

Restorative and Reentry Services, LLC

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

For the Period – 12/17/2025 – 12/30/2025 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 December 17 – December 30, 2025

Date Submitted: December 31, 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 December 17, 2025 – December 30, 2025. Due to extreme cold weather temperatures, the shelter system surged an additional 25 beds, making the new total 450 beds (200 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		Ongoing concern about consistent responsiveness to hospitals, emergency providers, and individuals calling in
Health, Safety, Client Concerns	X			Needs to address the management of client property & theft
Transportation		X		Client transportation has been inconsistent at & 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		Ongoing concern about consistent responsiveness to hospitals, emergency providers, and individuals calling in
Health, Safety, Client Concerns	X			Needs to address the management of client property & theft
Transportation			X	
Data Reporting			X	
Food (contracted through Beans Café)			X	
Linda's Place				
Integration, collaboration, contract compliance		X		Hired on-site behavioral health clinician that started over this reporting period. Continuing to tract responsiveness to emergency providers.
Health, Safety, Client Concerns	X			Needs to address the management of client property & theft
Transportation			X	
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, with the low temperatures and the Anchorage Safety Center (ASC) hitting capacity, an additional 25 surge beds were added to the shelter system temporarily to accommodate the need. The beds were added at E. 56th Ave Shelter for a total of 200 beds. Additionally, 8 waiting area seats were added to E. 56th Shelter and Linda's Place for a total of 16 waiting area spots.
3. With the shelter capacity maximized and the ongoing cold temperatures, additional system supports have been added to accommodate the need for safe, warm places to rest including but not limited to:
 - a. Beans Café has expanded its hours from breakfast and dinner to being open from 8:00am-9:00pm, 7 days a week, including holidays for the unhoused to eat and stay warm during the day.
 - b. The Anchorage Safety Center has been allowing for individuals that are not Title-47 to shelter overnight. They have a maximum capacity of 15 for individuals that are there for sheltering only.
 - c. On the evening of 12/29/25, emergency overflow sheltering was activated at the BAC Transit Center on 6th Avenue. This is a service for 25 additional people which is activated on a temporary, emergency basis based on dangerously low temperatures. This is a service that is being provided for emergency responders and individuals that walk-up. The emergency overflow shelter is being overseen by the Anchorage Fire Department and facilitated by SALA Medics, who also runs the Anchorage Safety Center. SALA is providing transportation between both sites to ensure clients can access emergency shelter if either location reaches capacity.
4. The maintenance for the showers on the 2nd floor of Linda's Place has been completed. All restrooms and showers are now operational.
5. Over the past two months, the shelter system has been continuing to increase collaboration with hospitals, the Anchorage Health Department, Adult Protective Services, and the Aging and Disability Resource Center to create a more robust response to shelter clients who are not able to independently conduct their activities of daily living. Systematizing this response has created a positive outflow of clients to Assisted Living Facilities throughout the municipality. More updates regarding this system will be shared in upcoming reports.

D. Client Outcomes

1. Two clients were moved into independent living apartments at Providence House.
2. An acutely vulnerable, long-time camper with severe mental health issues was located and brought to Alaska Psychiatric Institute where they have been able to stabilize and receive necessary medical care.

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. RRS has received complaints from all shelter locations regarding lost or stolen property. This has been an ongoing challenge. The Anchorage Health Department requested that

shelter operators create policies and procedures to address this concern and submit it by November 21. The request was not met so the deadline was moved to December 22nd. RRS recommends that shelter operators adhere to the Anchorage Health Department's request on or before January 22nd, 2026.

- 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 or between 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. The Mayor's Office, APD, AHD, and RRS met with Alaska Regional Hospital Executives to address discharges of the unhoused.
 - 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. Community funds paid for the deposit of an individual moving from shelter into an assisted living facility.
 - ii. Supported 5 individuals in hotel rooms while transitioning into shelter over this reporting period.
 - iii. Flew someone down to the lower 48's to reunite with family.

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