



ANCHORAGE COALITION TO  
**END HOMELESSNESS**

# IMPLEMENTING THE MASS CARE EXIT STRATEGY

FEBRUARY 2022



**ACEH Board of Directors (pictured left to right):** Jacob Lyon, Russ Slaten, Bill Falsey, Emily Edenshaw, Richard Mandsager, Nathan Johnson, Judith Crotty  
**Not Pictured:** Niki Tshibaka and Christopher Kolerok



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Director of Programs & Services



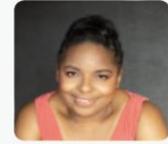
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Transition Coordinator



Ryan Chernikoff  
Transition Coordinator

## Who We Are:

The Anchorage Coalition to End Homelessness is an organization of professionals working hard everyday under the leadership of a dedicated board to make homelessness in Anchorage rare, brief and one time.



Meg Zaletel  
Interim Executive Director

Envisioned System<sup>#</sup> After  
 Mass Care Closure =  
 Total Capacity 1173  
 416 to housing  
 658 to shelter/navigation  
 97 to residential treatment

<b><u>Sockeye Inn Complex Care Shelter - 120 beds</u></b>	Brother Francis Shelter - 75 beds*	Gospel Rescue Mission - 43 beds	Salvation Army McKinley Annex - 15 women%
Salvation Army Booth House - 30 veterans%	<b><u>Special Populations Shelter - 120 beds<sup>^^</sup></u></b>	<b><u>Navigation Center - 200 beds~</u></b>	Downtown Hope Center - 55 beds for women
<b><u>Midtown Substance Misuse Treatment - 68 beds</u></b>	Clitheroe Substance Misuse Treatment - 29 additional beds for men	<b><u>PSH/Workforce Housing Project 1 - 93 units</u></b>	Hope Suites Housing - capacity for 72 women
	<b><u>PSH/Workforce Housing Project 2 - 100 units<sup>*^^</sup></u></b>	Landlord Housing Partnership - 100 units*	CE Resolved to Housing - 50 clients

