



# **NAVIGATION CENTER & SHELTERING PLAN**

April 26, 2022

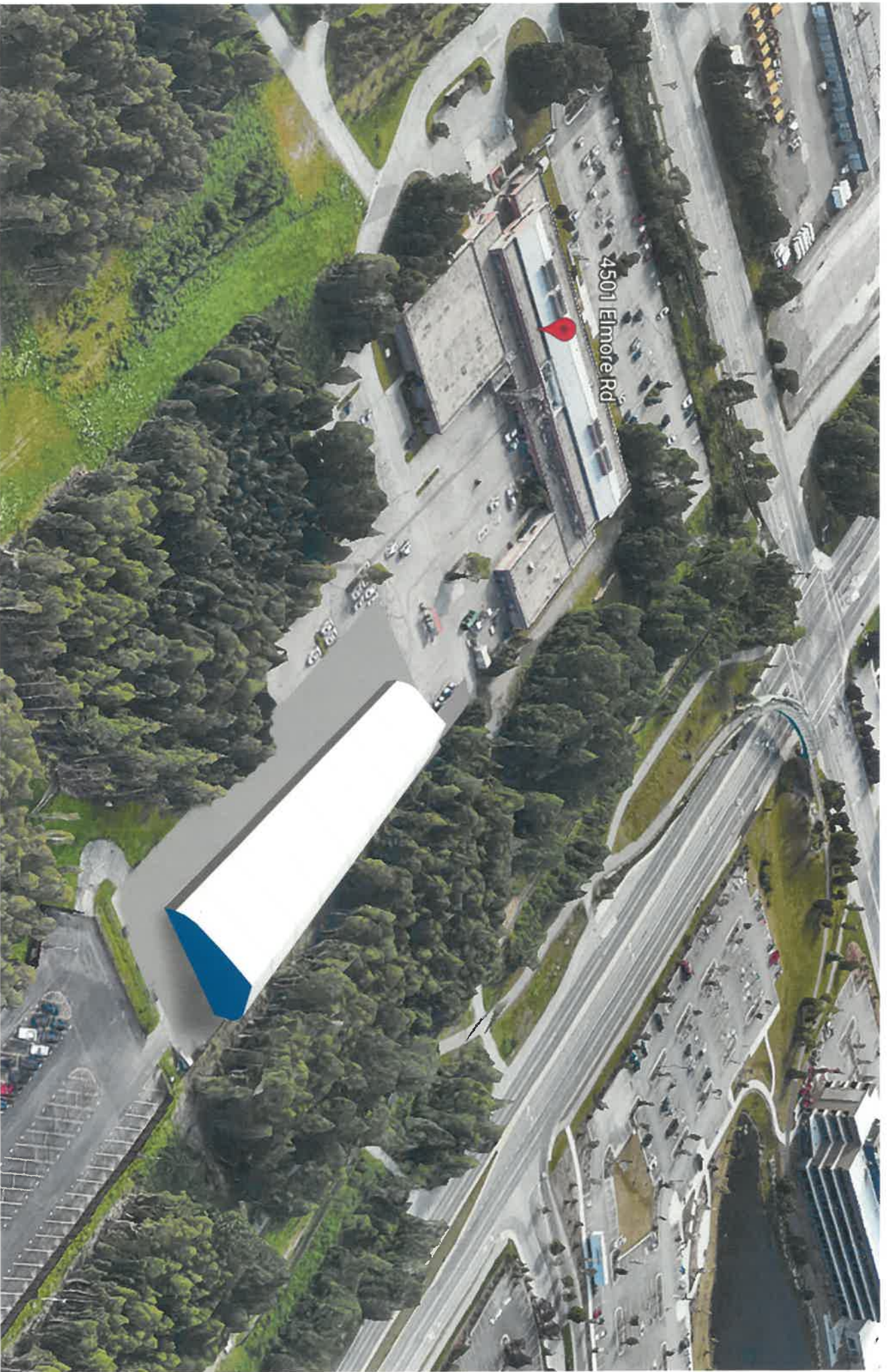
# **Table of Contents**

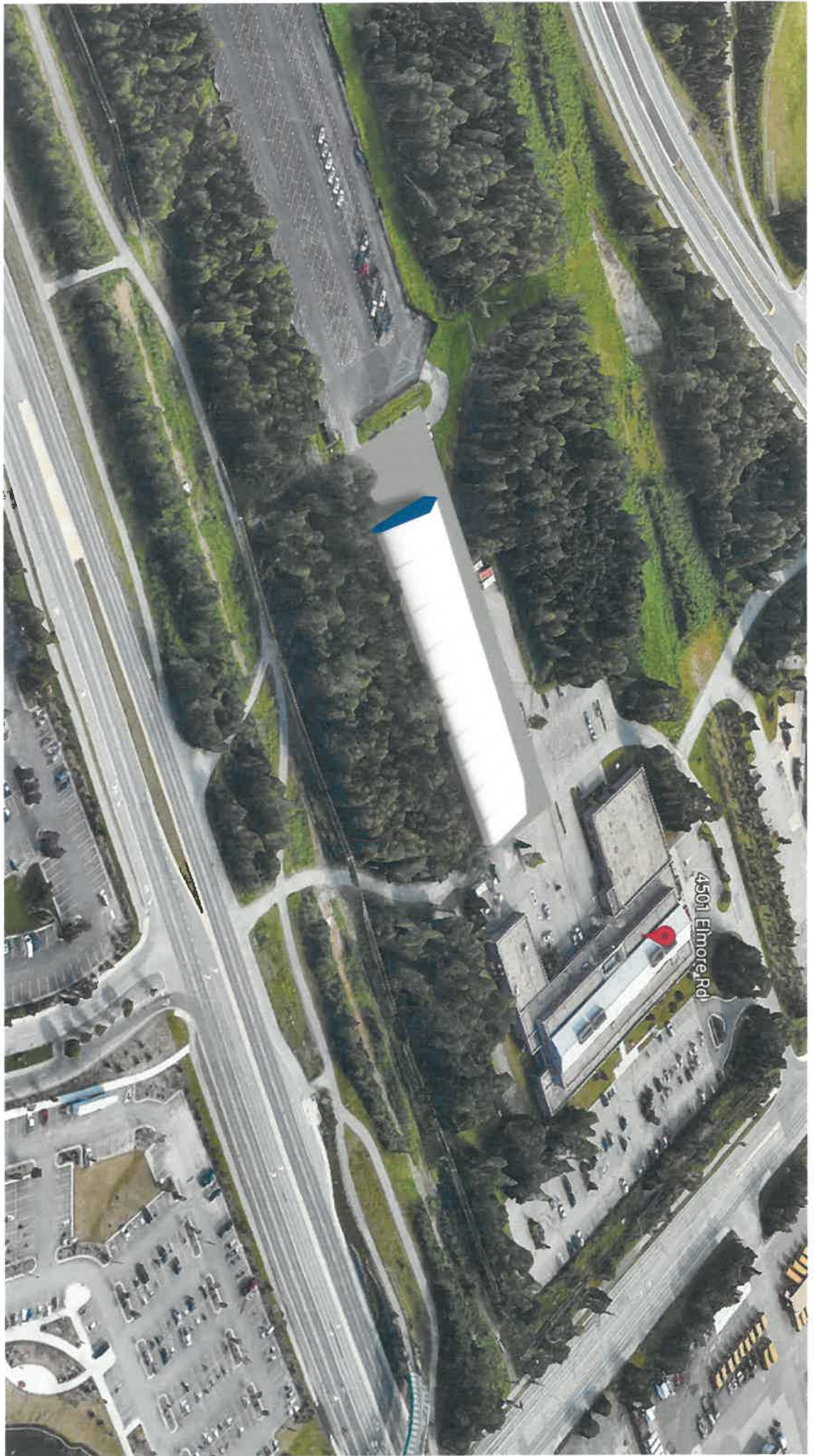
## **SECTIONS**

- 1. Design/Site Plan**
- 2. Permitting/Public Involvement**
- 3. Capitalized Costs**
- 4. Operational Plan**
- 5. Community of Practice**

## **APPENDICES**

- Appendix A – Facility Process HX Documents**
- Appendix B – Anchored Home AR**
- Appendix C – Anchored Home Plan (ACEH/MOA/VW)**
- Appendix D – ACEH “Exit from Mass Care”**
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- Appendix G – Site Screening Summary**
- Appendix H – US Treasury Emergency Rental Assistance**





4501 Elmore Rd



### CODE SUMMARY

Code: IBC 2018, IBC 2018, UPC  
 Project Description: This is a shelter for unaccompanied persons. It will provide temporary sleeping space, dining area, a clinic and support space.  
 Egress: See plans.  
 Energy Code: XXXXX  
 Classification: Occupancy group: Mixed, R-1 for sleeping area, B for the offices and clinic spaces, A for the dining area.  
 Health & Safety of Occupancies: Not shared / modified.  
 Automatic Sprinkler System: Building uses a fully automatic sprinkler system throughout the facility that meets NFPA 13  
 Building Area: XXXXX  
 Allowable Area: XXXXX  
 Per table 501 (IBC 2018) XXXX

Construction Type and fire resistance of building elements: Building construction is Type II per chapter 211 requirements. Membrane Structure.  
 Building assembly membrane meets NFPA 701 requirements.  
