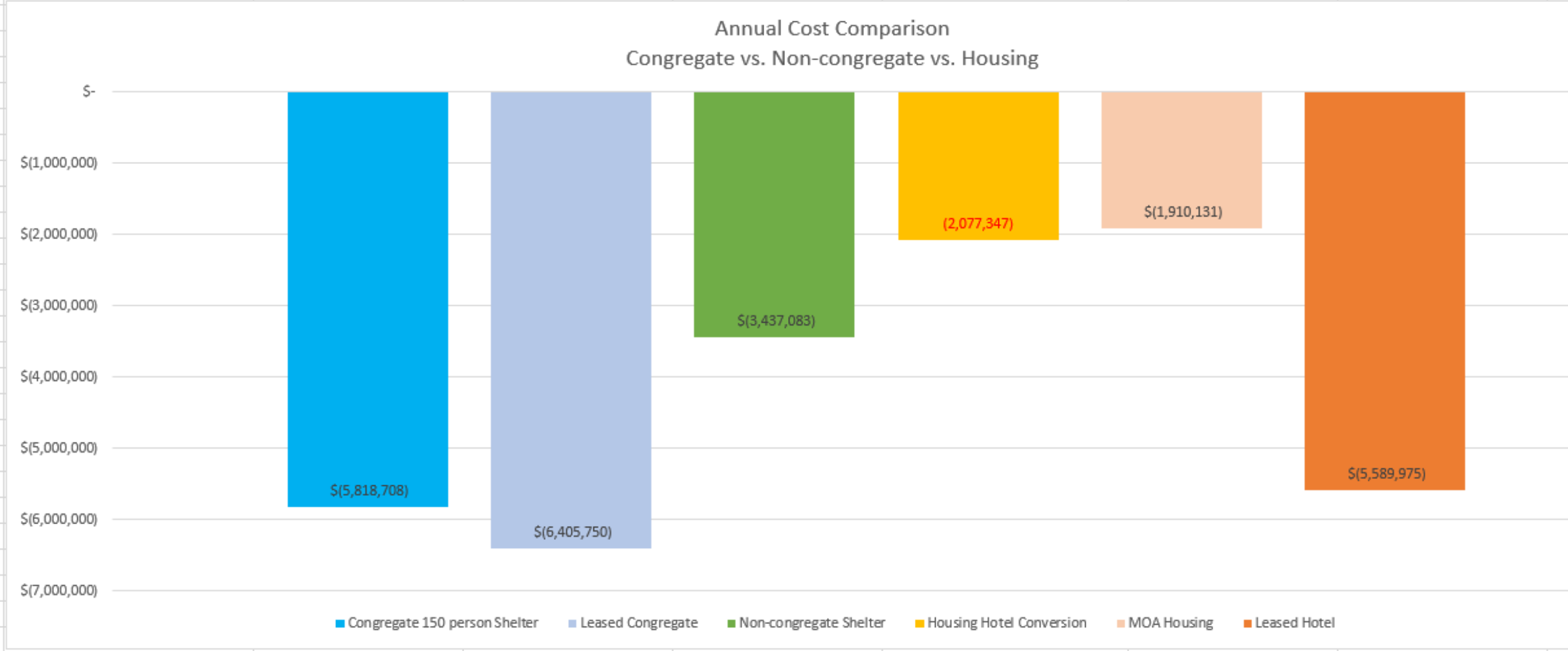


150 bed projections from  
Emergency Shelter  
Taskforce

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Per Person Cash Flow	Congregate	Leased Congregate	Non-Congregate	Hotel Conversion	MOA Bldg. Housing	Leased Hotel
<b>Total Income</b>	\$ -	\$ -	\$ -	\$ 13.82	\$ 12	\$ 14
<b>Total Expense</b>	\$ 106.28	\$ 117	\$ 62.78	\$ 51.77	\$ 47	\$ 117
<b>Per Person Cost</b>	<b>\$ (106.28)</b>	<b>\$ (117)</b>	<b>\$ (62.78)</b>	<b>\$ (37.94)</b>	<b>\$ (35)</b>	<b>\$ (102)</b>



