

**Facilitated Collaborative Process
between Administration and Legislative Drafting Group
for Mass Care and Long-Term Navigation Decisions**

Implementation Status Update 031622

The workgroup is continuing to meet to maintain alignment and progress through implementation of the client / community focused approach for exit from mass care that was unanimously approved by the Mayor and Assembly in AR2021-350. **A communications specialist will be joining the facilitated workgroup to support proactive communications with the community about the mass care exit activities.** The next meeting is March 23, 2022.

Status updates since last report are in **bold**.

Highlights:

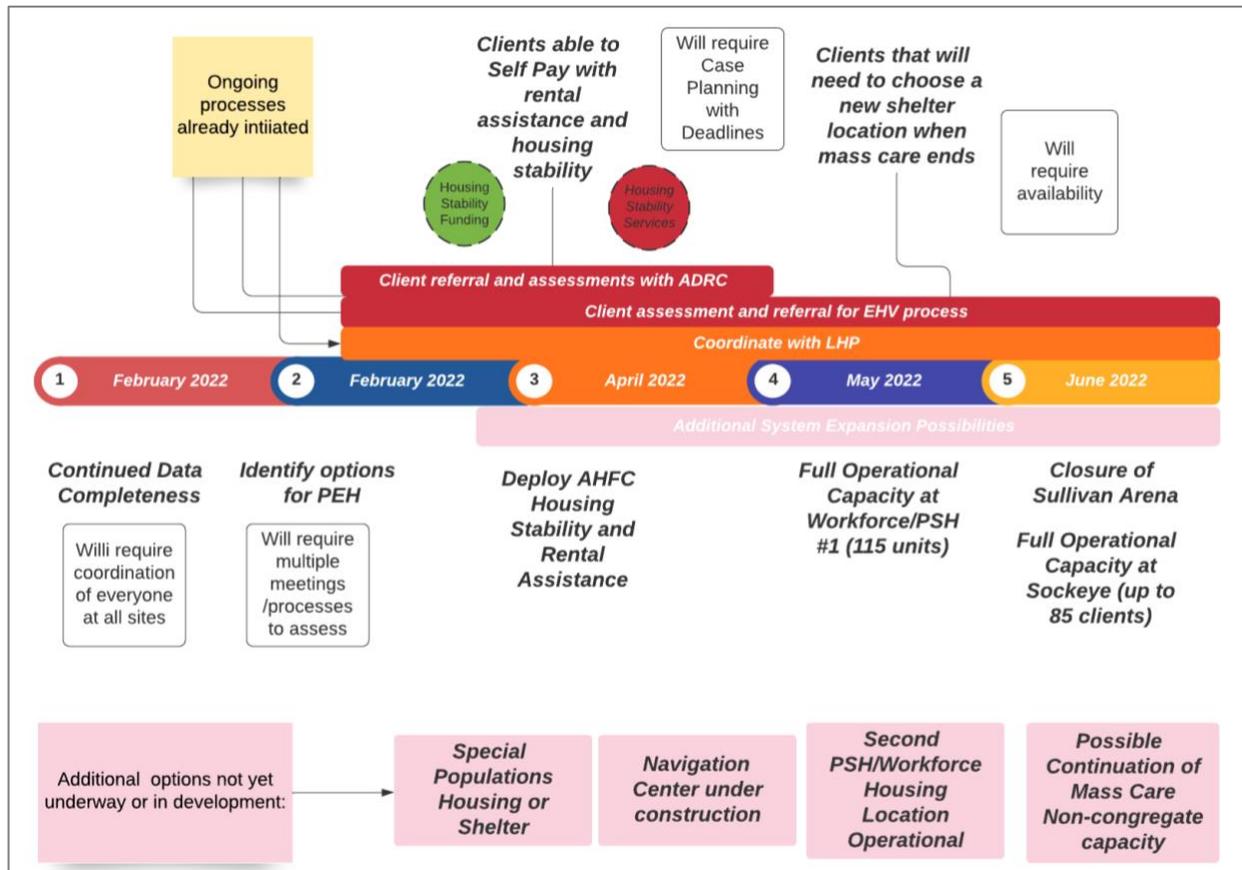
The mass care exit strategy aligns with and closes gaps in the Anchorage Homeless Prevention Response System. **Parallel activities are underway outside of the facilitated process to accelerate moving people into housing to reduce the need for temporary shelter beds.** The resulting enhanced system will provide compassionate and more effective care for Anchorage's vulnerable people experiencing homelessness by providing wrap around support based on what each individual needs. The planned improvements will apply best practices for coordinated entry, navigation center shelters, behavioral and substance abuse treatment, permanent supportive housing and minimize adverse community impacts. Collaborative funding will be obtained from a variety of sources including public-private partnerships.