# As of 2/3/2022

\*estimated numbers

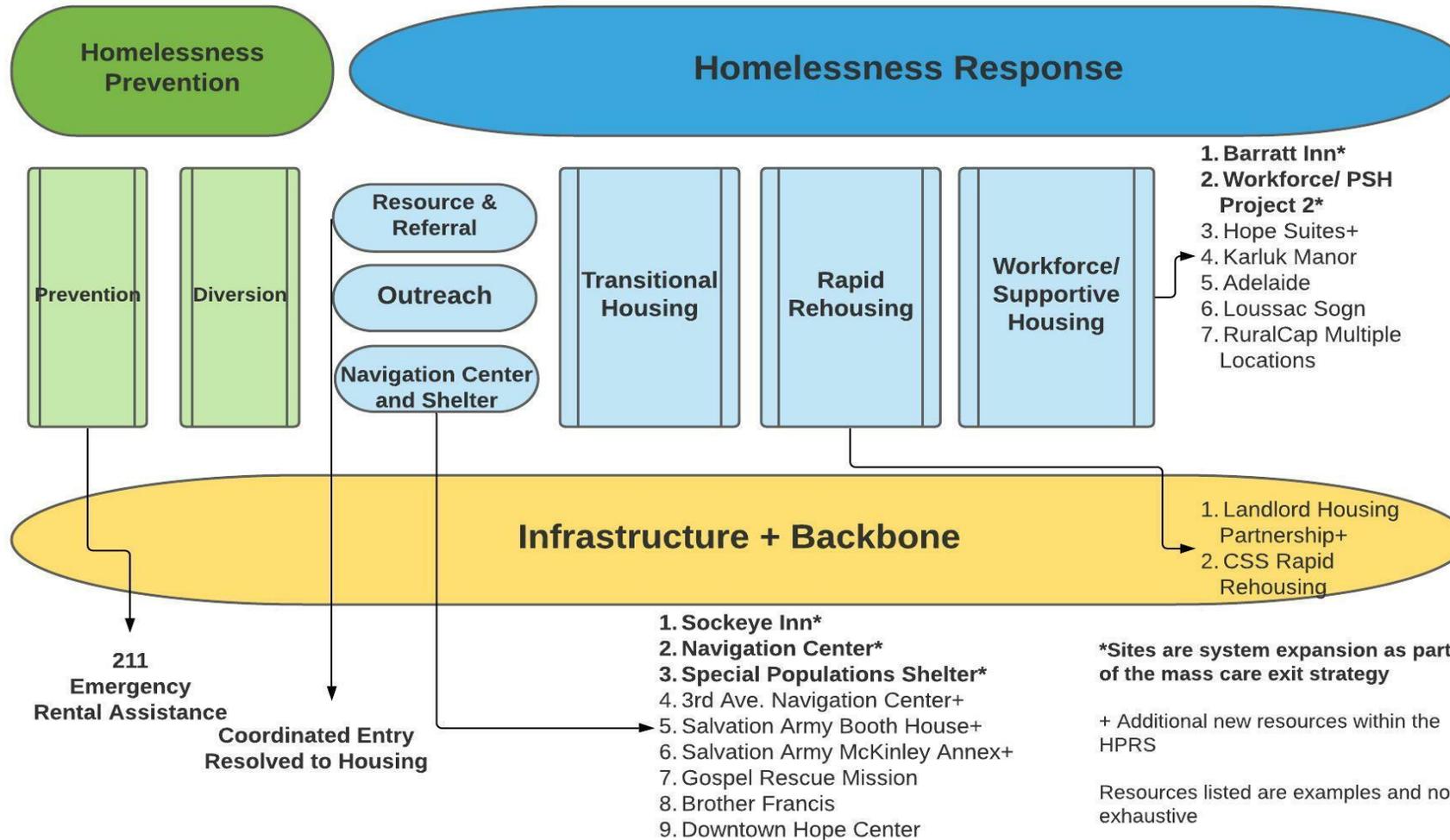
% March 1<sup>st</sup> planned opening

^^No identified location

~RFP issued 1/28/2022

**Bold underlined text indicates specific projects identified by the facilitation group as part of the mass care exit strategy**