 Location on Property: All walls are greater than 30' from property line; no walling of openings is required.  
 Combustible Materials: Shall meet IBC 2018, 803  
 Interior Finishes: IBC 2018, 803.3 Rooms and enclosed spaces shall have a class C finish  
 Means of Egress and Occupant Loads: See code requirements.  
 Accessibility: Building is designed to meet accessibility requirements under IBC 2018 chapter 11.  
 Maximum Occupant Load: Requirements Count  
 Toilets: 1 per 10 occupants = 33 Toilets  
 Showers: 1 per 10 occupants = 33 Showers  
 Drinking Fountains: 1 per 100 = 2 Drinking Fountains  
 Sinks: 1 per 100 = 2 Sinks  
 Showers: 48 Showers (need 2 more)  
 Drinking Fountains: 1  
 Sinks: 1

### MOA TITLE 21 Analysis

XXXXX

### LOAD CHART

IBC 100A.1.1 requires occupant loads for various spaces. The load chart below identifies the requirements based on type of area and load factor. For example, R-48 means sleeping area with 48 occupants.

TYPE	LOAD FACTOR: 1 PERSON PER SF INDICATED	ASBR.
SLEEPING AREA - R1 OCCUPANCY	120 NET	R
OFFICE - B OCCUPANCY	100 GROSS	B
ASSEMBLY UNCONGREGATED	15 NET	AJ
RESTROOM FOOD SERVICE	200 GROSS	FS

### LEGEND

- PORTABLE FIRE EXTINGUISHER TYPE: MIN. 2A-10BC
- SEMIRECESSED WALL CABINET: PROVIDE & INSTALL
- AREA OF REMODEL
- EXIT DOOR WITH PANIC-HARDWARE / EXIT SYMBOL ONLY SHOW WITH NO ATTACH. DOORS UNDER THE CONTRACT
- OCCUPANT EXIT LOAD AND EGRESS AND EXITING PATH. ALL EXISTING DOORS MEET EGRESS WIDTH
- 1 HOUR FIRE PARTITION