# Gap Analysis

- Presented and Approved February 2023
- We need 2478 beds of housing/shelter
- Reflects shelter capacity of 350
- Used shelter/program utilization data from HMIS & Capacity map information

<b>GAP</b>	<b>Single Adults</b>	<b>Families</b>	<b>Youth and Tay</b>	<b>Veterans*</b>	<b>Total</b>
Shelter - year round, permanent capacity	158	2	61	-	<b>221</b>
Transitional Housing	52	-	-	-	<b>52</b>
<b>Total - Shelter and Transitional Housing</b>	<b>210</b>	<b>2</b>	<b>61</b>	<b>-</b>	<b>273</b>
Rapid Rehousing	505	6	70	-	<b>581</b>
Supportive Housing	501	-	75	-	<b>576</b>
Independent Units, low income units and self resolutions	858	272	191	-	<b>1,321</b>
<b>Total - Permanent Housing</b>	<b>1,864</b>	<b>278</b>	<b>336</b>	<b>-</b>	<b>2,478</b>

*Gaps reflect the difference between system demand and capacity to meet demand*

*\*Veteran demand is captured in family and single adult data*

Assumptions:

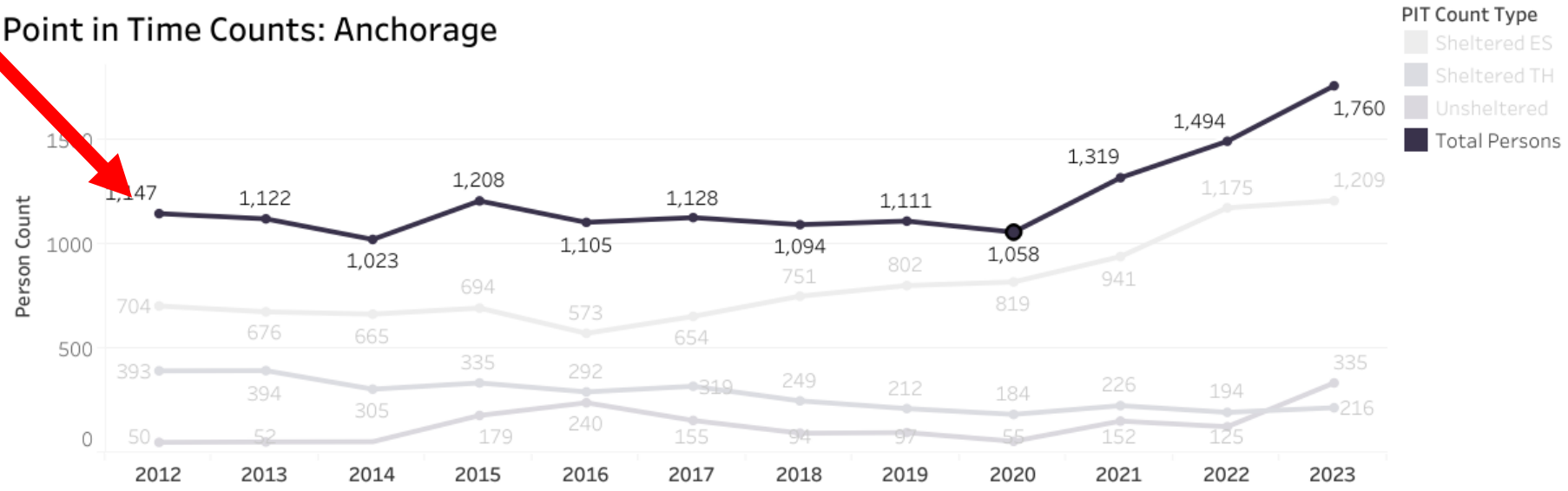
*Existing shelter capacity remains; no new year-round shelters*

