

GENERAL SITE DESIGN

18. Each allowed camp should have a clearly defined limit to the total number of individuals on the site. The number of individuals on site should contribute to a human scale and safety.
19. There should be designated camps and areas within camps for vulnerable populations (e.g., women, families with children, elderly, disabled).
20. There should be a designated camp for sober individuals.
21. Pedestrian access to the Allowed Camp should promote safety.
22. The campsite should use a cleared or paved area or provide a gravel pad.
23. The site should be graded to promote drainage away from shelter sites and ensure proper drainage across the entire site.
24. The site should be accessible.
25. The site should allow for fire protection and truck access. The site plan should be reviewed with the Municipal Fire Chief.
26. Snow removal and storage should be considered in the design and layout of the site.
27. The camp should connect into utilities to provide water, sewer, and power. Where not possible, accommodations should be made to meet Sanitation and Utility Recommendations.

CAMPSITE LAYOUT (see Figures 1 & 2)

28. Individual campsites should be laid in pods or rows to create a neighborhood feel or community clusters.
29. When possible, individual campsite front doors should face each other, making for safe space – “eyes on the street”.
30. Each camping site be numbered clearly.
31. Each camping site should be assigned to a specific individual or individuals.
32. Individual camping sites should be a minimum of 10 feet apart.

CAMP DESIGN COMPONENTS (see Figures 1 & 2)

33. Camps should include a temporary 8-foot perimeter fencing with fire-code compliant designated entry and exit points.
34. Any building used within an allowed camp or to support one must be building and fire code compliant for their designated purpose.
35. Structures should be temporary semi-permanent structures which have at minimum a 5-year lifespan.
 - a. Phasing should be considered as structures are purchased / built / shipped up to Alaska.
36. The camp should include an Administrative Office (possibly ASD relocatable building) for staff and service provide space.
37. The camp should include a community meeting and a warming building (possible ASD relocatable building) as a space for serving food, gathering, drying, warming, charging electronics.
38. Shelters for individual residents can be:
 - b. Pallet shelters
 - c. Yurts
 - d. Raised platform for ice fishing tents (winter) or tents
 - e. 64 sq. ft. engineered structure made by volunteers/carpenter apprentice program
39. Lockable storage lockers should be provided for individual residents.
40. Parking zones should be provided for car individuals and RVs.
41. The camp should include community outdoor gathering space.
42. The camp could include a garden area.

SANITATION

43. Camps should provide toilet/washroom blocks: 1 toilet per 10 residents with at least 1 ADA accessible unit.
44. Robust handwashing stations that cannot be easily moved should be provided.
45. Proper waste management and disposal should be coordinated on-site.
46. Showers should be offered on-site if possible. If not, the Operator must provide access to showers off-site.
47. Laundry should be offered on-site if possible. If not, the Operator must provide access to laundry off-site.

UTILITIES

48. Electricity should be provided on-site either permanently or temporarily to support proper lighting, phone, and electronics charging, Wi-Fi, and staff operations.
49. Wi-Fi and electricity should be provided to residents.

CAMP SECURITY/SAFETY

50. No camping within a ¼ mile radius of allowed camps should exist.
51. Camping sites near staff spaces should be reserved for disabled and vulnerable populations.
52. Brush and low tree limbs below 6' should be trimmed to maintain maximum visibility across the campsite.
53. Wildlife deterrents should be provided on-site (air horn, bear spray).
54. Fires within the camps should only be allowed in designated fire pits that the Municipality provides.
55. Fire suppression devices should be on site.
56. Camp Operators should consider a prohibition on propane or sanction its use.
57. Camp Operators should enforce laws around illegal behaviors.
58. Camp Operations and unarmed security staff should regularly patrol to check for safety and security concerns within the camps and the surrounding neighborhoods in a three-block radius for any camps in zoned residential areas.
59. Camp Operators should have a firearm plan that includes weapons storage in a safe, locked container outside the camp boundary.
60. In addition to best practice allowed camp rules and the rules imposed by the Camp Operator, camp residents should be included in developing rules for the camp.

61. Signage of established camp rules should be posted around the site. Rules should be reviewed with individuals at initial checking-in to confirm understanding, agree to, and comply with camp rules.

GUEST EMPOWERMENT

62. Operator should allow residents to become a part of the governance structure
63. Camp Residents should be involved in camp operations, such as fire watch, snow clearing, keeping each other accountable, and safety patrol.