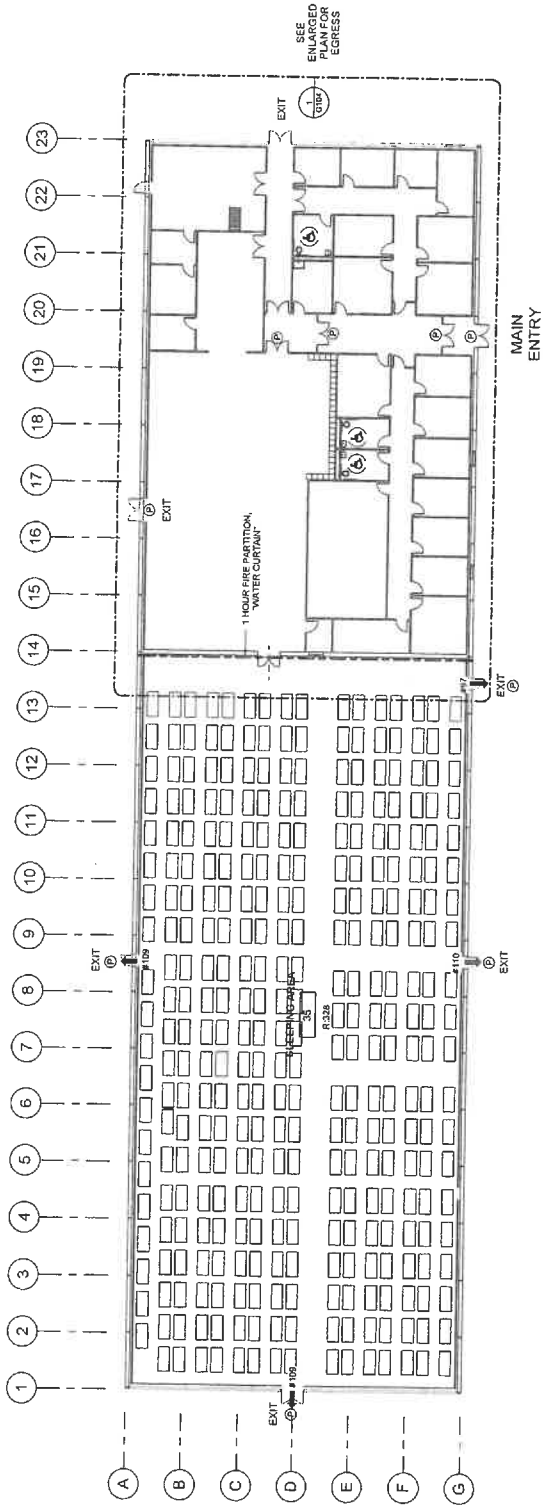
MUNICIPALITY OF ANCHORAGE  
 NAVIGATION CENTER

495 ELMORE ROAD, ANCHORAGE, ALASKA 99507  
 SCHEMATIC DESIGN

JOB NO.: B-13-2022  
 DATE: 08/13/2022  
 PROJECT: NAVIGATION CENTER  
 ARCHITECT: JTV  
 REVIEWED BY: JTV  
 REVISIONS:

CODE ANALYSIS

SHEET NO. **G103**



### 1 CODE PLAN

G103 1/16" = 1'-0"