- Sockeye Inn Complex Care – The purchase of the facility by Ship Creek Community Assets II (SCCA II) is on track to close by March 31, 2022 and will be operated by Catholic Social Services (CSS). **CSS complex care operations will commence on June 1. The Assembly approved a \$1.0675M appropriation from the Alcohol Tax to support complex care operations.**
- PSH / WFH – The Barratt Inn is on hold pending additional information about the cost and timing for renovations. An alternative site has been identified and discussions are continuing with the current owner to determine whether to proceed.
- Navigation Center – A contract is being negotiated with the successful bidder for the Tudor Elmore Navigation Center construction management. **On March 15, the Assembly approved a \$800K appropriation request / restricted contribution for design or design / manufacture of the navigation center. Future appropriation by the Assembly will be required prior to proceeding with construction.** The location selected is directly west of the originally proposed site of the Tudor Elmore Evidence lot and is adjacent to the Evidence lot and APD offices. Construction on the site will be less expensive and faster since the vehicles in the Evidence lot do not need to be relocated **and there are fewer wetland concerns.**
- Special Populations Shelter – A location has not been identified; **however other entities have plans underway that will serve at least some of this population.**
- Substance Abuse Treatment and Housing – Salvation Army is continuing to seek funding from the State of Alaska to reopen the 68-bed treatment facility that was damaged in the

2018 earthquake. **The workgroup is continuing to discuss other opportunities to close gaps in this area.**

Implementation Update:

- **Timeline:** An integrated implementation effort is underway to support exit from mass care by June 2022.



- **Funding Plan** - A fund has been established at the Alaska Community Foundation (ACF) to collect and timely distribute capital funds from public and private sources in support of collaborative funding for implementing the plan. The fund gives spending authorization to the Mayor, Assembly, and private funders / philanthropy. Funders to date have specifically designated projects(s) for their respective funding. To date, \$9.5M has been placed in the fund at ACF. \$2M is committed but not yet transferred to ACF, all designated for specific projects.

\$3.5M of the funds at ACF are from philanthropy: Rasmuson Foundation, Chugach Alaska, and Calista. \$2M is committed but not yet transferred to ACF: Weidner Apartment Homes and Providence. There are multiple discussions underway with other potential funders. Some funders have indicated support will be forthcoming but have not settled on the final commitment level or intended purpose. Potential funders' decisions are highly dependent on their confidence in the ongoing support of both the Mayor and Assembly for the funding and implementation of the strategy.

The Assembly / MOA appropriated \$6M for capital investments into 3 planks of the exit strategy: Complex Needs Shelter, Permanent Supportive / Workforce Housing (PSH/WH), and a Single Adult Shelter / Navigation Center. In addition, MOA has requested \$15M from the State of Alaska in the 2022 Legislative Request to be used for the Single Adult Shelter / Navigation Center, PSH/ WH and a Special Populations Shelter. Initial discussions between the Mayor and the Governor / Legislature have been positive.

Funding for sustainable operations is being developed and is necessary to attract owners and operators willing to operate and sustain these sites once they are brought on-line. Operating fund sources include HUD (ESG, CDBG, Home), state, MOA, and philanthropy. Sources are tied to specific client needs and program requirements and require continued collaborative investigation to secure the needed funding. The workgroup is developing an overall operating finance plan to detail the anticipated operating costs and potentially available funds for both shelter and supported housing components of the strategy.

The working group will continue to consult with MOA Legal, Planning and Procurement to confirm requirements for purchase and operation for sites that include funding from the MOA.

HUD has provided a Technical Assistance resource to Anchorage for the next 3 months that will be actively engaged in support of the mass care exit strategy.

