

Restorative and Reentry Services, LLC

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

For the Period – 12/3/2025 – 12/16/2025 Under

3rd Party Oversight Contract

Project Name: 3rd Party Emergency Shelter Oversight

Submitted to: Thea Agnew Bemben, (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 3 – December 16, 2025

Date Submitted: December 16, 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 3, 2025 – December 16, 2025. Due to extreme cold weather temperatures, the shelter system surged an additional 25 beds, making the new total 425 beds (175 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		Client transportation has been inconsistent at & between all shelters
Data Reporting			X	
Food (contracted through Beans Café)			X	
Linda's Place				
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 all 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, 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 the day that ASC hit capacity. The APD HOPE Team, RRS, ASC, and the 3rd Avenue Navigation Center coordinated to fill the surge beds the day they were available.
3. The maintenance for the showers on the 2nd floor of Linda's Place is nearly completed. Further updates on the showers will be shared in upcoming reports.
4. The shelter system has been building towards a client-centered approach that responds in real-time. This has required shelter operators to participate in a proactive and integrated approach for real-time problem solving. Having the system as one integrated unit has allowed for the ability to find immediate, solutions-based responses to occur more consistently which has created a stronger safety net for the most vulnerable in the Anchorage community. When the shelter system is unable to immediately respond to a need due to capacity, the Good Neighbor Community Fund acts as a bridge to meet the need temporarily until the system can respond.
5. The APD HOPE Team created the Anchorage Multidisciplinary Outreach Team (AMDOT). This team was created to provide targeted supportive services to those that are most vulnerable in the Anchorage community. Daily huddles are conducted at Bean's Cafe from Monday-Thursday every week to collaborate on real-time, integrated outreach responses for individuals that live outside. Some of the participating programs to the huddle include (but are not limited to): Bean's Café, Anchorage Health Department, Mobile Crisis Team, the Mayor's Office, SALA Medic, South Central Foundation, RRS, APD, AWAIC, Catholic Social Services, Neighbor Works, True North Recovery, community members, and the Anchorage Coalition to End Homelessness. This team has been active for one month and has been connecting individuals to shelter and resources who have not been engaged in services before.

D. Client Outcomes

1. A long-standing chronic camper who has been staying in shelter since a large abatement last summer has successfully transitioned into their first apartment in many years. The client reports being very excited to be able to take this next step on their journey.

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. Shelter operators are being asked to create an internal system to deter or prevent theft as well as tracking client property more consistently.
 - 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. Over this reporting period, the Mayor's Office, the Anchorage Health Department, APD, and RRS met with staff at Alaska Regional Hospital to increase collaboration between shelter, outreach teams, and the hospital.
 - 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. An individual was discharged from an assisted living home and had no place to go. Community funds paid for the client to stay in a hotel room for two nights so that there was time to find a safe place for the individual to go.
 - ii. Community funds paid for a group of five individuals who live outside in downtown Anchorage to stay in a room together as a group in a short-term rental location.

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