FOR:  
SUBMITTAL  
DRAWING

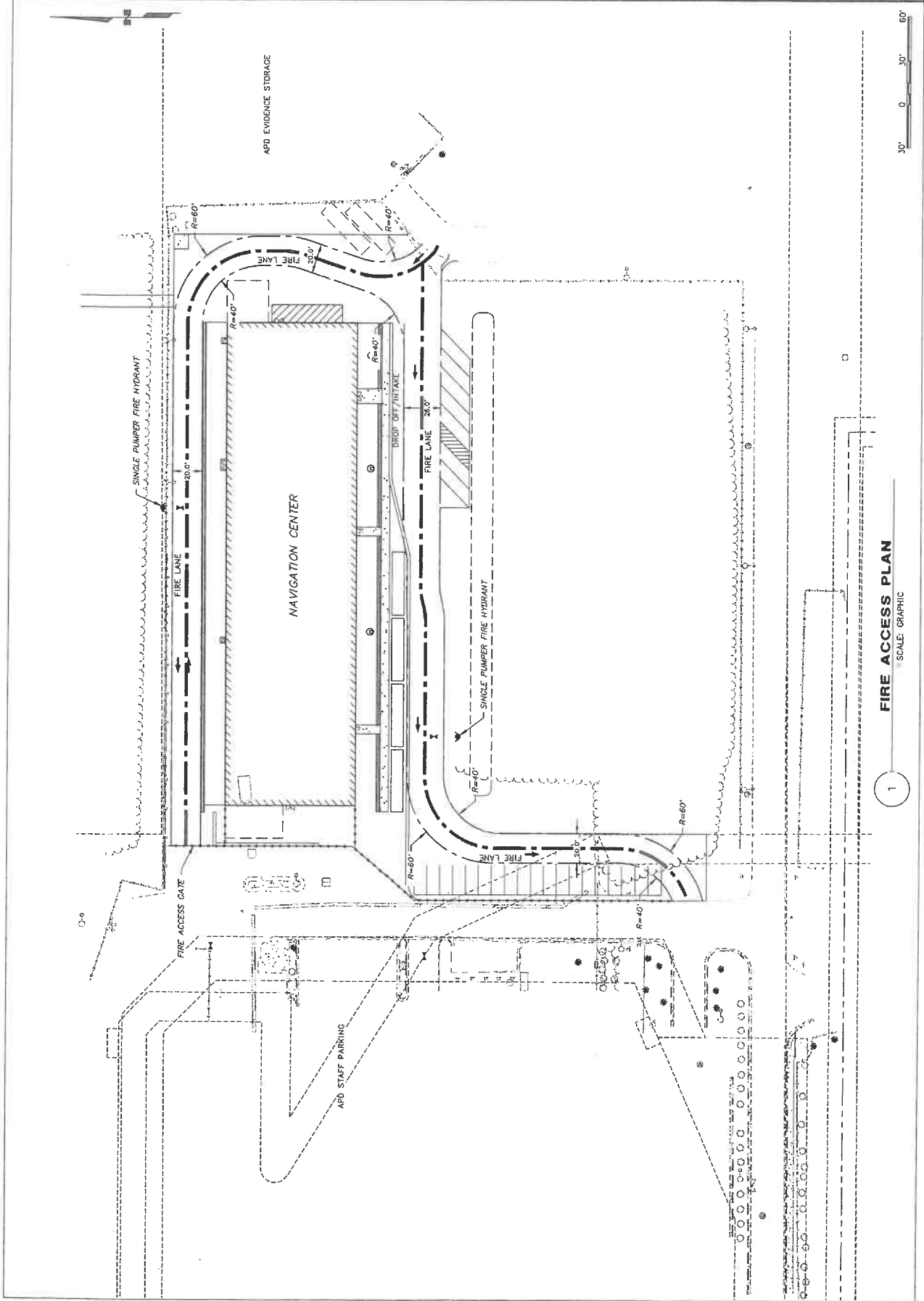


MUNICIPALITY OF  
ANCHORAGE

NAVIGATION  
CENTER

ART LUMBER ROAD,  
ANCHORAGE, ALASKA 99507  
SCHEMATIC

JOB NO.	13142.07
DATE	04/18/2022
FIELD NO.	RLC
DRAWN BY:	CRK
REVIEWED BY:	RLC
DATE:	



1  
FIRE ACCESS PLAN  
SCALE: GRAPHIC



SHEET NO.  
**C002**



FOR  
ADDITIONAL  
PACING



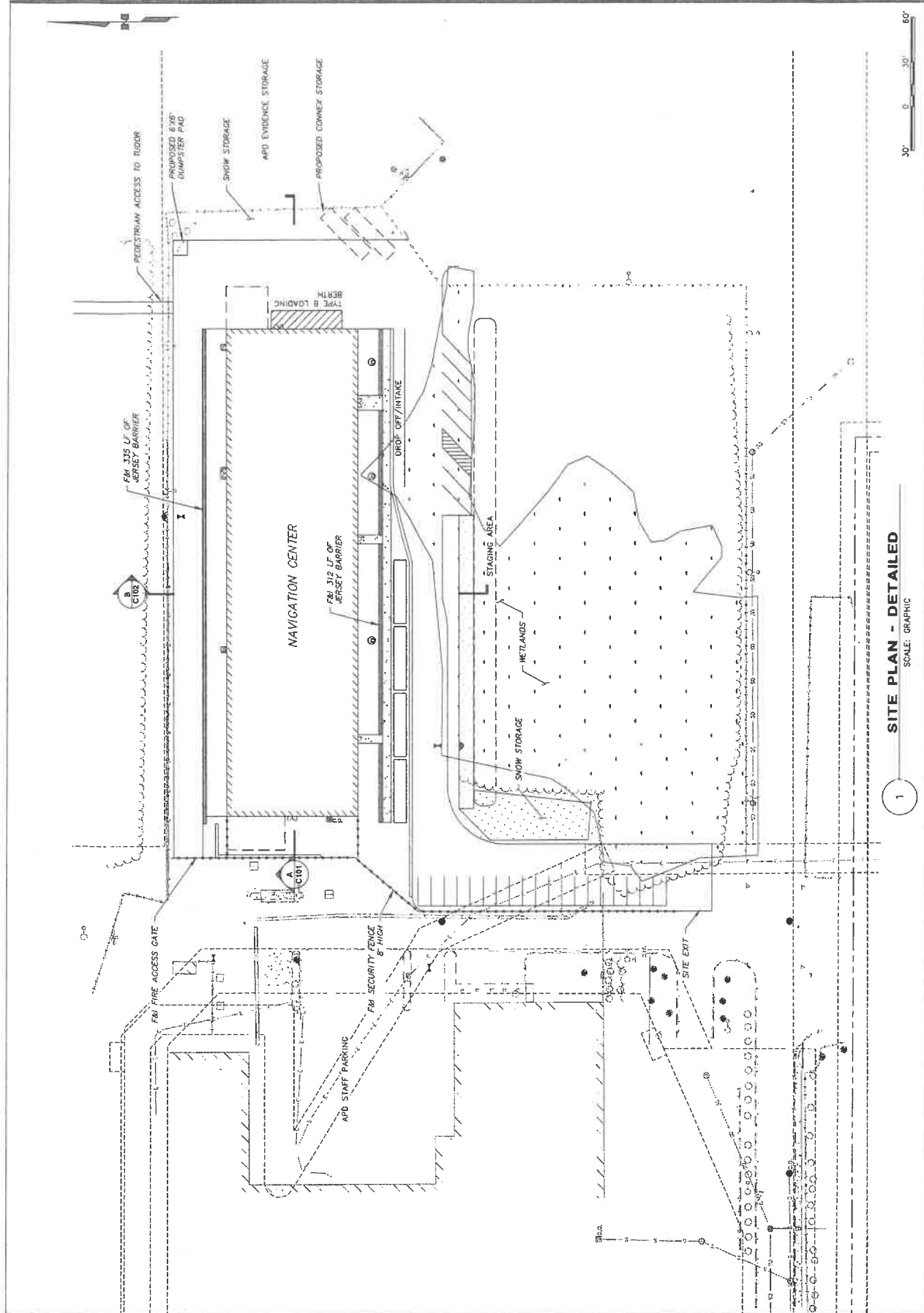
MUNICIPALITY OF  
ANCHORAGE  
NAVIGATION  
CENTER

401 ELMORE ROAD,  
ANCHORAGE, ALASKA, 99503  
SCHEMATIC

DATE:	11/14/07
DESIGNER:	RLC
PROJECT NO.:	042
DRAWN BY:	CHK
REVIEWED BY:	RLC
VERSIONS:	

SITE PLAN -  
DETAILED

SHEET NO.  
**C100**



1  
**SITE PLAN - DETAILED**  
SCALE: GRAPHIC

30 0 30 60'







CRW ENGINEERING GROUP, LLC  
10000 W. ALASKA ROAD, SUITE 100  
ANCHORAGE, ALASKA 99515  
TEL: 907.562.1111  
WWW.CRWENGINEERING.COM

MUNICIPALITY OF ANCHORAGE  
NAVIGATION CENTER

SCHEMATIC DESIGN

Table with project details: AS NO., DATE, DRAWN BY, CHECKED BY, REVIEWED BY, APPROVED BY.