- **Complex Care Shelter:** *(This shelter was previously referred to as Medical Fragile, Medical Convalescence. We have determined that the more appropriate terminology is “complex care”.)* The facilitated plan to exit mass care is to move people as quickly as possible out of mass care to more suitable shelters and ultimately to housing. Over 150 people with medical needs have been identified within the current homeless prevention response system. The Sockeye Inn was identified by the facilitation group as the site for sheltering and caring for persons experiencing homelessness with medical concerns and/or disabilities for whom a congregate shelter exacerbates risk.

The Sockeye Inn will provide shelter and more suitable care in approximately 61 units serving up to 120. This shelter will address a long-standing gap within the current continuum of care system.

A Purchase Sales Agreement has been signed between the Sockeye Inn and Ship Creek Community Assets II (SCCA II). SCCA II has finalized due diligence and has agreed to proceed with the purchase. The property sale is on track to close by March 31, 2022.

Funds for this purchase are a combination of private and public funding. The MOA will contribute \$2M, and non-governmental funders will pay the balance to cover the purchase price and closing costs. In addition, Doyon has agreed to provide beds, linens, storage units, and an automatic door access system for the facility.

The Catholic Social Services (CSS) Board committed to operate the Sockeye Complex Care facility. ***CSS will begin complex care operations on June 1, 2022. Transition plans, including communications with current residents, are being developed***

The estimated annual operating cost is \$3M - \$4M. AHD is drafting a proposed amendment to the city's HUD Consolidated Plan to secure \$1.2M in CDBG-cv funds. This is a 90-day HUD process that will be coordinated with the ACEH which is the HUD designated Continuum of Care (CoC) for Anchorage's shelter and homeless response

system. ***The Assembly approved a \$1.0675M appropriation from the Alcohol Tax to support complex care operations on March 15.***

- **Permanent Supportive Housing (PSH) / Workforce Housing (WFH)**: Clients served by PSH include people experiencing homelessness who can live independently with suitable support services. Clients served by WFH include employed individuals who are experiencing homelessness but cannot afford the market housing. Several hundred units are required to meet the needs of existing mass care clients.

ACEH, as the community coordinator for analyzing and managing gaps in the homeless response system, is working with philanthropic partners to explore suitable sites and financing options for acquiring properties.

The Barratt Inn was identified by the facilitation group for potential conversion to approximately 90 workforce and supportive housing units. Negotiations with the owner have been halted because of the need for additional information from the owner to substantiate the level of renovation and cost required to make the facility safely operational. The timeline and cost for renovation need to be clearly determined and more fully assessed before proceeding any further.

A potential alternative site has been identified to either take the place of or be in addition to the Barratt Inn. The location of the site will be shared once the workgroup confirms the site is available and suitable for use. ***Discussions are continuing with the owner to determine if a Purchase Sales Agreement can be successfully negotiated. If an agreement is reached there will be a thorough due diligence process to confirm the viability of the site for WFH/PSH prior to completing the purchase. Information regarding the specific location will be made available if a Purchase Sales Agreement is reached.***

Neither the MOA nor the private funders are interested in owning the potential sites. Discussions are underway with a local non-profit entity who has indicated interest and willingness to own the facility, pending decision by its governing entity.

Operating budgets and identification of sustainable funding sources (such as AHFC rental subsidies and housing stabilization funds) are under development with housing providers including RuralCap and NeighborWorks Alaska.

Efforts continue to identify additional units to fill anticipated capacity needs identified for the mass care exit strategy. There are other PSH projects underway in the community that may expand the availability of units that can support mass care exit.

- **Single Adult Navigation Center**: The Single Adult Navigation Center will provide temporary shelter and other navigation support services for persons experiencing homelessness that are over the age of 25 and do not meet the criteria and/or capacity limits for other shelter or housing locations. Most of the clients served at this location are typically single adult men. ***The navigation center will be a low-barrier, service-enriched shelter focused on moving persons experiencing homelessness into permanent housing. The navigation center will provide temporary living facilities while case managers connect individuals experiencing homelessness to jobs, public benefits, health services, shelter, and housing.***

