

# **Restorative and Reentry Services, LLC**

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## **Emergency Cold Weather Shelter 3<sup>rd</sup> Party Oversight**

### **Weekly Report for Week 4**

**Project Name: 3<sup>rd</sup> Party Emergency Shelter Oversight**

**Date: Reporting period December 11 - 17, 2023**

**Date Submitted: December 31, 2023**

**Submitted by: Cathleen McLaughlin, JD/MBA**

**Monica Gross MD, MPH**

#### **A. Background**

As required under Contract #2023003145, fully executed on November 17, 2023, RRS submits its Weekly report for Week 3. This report is for the period December 11 – 17, 2023.

To ensure RRS is in compliance with the terms of the Contract, as discussed with AHD, RRS will submit a separate weekly report for weeks 2, 3, and 4 on December 31, 2023.

Week 1	11/18 – 11/26	(submitted)
Week 2	11/27 – 12/3	12/31/2023 (submitted)
Week 3	12/4 – 12/10	12/31/2023 (submitted)
Week 4	12/11 – 12/17	12/31/2023 (submitted)

Moving forward, weekly reports will be submitted, using the following schedule:

Week 5	12/18 – 12/24	Submit by 12/27/23
Week 6	12/25 – 12/31	Submit by 1/3/2023
Week 7	1/1 – 1/7/2024	Submit by 1/10/2024
Week 8	1/8 – 1/14/2024	Submit by 1/7/2024
Week 9	1/15 – 1/21/2024	Submit by 1/24/2024

**B. Actions taken during this Reporting Period**

1. RRS focused on the operations at the 3 Emergency Cold Weather Shelter sites – The Cold Weather Shelter (CWS) at 1111 E. 56<sup>th</sup>, The Alex Hotel, and The Aviator. RRS went to each facility at least once this week and did 5 random visits to ECWS locations during this reporting period.

2. RRS Townhalls were conducted at each site. The current Townhall schedule is:

a. Alex – 2 p.m. Tuesdays ( ? attended) (RRS had to attend by phone and is not sure how many attended)

b. CWS – 2 p.m. Thursdays (1 attended)

c. Aviator – 2 p.m. Fridays (8 attended)

Assembly Member Felix Rivera joined each of the Townhalls. RRS was not able to host the Alex townhall in person but facilitated the townhall via phone. This was not ideal by any means but was the only option available. Because Assembly member Rivera had notified AHD he would be attending, Shelter Operator staff and leadership did attend.

While at the various ECWS sites, RRS realized that it was not proactively encouraging client participation at the Townhalls in a way that was working. This week, where only 1 client came to the Townhall at CWS, RRS realized it needed to re-tool and asked ECWS staff if the locations of the Townhall could change. Instead of being on the 2<sup>nd</sup> floor, away from clients, RRS requested it be given a spot in the TV/Community room. RRS will also bring a food item to share.

When RRS was at CWS on Thursday, November 14, 2023, RRS walked through the shelter to connect with clients and learned from some there was a belief that the “Townhall” required them to go down to City Hall. This was a very key reminder to RRS that its messaging needed to improve.

3. Attended the weekly Third-Party Oversight Meeting on Wednesday December 13, 2023. The weekly meeting includes Henning, Inc. CEO Shawn Hays, Community Liaison Rob Seay, Director of Operations, Crystal Abbott, site managers Cesar (CWS), Ana (Alex), Sarah (Aviator), AHD representative Alexis Johnson, Alaska Hotel Group representatives Sheldon Fischer, Christine Fischer, Suzanne, and RRS representatives Cathleen McLaughlin and Monica Gross.

4. Interviewed 11 clients at the various locations to gain input on the client services offered at each ECWS location. Having on-going conversations with clients at the various sites is assisting RRS in understanding the level of services being offered and in identifying gaps in the ECWS operations.