*Seasonal shelters are excluded from the calculations*

# Alaska PIT & HIC Since 2012

Select CoC  
Anchorage

## Point in Time Counts: Anchorage



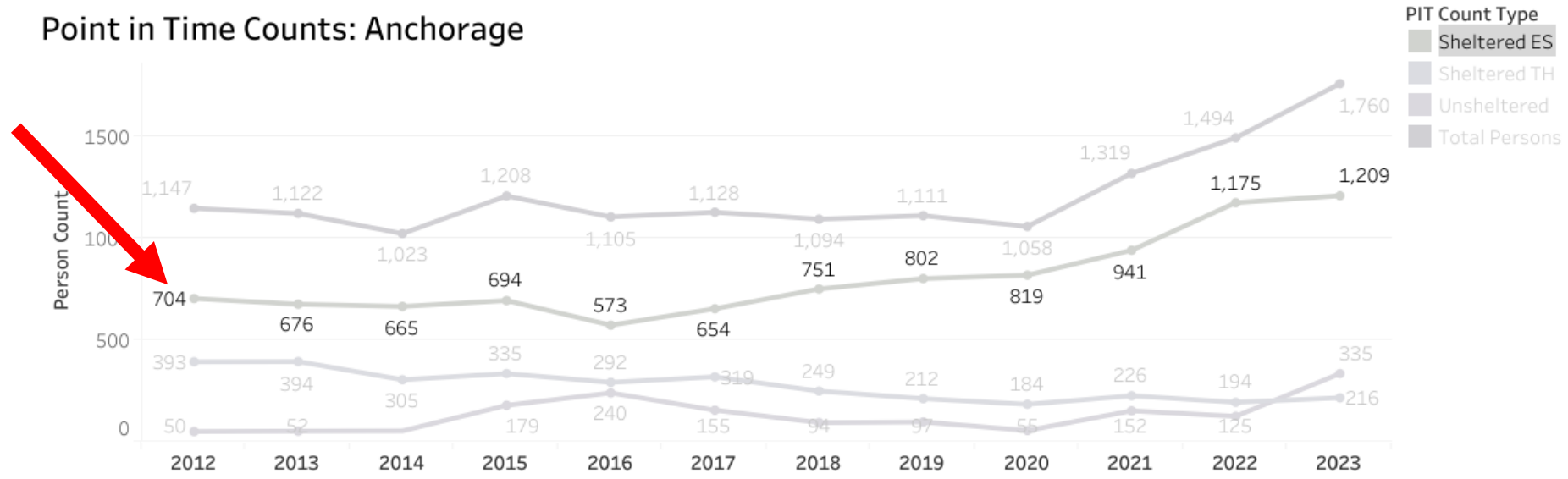
## Housing Inventory Counts: Anchorage

HIC Bed/Project Type

# Alaska PIT & HIC Since 2012

Select CoC  
Anchorage

## Point in Time Counts: Anchorage



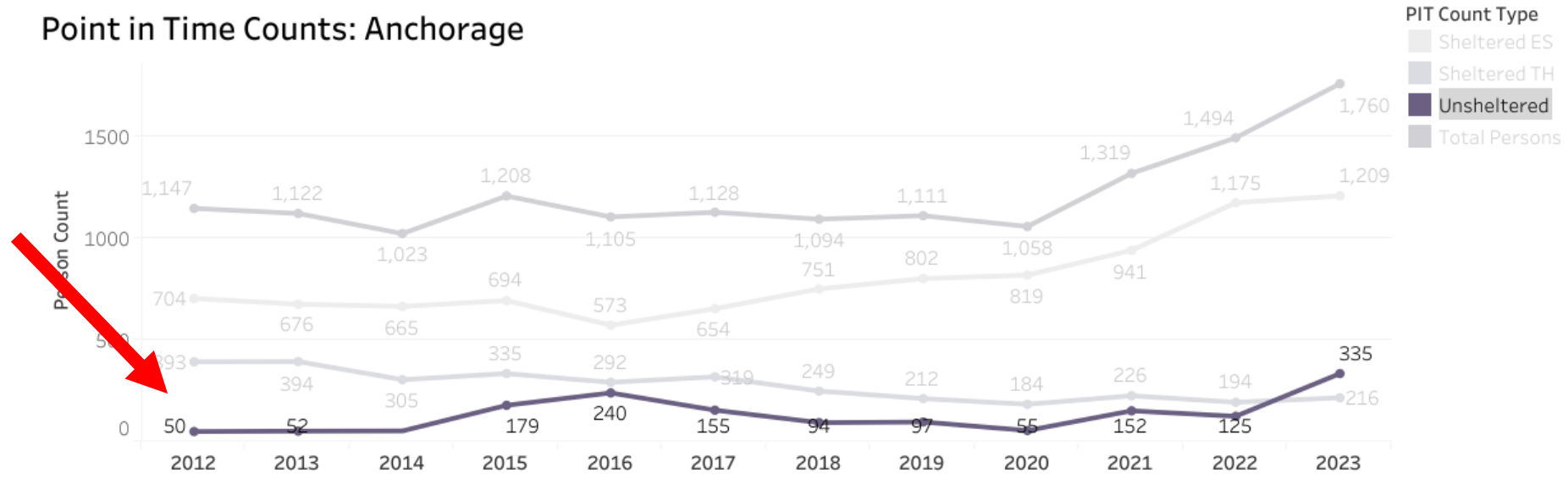
## Housing Inventory Counts: Anchorage

HIC Bed/Project Type

# Alaska PIT & HIC Since 2012

Select CoC  
Anchorage

## Point in Time Counts: Anchorage







## Housing Inventory Counts: Anchorage

HIC Bed/Project Type

Shelter  
Needs  
Survey for  
PEH







If there were Congregate (1 or more group shelter locations) and Non-Congregate (individual rooms, sometimes with a roommate) options, which would you prefer?

 Congregate	15
 Non-Congregate	266
 No opinion (would go to either)	122
 Neither (I wouldn't go to either)	9