GENERAL STRUCTURAL NOTES

STRUCTURAL SHOP DRAWINGS AND PRODUCT DATA SUBMITTALS  
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CONCRETE MATERIALS  
STEEL DECKING  
STEEL STRUCTURAL STEEL FRAMING  
STEEL TRUSS  
FABRICATED FABRIC BUILDING SYSTEMS  
STEEL STAIRS  
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HELICAL ANCHOR DESIGNER SHALL BE NOTIFIED IMMEDIATELY IF MINIMUM EMBEDMENT DEPTH CANNOT BE ACHIEVED BY THE CONTRACTOR.

FOUNDATIONS AND EARTHWORK  
REFERENCE GEOTECHNICAL REPORT NO. \_\_\_\_\_ BY SHAWKONA & WILSON, DATED \_\_\_\_\_ FOR FOUNDATION AND EXCAVATION INFORMATION.  
REMOVE TOPSOIL, ORGANIC MATERIAL AND DEBRIS FROM BUILDING FOOTPRINT.  
FOOTINGS AND GLAZES ON GRADE SHALL BEAR ON ENGINEERED SOIL PER CIVIL DRAWINGS.  
REMOVE POSITIVE PLANNING BLAGES, ROOTS, RUBBING AND AFTER CONSTRUCTION, FOR SURFACE AND ROOF RAINOFF. MINIMUM 12" FROM BUILDING FOUNDATIONS.  
ALL CONTIGUOUS STRUCTURE SHALL BE CONCRETE ON THE WALL UNO. ALL SPREAD FOOTINGS ARE CENTERED ON FOOTINGS OR GRASS UNO.  
FROST PROTECTED SHALLOW FOUNDATIONS (PFST) RECD INSULATION SHALL BE EXTRUDED POLYSTYRENE INSULATION (EPS) WITH A MINIMUM OF 2" THICKNESS. INSULATION SHALL BE AT LEAST TWO LAYERS WITH EDGES FRAM V BUTTED AND JOINTS STAGGERED BETWEEN LAYERS.  
REINFORCED CAST IN PLACE CONCRETE  
DETAILING PER APPLICABLE AIA DETAILING MANUAL UNO.  
SIZE, SPACING AND MINIMUM LAP SPACES OF REINFORCING STEEL SHALL BE PROVIDED AS SHOWN IN CONTRACT DOCUMENTS.  
REINFORCEMENT SPACINGS INDICATED ON THE DRAWINGS AND DETAILS ARE GIVEN AS A MAXIMUM ON CENTER.  
CONTRACTOR SHALL ACCURATELY PLACE, LOCATE, SECURE AND SUPPORT ALL REINFORCING BARS, ANCHOR BOLTS, STIRRUPS, AND EMBEDDED ITEMS PRIOR TO PLACING CONCRETE. CONTRACTOR SHALL USE GALVANIZED METAL CHAIRS, SPACERS, DORIES OR HANGERS FOR THE CLEAR CONCRETE COVERAGES.  
MINIMUM CONCRETE COVER: UNO.  
CONCRETE CAST AGAINST AND EXPOSED TO EARTH: 3" (16" AND SMALLER)  
2" (16" AND LARGER)  
SLABS, WALLS, AND JOISTS:  
3/4" TACK WELDING OF REINFORCING BARS SHALL NOT BE ALLOWED WITHOUT PRIOR REVIEW OF THE PROCEDURE WITH THE STRUCTURAL ENGINEER.  
SPlice HORIZONTAL REINFORCING AT CORNERS AND INTERSECTIONS.  
CHAMFER EXPOSED CORNERS 3/4" UNO.  
DO NOT DROP CONCRETE MORE THAN FIVE FEET WITHOUT THE USE OF TRUMES.  
MECHANICALLY VIBRATE ALL CONCRETE WHEN PLACED.  
ALL CONCRETE SLABS ON GRADE SHALL BE BOUND BY CONTROLS JOINTS (KEYED OR SAW CUT), SUCH THAT THE JOINT SPACING DOES NOT EXCEED 3 TIMES THE SLAB THICKNESS AND SHALL BE AS FOLLOWS:  
1. JOINT SPACING SHALL NOT EXCEED 15 TO 18 IN. SAW CUTS SHALL BE 1/4" WIDE AND 1/4" DEEP. THE SUB THICKNESS IS 1/4".  
STRUCTURAL STEEL  
ALL STRUCTURAL STEEL CONSTRUCTION SHALL CONFORM WITH APPLICABLE AISC HANDBOOK.  
BEAMS, COLUMNS AND BRACES SHALL NOT BE SPLED WITHOUT THE PRIOR APPROVAL OF THE STRUCTURAL ENGINEER.  
ALL STEEL TO STEEL BOLTED CONNECTIONS SHALL BE WITH HIGH STRENGTH BOLTS. UNO.  
MIN OF (1) BOLT TO PER CONNECTION.  
ALL STRUCTURAL STEEL SHALL BE SURFACE PREPARED AND SHOP PAINTED AS NOTED. SURFACE PREPARATION SHALL CONFORM TO SSPC SP-3 POWER TOOL CLEANING TO REMOVE ALL OXIDE AND RUST. ALL SURFACES SHALL BE CLEANED TO A MINIMUM DRY THICKNESS OF 1 MILS. NO PAINT ON SURFACES EXPOSED TO WEATHER. SURFACES TO RECEIVE SPRAYED OR FIRE PROOFINGS, FAYING AREAS OF SLIP, TRIP AND FALL PROTECTIVE COATINGS AND WEARS AS NOTED.  
STRUCTURAL STEEL EXPOSED TO WEATHER IN FINISHED WORK SHALL BE HOT DIP GALVANIZED.  
CONTRACTOR SHALL SUBMIT SHOP DRAWINGS PRIOR TO FABRICATION. SHOP DRAWINGS SHALL INCLUDE PIECE MARKS, ERECTION PLANS SHOWING BEAM SIZES AND DETAILS WITH CONNECTIONS AND FIELD WELDS. SHOP DRAWINGS SHALL MAKE A DISTINCTION BETWEEN SHOP WELDS AND FIELD WELDS.  
STRUCTURAL STEEL WELDING  
ALL STRUCTURAL WELDING SHALL BE PRE-QUALIFIED AND CONFORM TO AISC AND AWS SPECIFICATIONS.  
ALL WELDS SHALL BE PERFORMED IN ACCORDANCE WITH THE APPLICABLE AWS CODE. USE E70 SERIES LOW HYDROGEN ELECTRODES STORED AND MAINTAINED IN DRY CONDITION.  
ALL WELDING SHALL BE PERFORMED BY AWS CERTIFIED WELDERS HAVING CURRENT WELDED CERTIFICATES FOR THE WELDS TO BE WELDED. WELDING CERTIFICATES SHALL BE THOSE ISSUED BY AN ACCEPTED TEST AGENCY.  
STRUT AND RAIL CONSTRUCTION DRAWINGS AS NOTED BETWEEN BUSHES FOR THE LIDS AND FIELD WELDS. THE CONTRACTOR SHALL COORDINATE THE WELDING SEAMS BETWEEN FABRICATOR AND ERECTOR. ALL STEEL SHOP DRAWINGS SHALL MAKE A DISTINCTION BETWEEN SHOP WELDS AND FIELD WELDS.

