

Restorative and Reentry Services, LLC

Email: cathleen@restorativeentryservices.com

emily@restorativeentryservices.com

(907) 342-5380, (907) 351-8632

Restorative and Reentry Services, LLC's Bi-Weekly Report

For the Period – 11/19/2025 – 12/2/2025 Under

3rd Party Oversight Contract

Project Name: 3rd Party Emergency Shelter Oversight

Submitted to: Thea Agnew Bembien, (Special Assistant to the Mayor), Becky Windt Pearson (Municipal Manager), Anchorage Assembly, Anchorage Health Dept., and Shelter Operators (Henning, Inc., and MASH)

Date: Reporting period November 19 – December 2, 2025

Date Submitted: December 3, 2025

Submitted by: Cathleen McLaughlin and Emily Robinson

A. Background

As required under the Contract For Professional Services with Restorative & Reentry Services, LLC (RRS), fully executed on October 31, 2024, and extended to December 31, 2026 by an amendment approved by the Anchorage Assembly on August 26, 2025, RRS submits its Report for the period November 19, 2025 – December 2, 2025. The Year-Round Shelter System has reached the maximum number of surge beds of 400, (150 at the E. 56th Avenue Shelter (operated by Henning, Inc.), and 150 beds at Linda's Place Shelter (operated by MASH), and 100 non-congregate beds at the Alex Hotel Annex (operated by MASH)).

B. Contract Compliance

	Non-Compliance	Pending/ Progressing	Compliant	Comments
Henning, Inc. E. 56th Shelter				
Integration, collaboration, contract compliance			X	
Health, Safety, Client Concerns		X		Maintenance issues at E. 56 th . See below for details.
Transportation		X		Client transportation has been inconsistent between shelters
Data Reporting			X	
Food (prepared and provided by Henning, Inc.)			X	Contract states a minimum of 2 meals provided/day
MASH (Alex & Linda's Place)				
Alex Non-Congregate Shelter				
Integration, collaboration, contract compliance			X	
Health, Safety, Client Concerns			X	
Transportation			X	
Data Reporting			X	
Food (contracted through Beans Café)			X	
Linda's Place				
Integration, collaboration, contract compliance			X	
Health, Safety, Client Concerns		X		Maintenance issues at Linda's Place. See below for details.
Transportation		X		Client transportation has been inconsistent between shelters
Data Reporting			X	
Food (contracted through Beans Café)			X	

C. RRS Highlights & Events

1. Number of major/critical incidents in the shelter system from this reporting period: 0. All incidents managed internally by shelter operators without significant RRS involvement, (included client medical emergencies and management of client behavioral issues). (Note: RRS is reviewing the need for on-going staff training at all sites to enhance positive staff/client interactions. All incidents were reported to RRS by shelter operators).
2. Over the past reporting period, several small waves of surge capacity were conducted at Linda's Place, (reaching the maximum capacity of 150 beds). Bunkbeds were assembled on site to accommodate the 150 clients. Now all surge beds have been activated throughout the entire shelter system.
3. The elevator at Linda's Place stopped functioning again and needed professional servicing to repair. The repair occurred after being out of service for 3 days. Maintenance is also occurring to the showers on the second-floor bathroom to address leaking and water temperature. Updates on the maintenance will be added in upcoming reports.
4. E. 56th Avenue Shelter has lost all hot water at the end of this reporting period. They are working with a maintenance crew and AHD to address this.
5. E. 56th Avenue Shelter has not been receiving client mail on site for the past two weeks. Shelter administrators are working with the Post Office to address this.
6. The Mobile Crisis Team Lead Mental Health Clinician facilitated a deescalation training for staff at E. 56th Ave. RRS recommends that staff at all shelter locations participate in this deescalation training.
7. Individuals that have lived outside for long periods of time tend to camp together in groups for purposes of community and safety. When these groups of unhoused micro communities are approached about housing or shelter options, the need to separate to access services turns into a barrier. The municipality, APD HOPE Team, and RRS have been working with several of the unhoused micro communities directly to collaboratively address this challenge. One of the micro communities transitioned inside together as a group of 15. A group of 7 has chosen to continue with the pilot project and collaborate further. Additional updates will be included in upcoming reports.
8. Short-term emergency sheltering has been occurring at the Anchorage Safety Center (ASC) for up to 15 Non-Title-47 individuals a night. This short-term sheltering option is critical for emergency responders needing a safe place to bring vulnerable clients late in the day when there is no capacity available left in shelter. When bunk flips occur at Linda's Place at midnight, the open capacity is then immediately filled with individuals that are using the emergency shelter at ASC. Courtesy rides are provided by ASC.

D. Client Outcomes

1. Two individuals were flown to the lower 48's to return home to family over this reporting period.
2. Several long-term campers have moved to shelter after spending a week in a hotel room to help transition from living outdoors to living indoors.

E. RRS's Contacts with Shelter Clients and the Unhoused

1. RRS responds 24/7 to shelter clients, the unhoused, emergency providers, hospitals, community members, and shelter operators. The goal is to provide real-time access to address real-time needs.
2. During this 2-week period, some of the leading touchpoints with each listed entity included:
 - a. Shelter clients:
 - i. There was a complaint about the water temperature in the showers being cold at both congregate sites. Both shelters are working with AHD and a maintenance team to address the showers.
 - b. Communicated with shelter programs regarding coordination and integration of operations:

- i. Continued coordination with congregate curfew and bunk flip timing, discharge policies, and case management expectations for system consistency (ongoing).
 - ii. Integrated client transfer system between all three shelter sites (ongoing).
 - iii. Increasing coordination with community partners to troubleshoot client placement when shelter reaches max capacity (ongoing).
 - iv. Continued coordination regarding transportation *to* shelter. While clients receive some transportation support after the intake process, transportation to shelter is not a resource that is consistently available and continues to be needed on a regular basis (ongoing).
 - c. Coordinated with hospital staff discharges to shelter.
 - i. There have been continued instances of vulnerable clients being dropped off at shelter from a hospital without any prior coordination or notification. RRS, AHD, and the Mayor's office will be following up to increase communication and collaboration between hospitals and shelter.
 - d. Coordinated emergency placement of families.
 - e. Phone calls of individuals unsheltered seeking services. Over this reporting period RRS received 10-15 contacts per day of the unhoused needing linkage to services which RRS refers to existing community programs for services. One of the most common challenges for unhoused individuals is to get to shelter when bed flips occur late in the evening.
 - f. Daily coordination with APD, AFD, and ASP.
3. Community Funds
- a. RRS is granted access to community fund donations which are available to pay for a variety of needs that are not covered by an existing program or entity. These funds are specifically dedicated to fill immediate gaps in homeless response services for those in need. The following are examples of how the community funds were used during this past reporting period:
 - i. Flew two individuals home to the lower 48's.
 - ii. Sponsored over 20 individuals in hotel rooms while transitioning inside over this reporting period.

F. RRS's Recommendations, Conclusions and Summary

1. With the limited shelter bed availability, RRS recommends moving towards the coordination of all shelter services and outreach.
2. RRS has been auditing the inflow/outflow of the shelter system. Part of this audit specifically is differentiating what clients at non-congregate shelter are truly in need of shelter, and what shelter is being used for.
3. RRS incorporates, by reference, the recommendations made in prior reports.

Respectfully Submitted, Cathleen N. McLaughlin, J.D./M.B.A., Emily Robinson, MS