## Do you have any of the following barriers to accessing shelter?

 Pet(s)	50
 Significant Other	130
 Disability or Mobility Challenge	59
 Other	34

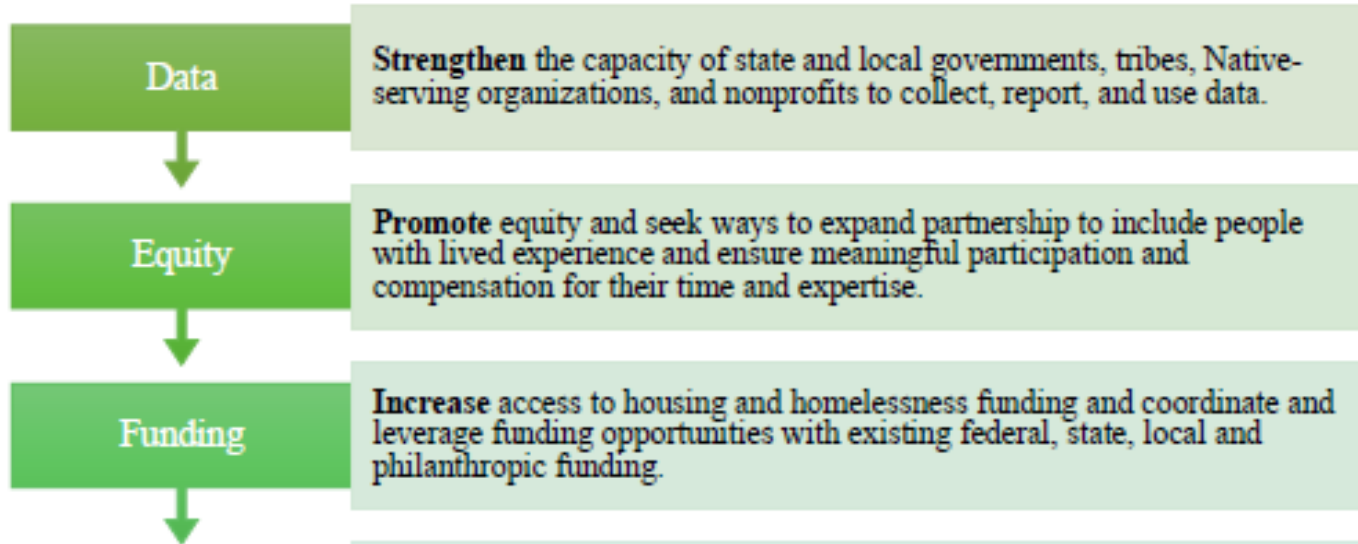


# Anchored Home and Clean Slate

- Anchored Home has 7 Strategic Directives focused on permanent housing as the solution
- Anchored Home does not address shelter