STEEL DECK  
STEEL DECKING SHALL BE MANUFACTURED AND INSTALLED PER STEEL DECK INSTITUTE SPECIFICATIONS. ICC CERTIFICATION REQUIRED. OR GALVANIZED FINISH ON ALL DECKING.  
FLOOR DECK SHALL BE AS FOLLOWS:  
2" GA COMPOSITE, WITH THE FOLLOWING MINIMUM PROPERTIES:  
11-0.192 IN<sup>3</sup> S = 0.178 IN<sup>3</sup>, S = 0.188 IN<sup>3</sup>.  
SHEAR DECK TO SUPPORTING MEMBERS WITH (4) 1/8" METAL STRIPS PER SHEET AT ENDS, END LAPS AND AT INTERMEDIATE SUPPORTS. SCREW DECK TO PERMIT FRAMING AND OPENING EDGES RUNNING PARALLEL TO THE ATTACHMENT SURFACE. THE SHEAR DECK SHALL BE MANUFACTURED TO THE CONNECTION (AS232) WITH THE "PUNCH-A-FIT" TOOL AT 2" OC UNO.  
DECKING TO BE CONTINUOUS OVER MINIMUM 3 SUPPORTS UNO.  
CONCENTRATED HANGING LOADS ON STEEL ROOF SHALL BE LIMITED TO SUSPENDED ACROUSTICAL CEILING AND LIGHT DUCT WORK, OR OTHER CONCENTRATED HANGING LOADS ARE ALLOWED WITHOUT PRIOR WRITTEN AUTHORIZATION BY THE STRUCTURAL ENGINEER.  
NON-BARRIK GROUT  
PRE-CAST CONCRETE GROUT SHALL BE INSTALLED UNDER BEARING PLATES BEFORE FRAMING MEMBERS ARE INSTALLED. AT COLUMNS, CONTRACTOR SHALL INSTALL DRY-PACK UNDER BASE PLATES AFTER COLUMN HAS BEEN PLUMBED BUT PRIOR TO FLOOR OR ROOF INSTALLATION.  
COLD-FORMED STEEL FRAMING  
ALL COLD-FORMED AND LIGHT GAGES STEEL FRAMING SHALL BE GALVANIZED AND RESISTANT TO CORROSION. CONTRACTOR SHALL VERIFY ALL DIMENSIONS, ELEVATIONS AND SITE CONDITIONS BEFORE STARTING WORK. THE CONTRACTOR SHALL IMMEDIATELY NOTIFY THE ARCHITECT AND STRUCTURAL ENGINEER IN WRITING OF ANY DISCREPANCIES.  
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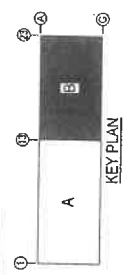
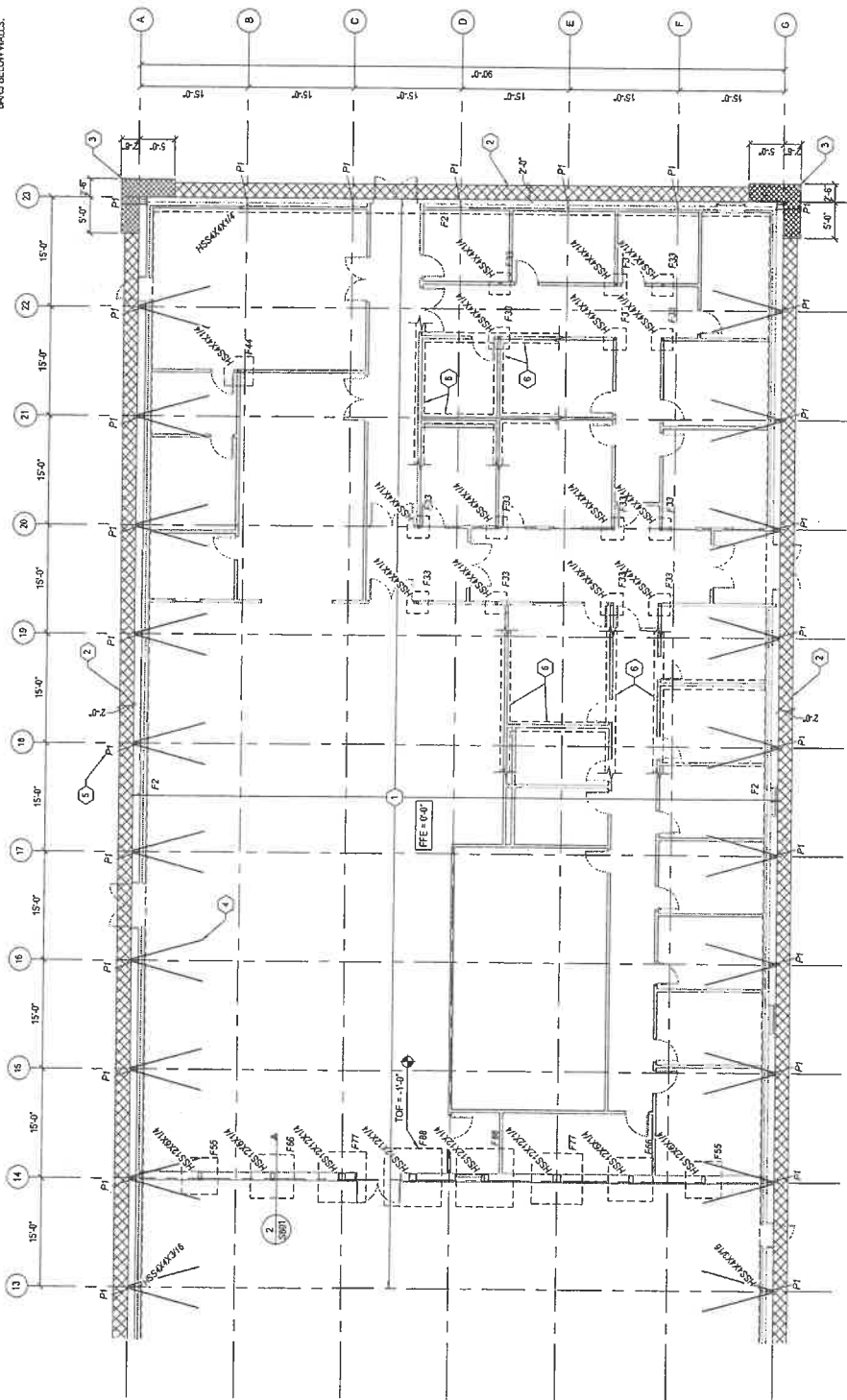
400 ELMORE ROAD  
 ANCHORAGE, ALASKA 99507  
 SCHEMATIC DESIGN