COMMUNICATIONS

64. The Camp Operator should have a clear communication plan and infrastructure for individuals and neighbors to report problems. This includes:
 - a. A feedback loop between residents staying on site and operator,
 - b. A feedback loop between residents, operators, neighbors, and community councils,
 - c. A mechanism for residents to provide feedback on the Camp Operator, and
 - d. Develop written policy for handling internal and external complaints to the Operator.

FIRST AID

65. Every camp should have on-site first aid kits that include Narcan.
66. Camp Operators should provide a clearly defined first aid plan to administer emergent and urgent care as needed.
67. First responders and other medical service providers should be accompanied by security when visiting the site.

FOOD SERVICES

68. The Camp Operator should create a plan for on-site individual or group cooking and food storage.
69. Camp Operator should create a plan for non-guests seeking food.

PETS

70. Dogs/pets should be allowed on site with camp residents.

71. The Camp Operator should create a pet plan to ensure the safety of the residents and the pets.

SUPPORT SERVICES

72. The Camp Operator staff should provide a central location for residents to connect with camp information and outside services.

73. The Camp Operator should coordinate with other service providers to connect camp residents to services that help the residents move toward stability and housing, including:

- a. Medical Appointments/Clinical Services
- b. Case Management
- c. Translators
- d. Connections to Resource Centers
- e. Permanent housing assistance
- f. Work opportunities, job training, and education
- g. Food stamps
- h. Medicaid/Medicare
- i. Social Security Benefits
- j. BIA/Alaska Native benefits
- k. Relocation services (connecting Guests to their families or hometowns)
- l. Transportation, i.e., bus passes as appropriate, e.g., for confirmed appointments
- m. Donated items from other non-profits, community councils, etc.