- By ensuring the shelter is Housing Focused our community will achieve functional zero

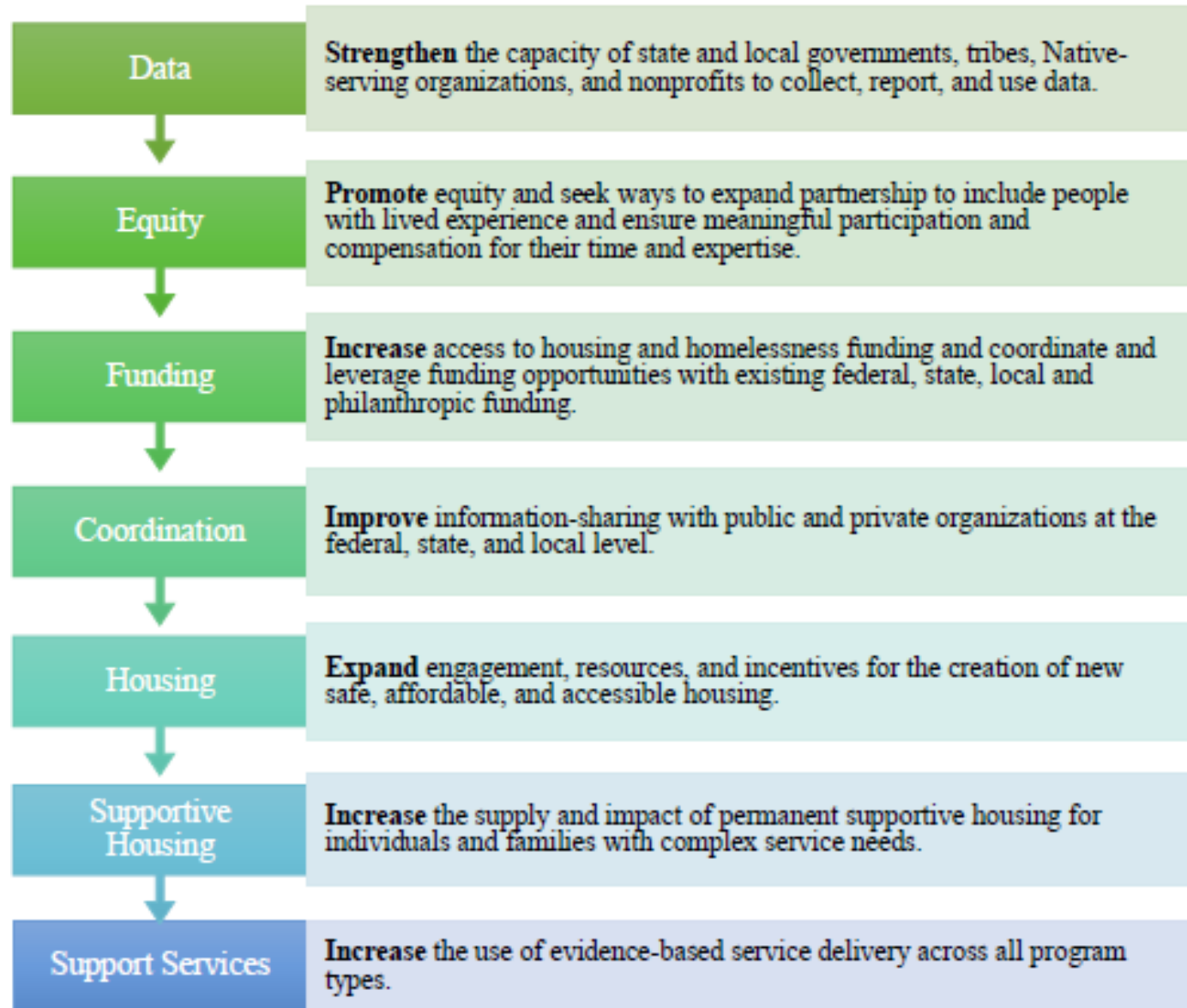
Functional Zero is a milestone, which must be sustained, that indicates the community has measurably solved homelessness for a population. Inflow is less than outflow. When it's achieved, homelessness is rare and brief.