# Single Adult Homeless Prevention Response System

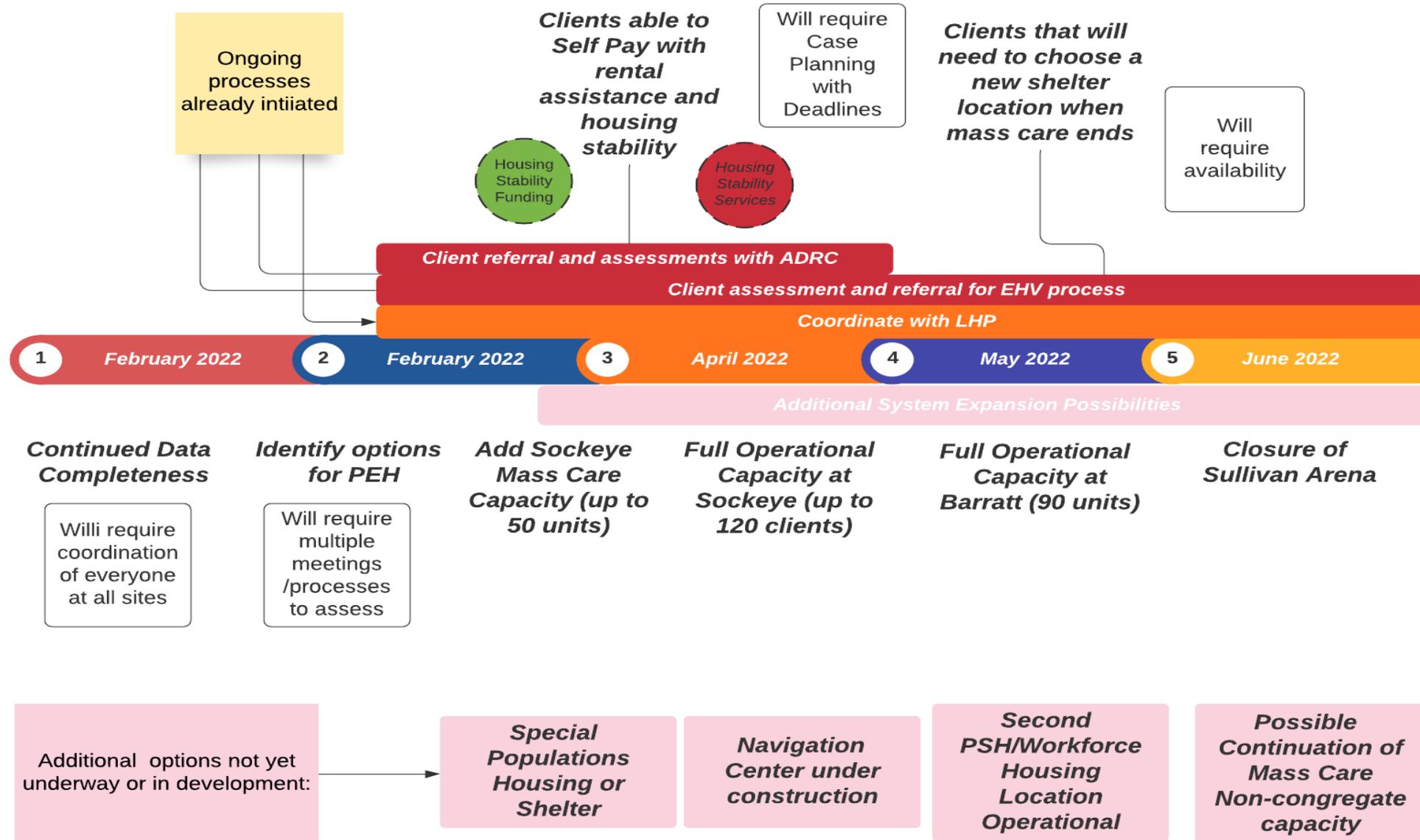


The mass care exit strategy is not a fundamental alteration of the homeless prevention response system or the community's plan to address homelessness. Instead, it optimizes and expands services for clients to better meet their needs while leveraging and coordinating a wider variety of resources toward making homeless rare, brief and one time.

Resources listed are examples and not exhaustive

# Timeline: Mass Care Exit

February 2022



## Mapping the Current Shelter Capacity for Single Adults = Total Capacity at 1,027

Mass Care – 855 beds includes Sullivan and hotels

Brother Francis Shelter – 59 beds for individuals with medical needs or additional care

Gospel Rescue Mission – 43 beds for individuals who maintain sobriety and commit to provided programs

Downtown Hope Center – 55 beds for women

Problem Statement:  
How To Transition Approximately 800+ People Experiencing Homelessness (PEH) Into Suitable Placements When Mass Care Facilities Close

## **THE SOLUTION TO HOMELESSNESS IS HOUSING.**

- Anchorage continues to experience a very tight rental market with low vacancy rates
- Even with dedicated resources for shelter outflow, finding appropriate homes for clients is moving slower than anticipated
  - Clients needs for support increase with longer stays in shelter or length of time unsheltered
- Rental assistance is available, but units are not, making each rental unit available competitive
  - Clients experiencing homelessness are not usually picked when units are competitive
  - Long wait lists for housing programs
- Clients in mass care continue to have unmet needs that complicate finding appropriate housing or placement.
- Workforce issues persist to find enough staff to fulfill the need for case management and to staff new programs that have been identified to be brought online.
  - Exacerbated by COVID-19