The center is to be in the Tudor/Elmore vicinity with a capacity of 200 beds with possible surge capacity up to an additional 130. \$2.8M has been appropriated by the Assembly to cover preliminary design (up to \$800K) and manufacture costs for the successful RFP response. ***The Assembly approved the \$800K appropriation request for design at the March 15 Assembly meeting. The remaining \$2M to be used for manufacture and installation will be under consideration by the Assembly after the design is completed.***

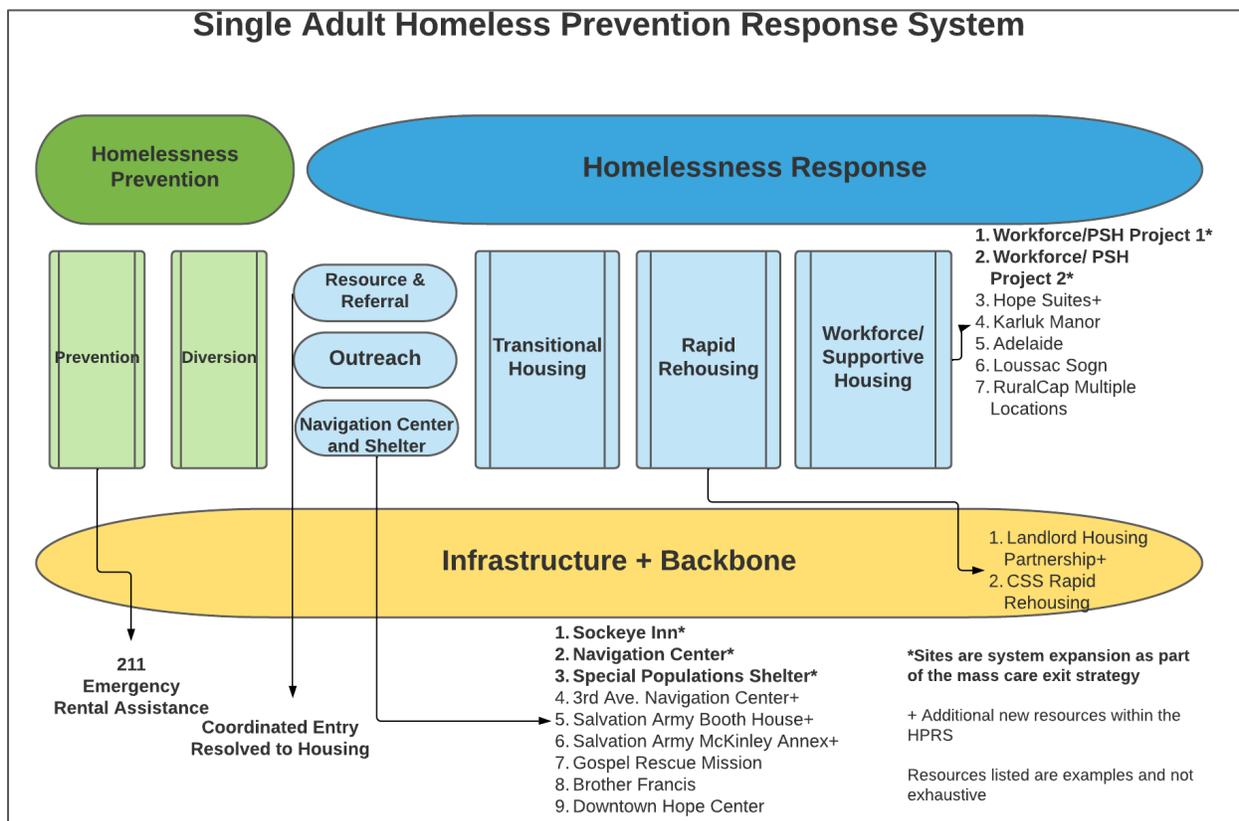
[RFP 2022P007](#) for construction manager / general contractor services for the Tudor Elmore navigation center closed on February 24. Negotiations are underway with the successful bidder. The location selected is directly west of the originally proposed site of the Tudor Elmore Evidence lot and is adjacent to the Evidence lot and APD offices. Construction on the site will be less expensive and faster since the vehicles in the Evidence lot do not need to be relocated ***and there are fewer wetland concerns***. Once the contract is signed additional information will be available. ***A MOA Project Manager is being assigned to the project to oversee the design, planning and implementation effort.***