# Anchored Home and Clean Slate cont.



- Clean Slate focuses on making data-informed decisions and analyzing the data
- Through surveys and town halls Clean Slate has promoted equity
- Clean Slate continues to promote equity by advising shelter to have feedback loops with PEH to improve services offered
- Clean Slate is focusing funding not just on shelter but housing as that is the way to ensure our outflow is larger than the inflow

# Anchored Home Strategic Directives





# Five Keys

TO **EFFECTIVE** EMERGENCY SHELTERS

Safety for the People Experiencing Homelessness  
= **Safety for the Neighborhood**



ONE

# Housing First Approach:

Align shelter eligibility criteria, policies, and practices with a housing first approach so that anyone experiencing homelessness can access shelter without prerequisites, make services voluntary, and assist people to access permanent housing options as quickly as possible.

An end to homelessness requires the **prevention of homelessness** whenever possible, **identification of and engagement** with people experiencing unsheltered homelessness or living in encampments to connect them to crisis services, as well as **pathways back to safe living arrangements or directly into housing** for people in emergency shelter, as well as for people who never enter emergency shelter.

To align a system that uses a Housing First approach, anyone experiencing homelessness should be able to enter shelter or any permanent housing intervention without prerequisites and services should be focused entirely on reconnecting people to housing as quickly as possible or stabilizing them in housing.

Emergency shelter should support **flow** from a housing crisis to housing stability, in which the aim of the system is to produce the most rapid and effective permanent housing connections for individuals and families facing crises.

TWO



Safe &

Appropriate

Diversion:

Provide diversion services to find safe and appropriate housing alternatives to entering shelter through problem-solving conversations, identifying and community supports, and offering lighter touch solutions.

Emergency shelters should be reserved for providing temporary housing for people facing crises who are seeking safety and/or have nowhere else to go. A growing number of communities are using targeted diversion strategies to decrease entries into homelessness and to quickly connect people who may be facing a housing crisis with a viable housing option *before* entering into emergency shelter. Effective diversion employs motivational interviewing strategies that focus on strengths and existing connections. If diversion is unsuccessful, these strategies can continue to be employed to connect people back to safe options quickly when possible.

**Determining Other Viable Options.** Diversion is a strategy that keeps people from entering emergency shelter, when possible, by helping them immediately identify alternate, safe housing arrangements (e.g., moving into a shared living arrangement with family members) and, if necessary, connecting them with services and financial assistance to help them return to permanent housing. Communities that are effectively employing diversion are often doing so with flexible financial assistance that allows them to quickly support pathways out of housing crises.

Some communities build diversion strategies into their coordinated entry processes as well as shelter intake procedures. Staff and volunteers are trained to emphasize the goal of helping people seeking shelter to find viable and safe housing options. Sometimes shelter diversion involves providing mediation and problem-solving support to determine if going back home is a safe alternative to emergency shelter entry. Other communities are proactively engaging people who have exited shelter and may be facing another housing crisis, offering targeted support and assistance before the crisis escalates to homelessness.