DATE	DESCRIPTION
11/15/11	SCHEMATIC DESIGN
11/15/11	SCHEMATIC DESIGN
11/15/11	SCHEMATIC DESIGN
11/15/11	SCHEMATIC DESIGN
11/15/11	SCHEMATIC DESIGN

ENLARGED FOUNDATION PLAN - AREA B

SHEET NO.  
**S102**

- FOUNDATION KEYNOTES:**
- 1 CONCRETE SLAB ON GRADE, REINFORCED W/ #5 BARS @ 18" OC EACH WAY.
  - 2 TYPICAL 1" MIN. 2" THICK FRSF HORIZONTAL INSULATION.
  - 3 TYPICAL AT CORNER 3" THICK FRSF HORIZONTAL INSULATION.
  - 4 TYPICAL #5 x 10" (E-LEG) HARPIN AROUND BUILDING COLUMN ANCHOR GROUP.
  - 5 DETAILS FOR HORIZONTAL INSULATION AT WALL TO BE PLACED AT EACH FAIRING BUILDING COLUMN. SEE DETAIL FOR HORIZONTAL INSULATION AT WALL TO BE PLACED AT EACH FAIRING BUILDING COLUMN.
  - 6 TYPICAL INT PARTITION WALLS SHALL BE 4" MIN. @ 18" OC INSTALL PLYWOOD WALL SHEATHING ON ONE SIDE OF WALL. PROVIDE 12" THICK x 18" WIDE THICKEND SLAB FOOTING REINFORCED W/ 2# BARS BELOW WALLS.



**1 ENLARGED FOUNDATION PLAN - AREA B**  
 SCALE: 1/8" = 1'-0"

**FOUNDATION (F) SCHEDULE**

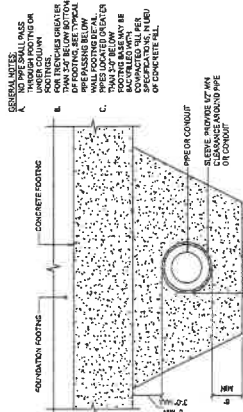
MARK	HEIGHT	WIDTH	LENGTH	FOOTING REINFORCING	REMARKS
F2	2'-0"	2'-0"	4'-0"	(1) IS CONTINUOUS BOTTOM	MONOLITHIC WITH FLOOR SLAB
F3	2'-0"	2'-0"	4'-0"	(1) IS CONTINUOUS BOTTOM	
F4	1'-0"	4'-0"	4'-0"	(1) IS EACH WAY, TAB	
F5	1'-0"	5'-0"	5'-0"	(1) IS EACH WAY, TAB	
F6	1'-0"	6'-0"	6'-0"	(1) IS EACH WAY, TAB	
F7	1'-0"	7'-0"	7'-0"	(1) IS EACH WAY, TAB	
F8	1'-0"	8'-0"	8'-0"	(1) IS EACH WAY, TAB	

- NOTES:**
- FOR FOOTING BEARING DEPTH BELOW GRADE, SEE SSN, LINC.
  - WHEN FOOTINGS UNDER WALLS OR COLUMNS UNO, MINIMUM REINFORCING REQUIREMENTS SHALL COMPLY WITH SECTION 05110-1.1.
  - WHEN WALLS ARE UNO, THE CRACKER REINFORCING REQUIREMENTS SHALL COMPLY WITH SECTION 05110-1.1.
  - PROVIDE CLEAR DISTANCE FOR TOP REINFORCING OF 6".
  - PROVIDE 1" CLEAR SPACE BETWEEN DOUBLE LAYER OF BARS.