AHD and ACEH will collaborate to draft navigation center operating best practices leveraging work that is already underway for the 3rd Avenue Navigation Center. ***This work will support decisions regarding the programs and practices that will be provided at the Tudor Elmore Navigation Center to inform the detailed design of the physical facility and the future operating costs.***

- **Special Populations** (Elderly, Women, LBGTQ+): A site location has not yet been identified: ***however, the workgroup is continuing to monitor other system enhancements planned and/or underway by other program providers that will be / may be serving this population (e.g. the Choosing Our Roots grant mentioned below).***
- **Substance Abuse and Housing**: Efforts are underway with the Salvation Army to return the 48th Avenue facility to service for providing 68 substance abuse treatment beds. The Boutet Company has completed the 65% engineering package for renovating the existing location to repair 2018 earthquake damage and allow safe occupancy using State of Alaska funds. Work is on hold until funds are secured from the State of Alaska 2018 earthquake response funds. Other potential Salvation Army locations are also being discussed for return to service. ***The workgroup is continuing to discuss other opportunities to close gaps in this area.***
- **Current Mass Care Operations**: AHD Mass Care is monitoring potential space at existing shelter locations that could be used to reduce the number of beds needed within current mass care operations.
- **Other System Enhancements**: In addition to implementation of the 5 planks of the exit strategy there is work ongoing by other partners in the homelessness prevention response system that create potential space for moving clients out of mass care. These include reopening and/or optimization of existing shelters to increase bed capacity (Salvation Army, Downtown Hope Center and Brother Francis), improving the system for utilization of rental assistance and housing stability funds, and the United Way Landlord Housing Partnership incentives. Choosing Our Roots (COR) has a \$500K ARPA grant from AHD for 10 units of LBGTQ+ (age restricted) safe shelter/housing.

As previously communicated:

- Facilitated Process Clarification: The Assembly members who are part of the facilitated process committed to collaborate with the Administration members to develop the recommended strategy and guide implementation of the mass care exit strategy. The Assembly members maintain frequent communications with the rest of the Assembly to share status updates and opportunities to provide input. The Assembly members neither represents nor guarantee the votes of other Assembly members on the recommendations that result from the facilitated process.
- We continue working together with commitment to collaborative process.
- We share goals to end homelessness and belief that navigation is only one part of the continuum of care; housing always a goal; shelter will be a part of navigation plans.
- Not politically focused – it’s about getting it right for the benefit of the community.
- Have agreed to a decision process that supports reaching agreement on quality decisions that are best for our community.
- Have agreed to a decision frame that includes problem statements, timeline, outcome goals, ranking criteria, alternatives to be considered and analysis to support decisions.
- Will socialize / communicate / vet progress with rest of Assembly and other key stakeholders and community partners to include Community Councils as discussions move forward.
- The mass care exit strategy aligns with and closes gaps in the existing Homeless Prevention Response System.



Envisioned System[#] After
 Mass Care Closure =
 Total Capacity | 172
 452 to housing
 623 to shelter/navigation
 97 to residential treatment

<u>Sockeye Inn Complex Care Shelter - 85 beds</u>	Brother Francis Shelter - 75 beds*	Gospel Rescue Mission - 43 beds	Salvation Army McKinley Annex - 15 women*
Salvation Army Booth House - 30 veterans%	<u>Special Populations Shelter - 120 beds^{^^}</u>	<u>Navigation Center - 200 beds~</u>	Downtown Hope Center - 55 beds for women
<u>Midtown Substance Misuse Treatment - 68 beds</u>	Clitheroe Substance Misuse Treatment - 29 additional beds for men	<u>PSH/Workforce Housing Project 1 - 115 units</u>	Hope Suites Housing - capacity for 72 women
	<u>PSH/Workforce Housing Project 2 - 115 units^{^^^}</u>	Landlord Housing Partnership - 100 units*	Coordinated Entry Resolved to Housing - 50 clients

[#] As of 2/22/2022
^{*}estimated numbers
[%] March 1st planned opening
^{^^}No identified location
[~]RFP issued 1/28/2022

Bold underlined text indicates specific projects identified by the facilitation group as part of the mass care exit strategy