## THREE

# Immediate & Low-barrier Access:

Ensure immediate and easy access to shelter by lowering barriers to entry and staying open 24/7. Eliminate policies that make it difficult to enter shelter, stay in

Create a more welcoming entry into shelter while still maintaining safety for participants and staff.

- Re-design the entry and security process to be more welcoming while prioritizing safety.
- Staff should greet participants as they enter instead of having participants being first greeted by security guards and metal detectors. This can create an institutional and punitive atmosphere and often creates more of a feeling of anxiety and an unhelpful power dynamic between staff and participants, rather than creating a safer environment. Staff can be trained on how to provide client safety services and security searches upon entry in a more respectful manner.
- If a shelter chooses to implement metal detectors or search of belongings, this should happen with the provision of amnesty totes. Otherwise, or in addition, use safety officers that are a trained part of the staff and understand the mission of the organization to end homelessness rather than traditional contracted security guards.
- The intention of safety offices is to have presence and circulate regularly throughout the facility while using engagement and non-violent de-escalation to deal with any issues as they come up.
- Safety officers are present to promote peace and safety, not to police the activity of shelter participants.

Eliminate shelter entry rules not necessary for the safety of residents and staff and have transparent behavioral expectations.

- Focus on behaviors and safety of shelter participants.
- It is fair, reasonable, and appropriate for the ARCH to have policies and procedures that inform service users that they cannot take weapons, alcohol or drugs into the building, and must turn over prescription medications for safe storage when in the shelter and receiving services.





FOUR

# Housing- focused, Rapid Exit Services:

Focus services in shelters on assisting people in accessing permanent housing options as quickly as possible.

**The determined goal of shelter should be clear and guide the design of how it operates and how services are delivered.** A shelter will produce the outcomes for which it is designed. Ideally, emergency shelters should be a part of a crisis response system's process for getting someone housed as quickly as possible, not serve as a destination or as a solution for homelessness.

Shelters can serve various purposes. One type of shelter may have the goal of managing homelessness. This type of shelter provides temporary shelter and meets basic needs for individuals and/or families. A shelter designed to meet this goal provides a place to sleep for the night, provides basic needs such as showers and bathrooms, laundry, and mail services, as well as self-directed resources, information, and referrals. This is the current model of Emergency Cold Weather Shelter for single adults in Anchorage.

A shelter designed to end homelessness has as its goal the permanent resolution of a household's housing crisis. Shelter services are designed to assist in facilitating self-resolution, re-house households quickly, and reduce unsheltered homelessness. Shelters designed to achieve these goals do so by creating increased flow in the system by housing people more quickly, connecting households to coordinated entry, and connecting households to housing search and other resources to help them stabilize once housed.



FIVE

# Data To Measure Performance:

Measure data on the percentage of exit to housing, the average length of stay in a shelter, and returns to homelessness to evaluate the effectiveness of shelter and improve outcomes.

Key performance measures to evaluate the effectiveness of shelter and the shelter system include:

- Increased exits to permanent housing
- Decreased length of stay in shelter
- Reduction in returns to homelessness

In addition to the above key performance measures, all shelters within the system should track monthly performance measures including:

- Total number of beds (i.e. unaccompanied individuals and/or families)
- Total unique households served
- Total households entering shelter
- Total households exiting
- Total households exiting to permanent housing
- Average length of shelter stay in days for all households exiting the shelter to any destination
- Average length of shelter stay in days for all households exiting to a permanent housing destination
- Total household stayers (those households who entered in previous months and did not exit this month)

Performance should be monitored regularly because shelter performance impacts the entire crisis response system. It is important that the data and narrative of operations and service delivery match as data illustrates need, capacity, local coordination, and the strategies taken to end homelessness. Ensuring performance data is used for strategic decision making ensures improved system performance and more participants served with best practices.