FIGURE 1: MOA Allowed Campsite Layout Concept 1

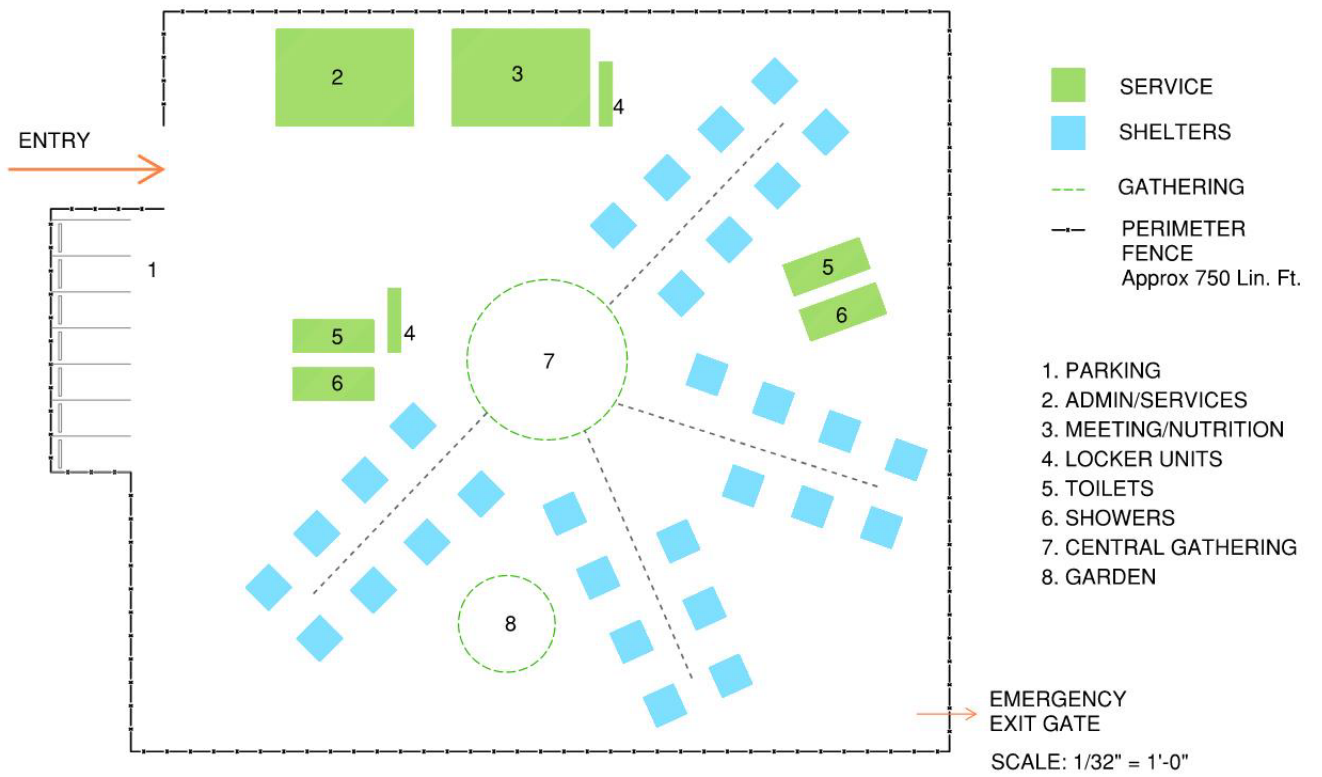
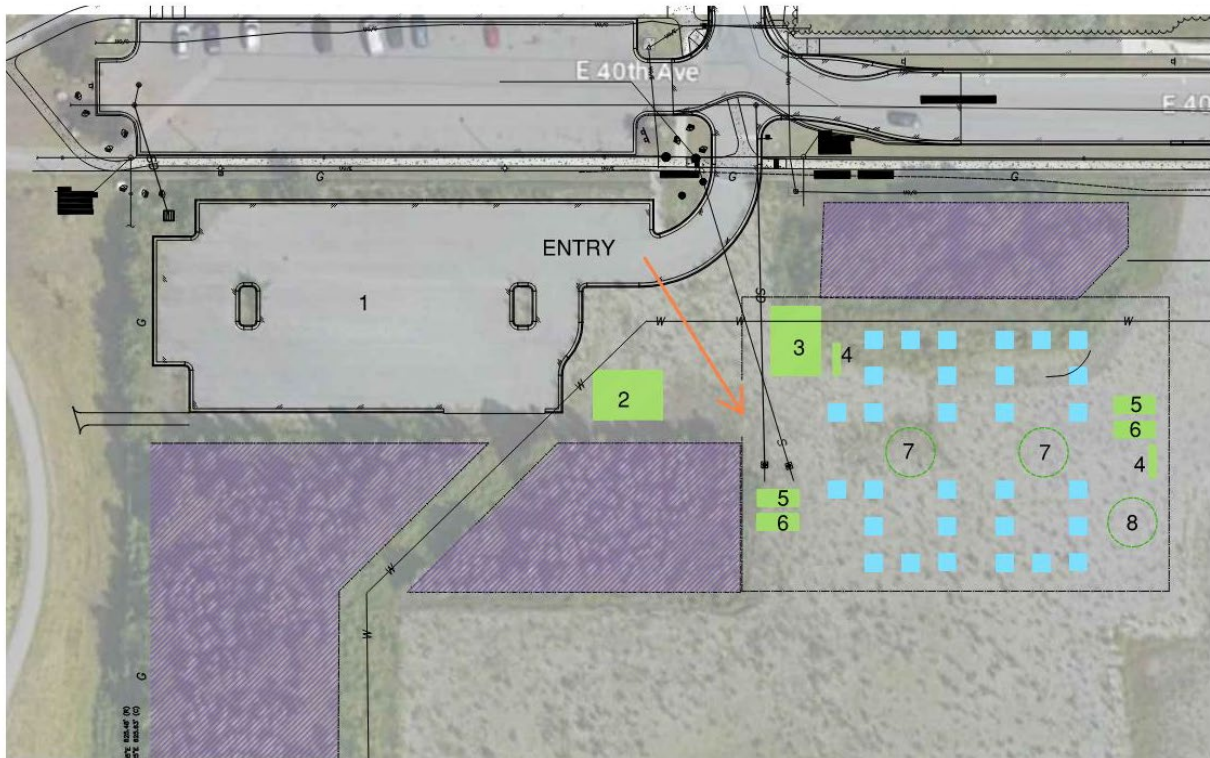


FIGURE 2: MOA Allowed Camp Site Layout Concept 2



- | | |
|----------------------|----------------------|
| 1. PARKING | 5. TOILETS |
| 2. ADMIN/SERVICES | 6. SHOWERS |
| 3. MEETING/NUTRITION | 7. CENTRAL GATHERING |
| 4. LOCKER UNITS | 8. GARDEN |

SCALE: 1/64" = 1'-0"