

360 Final Report

ECWS 3rd Party Oversight

Contract #2024003570

Presented by RRS

Restorative and Reentry Services, LLC

August 2025



Was the ECWS system for 2024-2025 operated in a manner that was consistent with the terms of the shelter contracts, the expectations of the shelter clients, and for the good of the community?

Yes.

(How does RRS know this? As 3rd Party Oversight, we look at shelter operations from the top down and the bottom up)

ECWS 2024-25 System Capacity

- E. 56th Congregate: 200 (CSS)
- Henning House: 52 (Henning)
- Merrill Field: 48 (Henning)
- Alex 1: 132 (MASH)
- Alex 2: 100 (Henning)
- TOTAL 532*

**Less capacity than the 2023-2024 Emergency Cold Weather System*

Timeline of Site Opening:

CSS

- E. 56th October 2024

Henning

- Alex 2 October 15, 2024
- Henning House October 15, 2024
- Merrill Field October 31, 2024

MASH

- Alex 1 November 30, 2024

Anchorage's ECWS Program for the Winter Season of 2024-2025

3PO Timeline



Goal of RRS was to oversee ECWS shelter operator contract compliance, define lessons learned, identify strengths and weaknesses, identify gaps in services, and make recommendations.

2023-2024

**Unique Individuals Served
in Shelter: 2022**

With 574 available beds

2024-2025

**Unique Individuals Served
in Shelter: 2193**

Unique Stays: 5626

With 532 available beds

(Average stay length of stay 20 days.)

**More individuals served in 2024-25 season than the year prior
with less available beds.**



2025 Warming Data (January through June 2025)

Unique Individuals Served: 1,834

Total visits: 9,677

of people who used warming 1 time: 907

of people who used warming 2-9 times: 684

of people who used warming 10+ times: 130

of people who used warming 20+ times: 113 (ranging from 20-99 touchpoints per person)

*All data has a margin of error of +/- 5%

As 3rd Party Oversight – How To Make ECWS Work? Buy-In:

HAVE A COMMENT, CONCERN,
OR SUGGESTION?

**WE WOULD LIKE TO
HEAR FROM YOU**

PLEASE CALL, TEXT OR EMAIL:
CATHLEEN MCLAUGHLIN
EMILY ROBINSON
RESTORATIVE & REENTRY SERVICES,
LLC

PHONE:

907-342-5380

EMAIL:

cathleen@restorativeentryservices.com
emily@restorativeentryservices.com



RRS is operating under a third party
oversight contract of the Emergency Cold
Weather Shelters 2024-2025

- Hosted 2 weekly meetings to coordinate and integrate shelter services with shelter operators, ACEH, AHD, the Mayor's Office and community providers
- Submitted Weekly Reports to the Mayor's Special Assistant(s) on Homelessness
- Visited all ECWS sites at least once per week
- Available for shelter clients to timely address issues, challenges and concerns 24/7
- Coordinate daily communication between shelters, emergency providers, & community programs to serve clients, & coordinate services during camp abatements
- Create processes, systems and relationships in order to (1) optimize shelter beds, and (2) provide real-time decision-making regarding in-flow, stability in shelter, and out-flow of shelter clients
- RRS Final 360 Assessment of (Lessons Learned)

An Integrated Homeless Response System

Effective & Efficient Use of Shelter Beds

- Operators paid for bed used “Head in the Bed” rule
- Coordination – Daily Census reported each morning
- Initial use of Coordinated Entry, modified to hybrid, modified to need
- Beds offered each morning reported in real time
- Priority given to APD Hope, outreach, emergency responders, etc.