# Funding For Housing

## THE SOLUTION TO HOMELESSNESS IS HOUSING.

- Rental assistance and housing stability funds are available:
  - Intensive Case Management – rental assistance - \$2M
  - AHFC – housing stability funds which include rental assistance and other supports – approx. \$3.4M to be coordinated with the mass care exit strategy
    - Additional funding for Housing Stabilization and Recovery Program is also available through AHFC with at least 6 Anchorage based organizations receiving a notice of intent to provide funding at \$440,000 per organization (~\$2.6M)
  - Emergency Housing Vouchers – 96 vouchers statewide
  - Landlord Housing Partnership – \$450,000 in incentive payments for landlords
- **Funding for rental assistance is not the issue, it is the lack of available units. These resources are time limited, use it or lose it funding. If housing units are not found the money cannot be spent.**

# What Does a Successful Exit from Mass Care Look Like:

**Acknowledging that at the current rate of placement not every client from mass care will move to housing when mass care closes, there are a variety of ways to measure success of the implementation of the mass care exit strategy:**

- Client obtains a housing placement with necessary supportive services to maintain the placement;
- Additional capacity in the establish shelter providers or with new shelter providers is identified and ready to accept clients and facilitate providing the necessary supportive services;
- Additional capacity in established supportive housing programs or with new supportive housing programs, ready to accept clients and provide the necessary services to maintain housing;
- Client obtains eligibility for services to meet the clients needs while awaiting placement in an independent home or Assisted Living Home and secures placement in a specialized shelter for complex needs;
- Client receives an Emergency Housing Voucher and is able secure a unit and move in;
- Client receives rental assistance and housing stabilization services and moves to a Single Room Occupancy unit or apartment;
- Client working with Coordinated Entry can identify an informal resolution, such as staying with friends or family, and exit shelter;
- Client connects with or reconnects with behavioral health supports while in shelter to better stabilize for potential housing placement; and
- Client is active on housing program wait lists for units while actively receiving necessary supportive services

# HUD Designated Continuum Of Care



The Anchorage Coalition to End Homelessness is Anchorage's HUD designated Continuum of Care.

- What is the Continuum of Care (CoC)?
  - The Continuum of Care (CoC) Program is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

# What the Coalition is Addressing in its Role as the CoC:

- Participation in the facilitation group with the MOA (Admin and Assembly) and Rasmuson on behalf of philanthropy
- Design and implementation of Anchorage's first shelter specifically designed for individuals with medical needs
- Implementation of workforce and permanent supportive housing units through a hotel conversion
- Supporting the Landlord Housing Partnership to make connections between case managers and identified available units
- Working with Anchorage Disability Resource Center to case conference for clients who may require higher levels of care – Personal Care Services (PCS) or an Assisted Living Home (ALH)
- Deployment of Emergency Housing Vouchers (EHVs)
- Designing a rental and housing stability program for AHFC to administer to support clients exiting mass care
- Leveraging HUD (ESG, CDBG, HOME), State, Muni and philanthropic dollars to support the mass care exit
- Coordinated Entry of clients in mass care for prioritization into placement
- Ongoing support for PSH projects proceeding outside of the facilitated mass care exit strategy
- Ensuring data completeness for individuals in mass care

# How Each Area Contributes to a Successful Exit of Mass Care and Implements Anchored Home:

- **Implementation of workforce and permanent supportive housing units through a hotel conversion adds additional housing units that can leverage current rental assistance and housing stability funds as well as ongoing HUD funding.**
- Working with philanthropic partners to explore financing options for a 93 unit hotel to convert into Single Room Occupancy (SRO) units and some efficiency apartments.
  - All units will be leased month to month for clients.
  - Allows clients to establish a positive rental history as well as save for a more traditional rental unit when available.
- Developing operating budgets including identifying sustainable funding for operations with housing providers that include RuralCap and NeighborWorks Alaska.
- What additional partnership is required:
  - MOA – assessment and utilization of 2021 HOME/HOME-ARPA grant funds to jump start the project
  - AHFC - Developing financially feasible rental housing for qualifying households is challenging in the absence of project-based rental assistance. Most HOME-assisted rental projects rely on tenant rents to cover all or a portion of the debt service and project operating costs. Work with AHFC to identify or obtain project-based rental assistance for units funded with HOME funds.
  - Philanthropy or Housing Provider – identification of an owner and operator of the property.