5. Received 6 concerns from clients that were directly relayed to shelter staff. A formal complaint process is now being utilized after much discussion at the weekly 3<sup>rd</sup> Party Oversight Meetings. As stated in last week's report, RRS has agreed to create an excel spreadsheet that will list client concerns. RRS will also begin using a formal complaint form provided to it by AHD. There are 3 levels of complaints:

Level 1	Low –	Easily resolvable after being identified
Level 2	Medium –	Needs attention and formally documents
Level 3	Urgent -	Immediate attention needed

RRS did relay 1 level 2 concern to AHD and ECWS staff by formal complaint via email regarding allegations of mistreatment of a client at the Alex Hotel during this period. Details of these formal complaints will not be shared in this weekly report in detail but, RRS is available to provide further detail upon request.

All other concerns were addressed in real-time by ECWS staff on-site. RRS will begin to more aggressively document these low-level concerns so that AHD can maintain a record of all concerns RRS has received.

6. Accepted 14 calls from shelter clients that did not rise to client complaints. Examples of these calls are:

a. Clients at Aviator who are 'partners' requested to be allowed a couple's room. RRS forwarded request to ECWS staff at Aviator.

b. Client at CWS who has job downtown requested he be considered for a bed at Aviator. RRS forwarded request to ECWS staff at Aviator.

c. 4 clients at CWS called RRS about not receiving Native Corporation checks at CWS. Mail is becoming a hot topic for clients. This topic has been addressed at the townhall, and by ECWS staff at CWS. RRS appreciates that CWS shelter staff cannot guarantee mail delivery. RRS will be making recommendations in the coming weeks around this issue.

d. Clients stealing from other clients. RRS has directed the individuals to speak directly with ECWS shelter staff and report these events in real time. (Note: As RRS has become more present at the 3 ECWS sites, RRS expects there will be more concerns raised about clients taking items from other clients. This will be an issue RRS will address more fully in coming weeks.

e. Clients wanting an opportunity to move from CWS to the Alex or the Aviator. (Note: As stated in last week's report, this is becoming a regular conversation with clients at CWS). RRS continues to message to these clients to speak with ECWS staff, and the housing specialists.

7. There continues to be confusion between the 3<sup>rd</sup> Party Oversight contractor (RRS), the shelter operators, and AHD with respect to the scope of RRS's work. As noted in the last 2 week's reports, the confusion and perceived frustration is recognized by AHD, RRS, and the Shelter operators. To address this, AHD is scheduling a meeting with RRS for next week to openly address this. This issue regarding intentions, communication, process, and contract obligations is impacting the work of those concerns. The overarching goal of RRS is to create a system of communication and process moving forward so that confusion and frustration can be allayed, and that the focus of all parties' energy is to serve ECWS clients in the best manner possible.

**C. Action Item Report, Process and Plan (What has been Accomplished)**

1. Key issues regarding communication need to be resolved among the parties impacted by the 3<sup>rd</sup> Party Oversight Contract. Until these issues are resolved, energy will be taken away from the goal of enhancing and improving the ECWS system.

2. Client services - despite some concerns being raised, overall, RRS is of the opinion that the ECWS is that it is stable, needs some improvement, particularly with respect to real-time communication and transparency, but otherwise healthy.

**D. Action Items for the Report Week of December 18 - 24, 2023 - Report, Process and Plan (What Will Be Accomplished)**

1. Continue to build a working relationship between RRS, AHD and the ECWS operators.

2. Better message about the weekly townhalls at each site so that clients can appreciate they have a voice in making each ECWS site a better version of itself. (Same as Weeks 2 & 3 report).

3. Determine what data RRS needs to have, and make the requests accordingly, in order to comply with the terms of the 3<sup>rd</sup> Party Oversight Contract. (Same as Weeks 2 & 3 report)

4. RRS will put more time at each ECWS location to ensure that it is more aware of activities at each site at various times of the day.

**E. Recommendations, Conclusions and Summary**

RRS's overall opinion remains that the ECWS system in place is stable at this time.

RRS is hopeful that communication between AHD, Shelter Operators and RRS will improve.

RRS is committed to conduct work under this 3<sup>rd</sup> Party Oversight Contract with the goal of providing open channels of communication, a willingness to openly address challenges and opportunities, and to work with all individuals involved in Cold Weather Shelter Services. RRS is

also open to and encourages constructive comments and criticism so it can perform as best as possible under this Contract.

Any questions, please contact RRS through phone, text, or email at any time.

**Respectfully,**  
**Cathleen N. McLaughlin, J.D./M.B.A.**  
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