BE PART OF THE SOLUTION

- Anchorage Municipality
- APD HOPE Team & Anchorage Police Department
- Catholic Social Services
- Henning, Inc.
- MASH
- Anchorage Coalition to End Homelessness
- Downtown HOPE Center & Soup Kitchen
- In Our Backyard
- Anchorage Fire Department & Mobile Crisis Team
- SALA Medic
- Anchorage Recovery Center
- True North Recovery
- Southcentral Foundation
- ANMC/Providence Hospital/Alaska Regional
- **Community Funders – Donated funds used to fill the gaps**

Essential Partners Supporting System Integration



BE PART OF THE SOLUTION

Inflow and Outflow of Shelter

Inflow:

Community Organizations
Ombudsman's Office
Walk-ins/Self-referral
Department of Corrections
ASP/APD/AFD
Hospital Discharges
Abatements
Shelter-to-shelter transfers
(including shelters outside of
ECWS)

SHELTER

Outflow:

Referrals
Transitional Living Programs
Sobriety Services/Housing
Discharges
Housing
Return Home/Return to Family



RRS

BE PART OF THE SOLUTION

Gaps

Internal to Shelter

- Transportation
- Case Management
- Phone accessibility
- An ability to communicate and respond in real-time
- Client-on-client theft
- Storage of property – 2 totes
- Timing of bunk flips
- Real-time Data

External to Shelter

- Lack of Affordable Housing
- Waitlists – Lack of Real-time referrals
- Services for individuals who cannot perform activities of daily living (ADLs)
- Linkage to sustainable Behavioral Health
- Crisis Stabilization Options – shelter became the default
- Access to Real-time Responses Outside business hours
- Access to Real-Time Data

RRS's Third Party Oversight Key Recommendations:

- 1. Systematize integration of ECWS and year-round shelter services**
- 2. Grow real-time collaboration processes between emergency providers, community programs, and shelters**
- 3. Provide a 24/7 phone number available to all shelter clients to timely address client questions and concerns**
- 4. Allow shelter programs to have expanded access to information about clients to better serve the individual, shelter should not be based simply on want but need**
- 5. Allow shelter sites more opportunities to host community programs and services within the shelter**
- 6. Provide more robust client transportation at all shelter sites**
- 7. Utilize existing community and MOA programs to provide emergency providers and individuals needing a place to rest 24/7 access to an indoor space**

3 Basic Stages of Homeless to Housed

•**Survival**- Persons experiencing homelessness need a place to rest so they can start to move from survival to stability. People in survival mode are utilizing our emergency services at extremely high rates and have high financial and social cost to us all.

•**Stabilization**- As people feel more secure, they need a more stable shelter situation, including privacy, safety, and access to supportive services.

•**Sustainable**- All people experiencing homelessness deserve “housing first” but simultaneously their changing needs must be met with appropriate level of service. We want to avoid jumping from sustainable back to survival without access to stabilization as needed.



RRS

BE PART OF THE SOLUTION

Use of an Integrated Homeless Response System

- Integrated responses need to be tailored to client needs so that services are right time, right place, and right level of care works. Wait lists don't work.
- The 2024-2025 ECWS system demonstrated that integration and coordination of shelter and community services works to optimize outreach, inflow to shelter, identify and address client needs, and create outflow from shelter services
- An Integrated Homeless Response recognizes the complexity of people's lives- often the path out of homelessness is not a straight line.
- An Integrated Homeless Response matches client need with level of service.
- Building an integrated homeless response system requires effective triage, communication, collaboration, coordinated services and real time response.
- An integrated homeless response has many levels of care that clients can access as their needs change.



- **Triage and Communication:** An integrated response requires an effective triage system that works in real-time, ensuring individuals receive immediate support.
- **Right Service:** An integrated response matches client needs, wants and agency with the appropriate level of service.
- **Coordinated Resource Network:** An integrated system coordinates resources, incentivizes collaboration, and delivers measurable results through data-driven decision-making that supports and fosters collaboration and information sharing among service providers.

Tools for An Integrated Homeless Response System



RRS

BE PART OF THE SOLUTION

WE ARE ALL A PART OF THE SOLUTION

We passionately believe that an integrated homeless response system is necessary as we move forward to address homelessness in Alaska. Please contact us with questions, proposals or ideas.

**Cathleen McLaughlin, J.D./M.B.A.
Emily K. Robinson, MS**

**Restorative & Reentry Services, LLC
3734 Mount Blanc Circle
Anchorage, AK 99508
907-342-5380**

cathleen@restorativeentryservices.com

emily@restorativeentryservices.com



BE PART OF THE SOLUTION