# How Each Area Contributes to a Successful Exit of Mass Care and Implements Anchored Home:

- **Leveraging HUD (ESG, CDBG, HOME), State, Muni and philanthropic dollars to support the mass care exit through funding new and expanded operations for shelter and housing.**
- Identification of available and upcoming funding sources to ensure that new operations can be sustainably funded.
- What partnership is required:
  - MOA – commit to use remaining HUD funds to support the mass care exit strategy and provide a grant process for allocation of alcohol tax/AHD operating dollars to allow projects to seek funding
  - Philanthropy, CoC, MOA – work on proposals to state and federal partners to fund identified gaps
  - HUD, CoC – Technical assistance to ensure all funding available through HUD maximized to support the exit strategy

# How Each Area Contributes to a Successful Exit of Mass Care and Implements Anchored Home:

## Designing a rental and housing stability program for AHFC to administer to support clients exiting mass care

- The MOA appropriated \$3.4M in emergency rental and housing stability funds to AHFC specifically to support the exit of mass care.
  - Funding parameters set by Emergency Rental Assistance I from the federal government:
    - Up to \$1,100 a month in rental assistance for up to 12 months
    - Up to \$8,000 per household for housing stability assistance – i.e. case management, moving costs, etc.
  - In addition, there are companion statewide funds available in Anchorage
- Determining the most effective way to deploy the additional resources to assist in bringing online additional rental units given the identified barriers to deploying other available rental assistance.
- What partnership is required:
  - AHFC – identify eligible activities for these funds that support the mass care exit
  - CoC, Providers – identify opportunities/units that qualify and connect clients

# How Each Area Contributes to a Successful Exit of Mass Care and Implements Anchored Home:

- **Supporting the Landlord Housing Partnership to make connections between case managers and identified available units and assist the LHP to recruit private landlords willing to lease to clients will increase available units and successful housing placements.**
- Promotion of the LHP to the business and landlord communities to recruit landlords and educate them about the program, supports and incentives available.
- Convening case managers to educate them about available units and programmatic requirements attached to units for making matches with clients.
- What additional partnership is required:
  - Private Sector Landlords – identify available units
  - Community – promote the need for units and the incentives available to increase availability of units for PEH
  - Providers – obtain rental assistance and housing stability through AHFC programs for clients
  - LHP – clarity on unit eligibility criteria – i.e. does a client require a security deposit, case management, etc.

# How Each Area Contributes to a Successful Exit of Mass Care and Implements Anchored Home:

- **Deployment of Emergency Housing Vouchers (EHVs) will provide up to 9 years of rental assistance for qualifying individuals to be stably housed.**
- Identify clients through Coordinated Entry (CE) that qualify for EHVs and assist case managers in the application process.
- Help connect case managers and clients with appropriate housing opportunities that will accept EHVs.
- Leverage EHVs for placing Home for Good permanent supportive housing clients into appropriate long term housing.
- What additional partnership is required:
  - AHFC – continued coordination with the approval of identified clients to begin housing search and leveraging additional funding to make EHVs more competitive in the tight rental market
  - Providers - Engagement with ACEH in the referral of clients on the CE list so that more clients are getting access to EHVs

# Questions, Thank You & Contact

Website: [aceh.org](http://aceh.org)

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Email: [mzaletel@aceh.org](mailto:mzaletel@aceh.org)

