

# Restorative and Reentry Services, LLC

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

For the Period – 7/29/2026 – 8/11/2026 Under

### 3<sup>rd</sup> Party Oversight Contract

**Project Name:** 3<sup>rd</sup> 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 29 – August 11, 2026

**Date Submitted:** August 14, 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 29, 2026 – August 11, 2026. All surge beds have closed through positive housing exits and natural attrition. System capacity is at 300 total beds: 100 at the E. 56<sup>th</sup> 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                                                                                                                                                                                                         |
|-------------------------------------------------|----------------|---------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Henning, Inc. E. 56<sup>th</sup> Shelter</b> |                |                     |           |                                                                                                                                                                                                                  |
| Integration, collaboration, contract compliance | X              |                     |           | Violation of section 2.2 and 6.4 of shelter contract. Details listed below. Phone responsiveness has improved over the past reporting period, so is compliant again for that specific requirement.               |
| Health, Safety, Client Concerns                 | X              |                     |           | Reports from clients detailed below. Henning Leadership has been notified.                                                                                                                                       |
| Transportation                                  |                |                     | X         |                                                                                                                                                                                                                  |
| Data Reporting                                  |                |                     | X         |                                                                                                                                                                                                                  |
| Food (prepared and provided by Henning, Inc.)   |                |                     | X         |                                                                                                                                                                                                                  |
| <b>MASH (Alex &amp; Linda's Place)</b>          |                |                     |           |                                                                                                                                                                                                                  |
| <b>Alex Non-Congregate Shelter</b>              |                |                     |           |                                                                                                                                                                                                                  |
| Integration, collaboration, contract compliance | X              |                     |           | Night staff was not consistently completing bed checks at PM curfew. Alex leadership notified and PM staffing has been changed to address this issue. RRS will be monitoring and will update in the next report. |
| Health, Safety, Client Concerns                 |                |                     | X         |                                                                                                                                                                                                                  |
| Transportation                                  |                |                     | X         |                                                                                                                                                                                                                  |
| Data Reporting                                  |                |                     | X         |                                                                                                                                                                                                                  |
| Food (contracted through Beans Café)            |                |                     | X         |                                                                                                                                                                                                                  |
| <b>Linda's Place</b>                            |                |                     |           |                                                                                                                                                                                                                  |
| 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: 0. 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).
2. Improved Integration of Shelter and Community Response Services. There has been significant progress in the integration and coordination of shelter services with emergency responders and community-based providers, including APD, Mobile Crisis Team (MCT), Anchorage Safety Center (ASC), True North Recovery, and medical providers, including hospitals, primary care, and treatment services. This increased coordination has strengthened the system's ability to engage individuals who have historically remained in chronic unsheltered settings and, in many cases, has increased their willingness to access shelter and supportive services. As these partnerships and referral pathways have become more established over the summer, the overall response system has become more coordinated and robust, strengthening the community's safety net and improving access to appropriate services for individuals experiencing homelessness.

### **D. Client Outcomes**

1. 2 clients housed out of Linda's Place over this reporting period.
2. 3 clients housed out of E. 56<sup>th</sup> Ave shelter over this reporting period.
3. 7 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:
    - a. Over this reporting period, RRS received several telephonic and written concerns from clients residing at E. 56<sup>th</sup> Avenue Shelter regarding staff's treatment of clients. The interactions were in violation of section 6.4 of the contract which states the following: "6.4 Culture: Anchorage encourages the Congregate Shelter Contractor to foster a culture of respect and empowerment, to build a sense of community, to establish a culture of recognition and to emphasize the importance of self-care in mission statements and policies and procedures." These concerns were brought to Henning, Inc. leadership. Henning, Inc. is responding to these complaints by requiring all staff to take or re-take all the following training courses to address these concerns:
      - i. Week 1 - Monday, August 24
        1. Trauma-Informed Care
        2. Low-Barrier Shelter Principles & Client Rights

3. Professional Boundaries & Ethics
- ii. Thursday, August 27
  1. De-Escalation & Conflict Resolution
  2. Workplace Violence Prevention & Active Threat Response
- iii. Week 2 - Monday, August 31
  1. Mental Health Crisis Intervention
  2. Suicide Prevention & Recognizing Warning Signs
  3. Substance Use Awareness & Working With Intoxicated Clients
- iv. Thursday, September 3
  1. Naloxone/Narcan & Overdose Response
  2. Mandated Reporting — Abuse, Neglect & Exploitation
- v. Week 3 - Tuesday, September 8
  1. CPR, First Aid & AED
  2. Bloodborne Pathogens & Universal Precautions
  3. Emergency Action, Evacuation & Fire Safety
- vi. Thursday, September 10
  1. Incident Reporting & Objective Documentation
  2. Confidentiality & Client Privacy
  3. Make-Up/Review & Staff Questions
- b. Over this reporting period, RRS received client concerns regarding unauthorized individuals on the E. 56<sup>th</sup> Shelter Campus. These instances were a violation of section 2.2 of the contract which states the following: “No one other than Participants, Shelter staff, emergency Responders, Municipal staff, or guests of Anchorage Health Department employees may enter the Shelter. If an individual attempts to gain entry and they are not one of the listed entities, Shelter staff must inform them of the policy, and, if necessary, call 911 for assistance if the individual will not leave the premises. No children, including children of Contractor staff, are allowed on-site. Credible evidence of children being allowed to remain at the Shelter site could result in the termination of the contract for cause.” These concerns were brought to Henning, Inc. leadership. Henning, Inc. is working to resolve this issue by tracking all non-client individuals on E. 56<sup>th</sup> Shelter property, staff training, and adjustment of staff shifts.
4. Coordination and Integration of Shelter Operations. Throughout this reporting period, shelter providers have been continuing to proactively coordinate with one another to match clients to the location and operator that fits them best. Shelters have been shuttling clients for these swaps and internal referrals so that all clients had transportation when moving to a new shelter location.
5. 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 responsivity. RRS, as noted before, has provided this linkage and coordination but the shelters are now coordinated enough to manage this.
6. 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 pay for a client’s storage locker so that they could go to treatment, flights to return individuals and families back home, and a small percentage of the first months rent for individuals moving into their own independent housing.

## **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 (ongoing).
2. RRS does recognize the need for 50 night-only beds to be added to the existing MOA shelter system (ongoing).
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 (ongoing).
4. RRS incorporates, by reference, the recommendations made in prior reports.

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