

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 – 7/15/2026 – 7/28/2026 Under

3rd Party Oversight Contract

Project Name: 3rd Party Emergency Shelter Oversight

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

Date: Reporting period July 15 – July 28, 2026

Date Submitted: July 31, 2026

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 July 15, 2026 – July 28, 2026. All surge beds have closed through positive housing exits and natural attrition. System capacity is at 300 total beds: 100 at the E. 56th Avenue Shelter (operated by Henning, Inc.), 100 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		Need to enhance turn away protocol per AHD instructions. RRS is monitoring and will update on next report.
Health, Safety, Client Concerns			X	
Transportation			X	
Data Reporting			X	
Food (prepared and provided by Henning, Inc.)			X	
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	
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: 1. On 7/20/26, a client had a medical emergency inside the shelter. The shelter operator appropriately referred to emergency services and the client was transported by EMS to the hospital. All other incidents managed internally by shelter operators, some with RRS involvement, (included client medical emergencies and management of client behavioral issues). (Note: RRS recommends more staff training to enhance positive staff/client interactions and real-time problem solving. All incidents were reported to RRS by shelter operators).
 - a. Each operator already requires internal staff trainings. RRS recommends including the Cultural Awareness Training through Southcentral Foundation (mentioned below) before October 1st, 2026. Staff trainings that are already required by each operator include (but are not limited to):
 - i. MASH: Crisis Prevention Intervention, Boundaries Class, Understanding Harassment, and Mental Health First Aid.
 - ii. Henning, Inc.: Mental Health First Aid, Emotional Distress Training, and Boundaries.
2. During this reporting period, RRS continued collaborating with the Anchorage Police Department (APD) to conduct outreach to individuals experiencing unsheltered homelessness and connect them with available resources and shelter options. RRS has consistently observed the greatest success in outreach efforts when individuals are offered placement at the Alex Hotel, a non-congregate shelter. Many individuals living in encampments decline congregate shelter due to personal preferences, safety concerns, or previous experiences, making non-congregate shelter a more acceptable alternative. The availability of non-congregate shelter has created a reliable pathway for individuals to transition directly from encampments into the shelter system. As a condition of participation at the Alex Hotel, clients engage in case management services, resulting in increased participation in housing stabilization activities such as obtaining identification, seeking employment, and completing housing applications. For many individuals, this represents their first meaningful engagement with these services in five years or longer. While these same case management services are available within congregate shelters, individuals who are unwilling to enter congregate settings are generally unable to access them. This demonstrates the important role that non-congregate shelter plays in engaging individuals who would otherwise remain disconnected from supportive services.
3. With the unique blend of cultures within shelter, RRS has been facilitating conversations with shelter operators, AHD, ACEH, the Mayor's Office, and other partnering agencies about having more cultural sensitivity to the clients served in shelter. Next steps are being taken to provide the Cultural Awareness Training with Southcentral Foundation to Shelter Operators free of charge to enhance cultural responsiveness.

D. Client Outcomes

1. 2 clients housed out of Linda's Place over this reporting period.
2. 8 clients housed out of E. 56th Ave shelter over this reporting period (1 to Henning House).
3. 5 clients housed out of Alex shelter over this reporting period.

* These numbers indicate only the instances that RRS is aware of. This does *not* include all instances of housing/treatment/flights home.

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

1. RRS's prior bi-weekly reports detail its role and duties in overseeing the MOA shelters, which include: a) enhancing the responsiveness and coordination of the MOA shelters in order to provide real-time access to clients to address real-time needs, b) creating efficient, safe, and effective in-flow, shelter services, and out-flow processes in collaboration with the shelter operators and AHD, and c) being available directly to clients to address immediate needs and concerns.

2. Some of the leading touchpoints with each listed entity included:
 - a. Shelter clients. There were no substantive complaints made by clients.
 - b. **Coordination and Integration of Shelter Operations.** Through ongoing shelter audits and client engagement, RRS has identified two distinct populations within the shelter system: individuals who actively seek shelter services and individuals who require shelter due to significant vulnerabilities and limited alternatives. To promote positive housing outcomes, RRS continues to collaborate with shelter operators to develop innovative, client-centered strategies that encourage clients to view shelter as a temporary stabilization resource rather than a long-term living arrangement. Efforts to strengthen shelter operations include fostering a trauma-informed, client-centered culture that emphasizes proactive support, particularly for individuals who are unable to effectively self-advocate. One strategy involves coordinated internal transfers between shelter sites to better align clients with the level of support and engagement most appropriate to their needs. For example, a client at the Alex Shelter who is not yet prepared to engage in case management may be transferred to a congregate shelter, while a client in a congregate shelter who is actively participating in case management and demonstrating progress toward stabilization may be offered placement at the Alex Shelter. Additional strategies include reconnecting clients with supportive family members, both in and out of state, when appropriate, and developing individualized exit plans within the first few days of shelter admission to establish clear pathways toward permanent housing and long-term stability.
 - c. Continued coordination with hospital staff regarding discharges to shelter, particularly on the weekends. Coordination between hospitals, the shelters, and ASC has improved with real-time responsiveness. RRS, as noted below, has provided this linkage and coordination but, the shelters as a whole are now coordinated enough to manage this.
 - d. Good Neighbor Community Funds - As noted in earlier reports, RRS is granted access to Good Neighbor Community Fund (GNF) 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. Good Neighbor Funds were utilized during this 2-week period to return individuals to safe places, bridge funding gaps to exit individuals from shelter to more stable housing, etc.

F. RRS's Recommendations, Conclusions and Summary

1. Individuals or programs seeking shelter by phone or in person often require additional navigation support to identify safe and appropriate options that meet their unique needs which can include non-MOA shelters, Anchorage Safety Center (ASC), or other services. RRS has provided seven-day-a-week telephonic navigation support to demonstrate that it can be done and that it fills a gap in services. MOA Shelters have 24-hour staffing and active phone coverage. RRS recommends folding this navigation support function into existing MOA shelters or another entity that already provides 24/7 phone support for this population.
2. RRS does recognize the need for 50 night-only beds to be added to the existing MOA shelter system.
3. To maximize the use of all shelter beds, and to positively exit shelter clients, community service programs must continue to integrate and proactively build relationships to address community needs in real-time.
4. RRS incorporates, by reference, the recommendations made in prior reports.

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