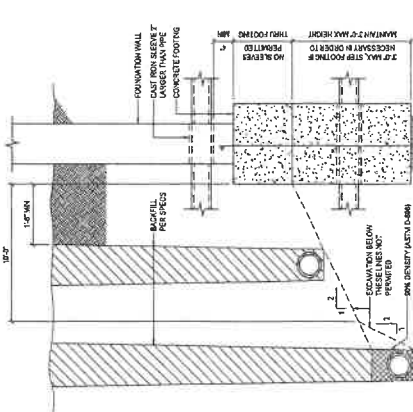
- FOOTING REINFORCING**
- IS CONTINUOUS BOTTOM
  - IS EACH WAY, TAB
  - IS EACH WAY, TAB
  - IS EACH WAY, TAB
  - IS EACH WAY, TAB
  - IS EACH WAY, TAB
  - IS EACH WAY, TAB
  - IS EACH WAY, TAB

**FOUNDATION SCHEDULE**

SCALE: NTS

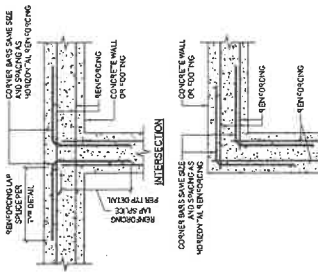


- GENERAL NOTES:**
- THROUGH FOOTING OR FOOTING.
  - THAT IS BELOW MOTION OF FOOTING SEE TYPICAL WALL FOOTING DETAIL.
  - THAT IS BELOW MOTION OF FOOTING SEE TYPICAL WALL FOOTING DETAIL.
  - THAT IS BELOW MOTION OF FOOTING SEE TYPICAL WALL FOOTING DETAIL.
  - THAT IS BELOW MOTION OF FOOTING SEE TYPICAL WALL FOOTING DETAIL.
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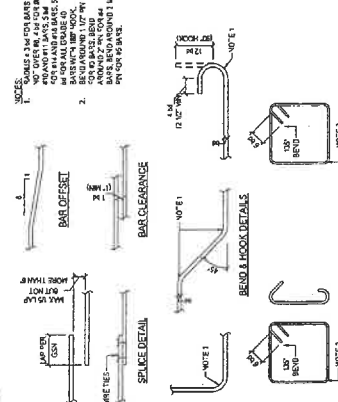


- GENERAL NOTES:**
- CONCRETE SHALL BE 3000 PSI.
  - REINFORCING SHALL BE #4.
  - CONCRETE SHALL BE 3000 PSI.
  - REINFORCING SHALL BE #4.
  - CONCRETE SHALL BE 3000 PSI.
  - REINFORCING SHALL BE #4.
  - CONCRETE SHALL BE 3000 PSI.
  - REINFORCING SHALL BE #4.

SCALE: NTS



- TYPICAL CONCRETE REINFORCING AT WALLS AND FOOTINGS**
- SCALE: NTS



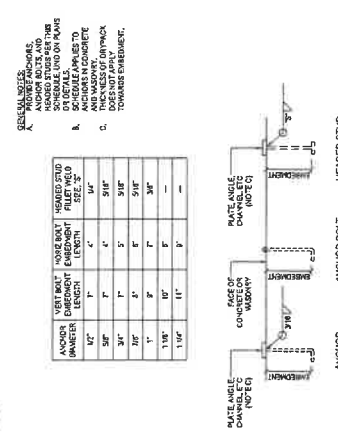
- TYPICAL CONCRETE REINFORCING BAR DETAILS**
- SCALE: NTS

CONCRETE CLASS	TENSILE SPALL LENGTHS (CLASSES)			COMPRESSION BARS		
	1-1,500 PSI	1,500-2,000 PSI	2,000-3,000 PSI	1-1,500 PSI	1,500-2,000 PSI	2,000-3,000 PSI
40	30"	30"	30"	30"	30"	30"
45	30"	30"	30"	30"	30"	30"
50	30"	30"	30"	30"	30"	30"
55	30"	30"	30"	30"	30"	30"
60	30"	30"	30"	30"	30"	30"
65	30"	30"	30"	30"	30"	30"
70	30"	30"	30"	30"	30"	30"
75	30"	30"	30"	30"	30"	30"
80	30"	30"	30"	30"	30"	30"
85	30"	30"	30"	30"	30"	30"
90	30"	30"	30"	30"	30"	30"
95	30"	30"	30"	30"	30"	30"
100	30"	30"	30"	30"	30"	30"

- NOTES:**
- TO BASE ARE ALL TYPICAL BARS PLACED SO THAT MORE THAN 1/2 OF FRESH CONCRETE IS CAST.
  - CONCRETE COVER AND REINFORCING SHALL NOT BE LESS THAN THE DIAMETER OF THE BAR.
  - MINIMUM COVER SHALL BE 1.5 TIMES THE DIAMETER OF THE BAR.
  - MINIMUM COVER SHALL BE 1.5 TIMES THE DIAMETER OF THE BAR.
  - MINIMUM COVER SHALL BE 1.5 TIMES THE DIAMETER OF THE BAR.
  - MINIMUM COVER SHALL BE 1.5 TIMES THE DIAMETER OF THE BAR.

**TYPICAL MINIMUM REINFORCING BAR SPLICE LENGTHS IN CONCRETE**

SCALE: NTS



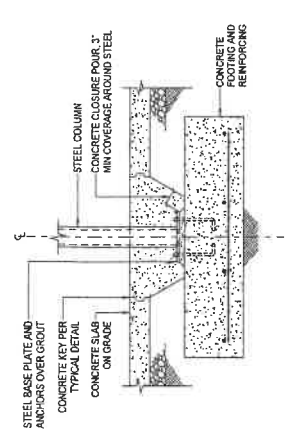
- TYPICAL CAST-IN-PLACE ANCHOR, ANCHOR BOLT AND HEADED STUD SCHEDULE**
- SCALE: NTS

BAR SIZE	TYPICAL ALL CLASSES			90° HOOKS		
	180° HOOK	180° HOOK	180° HOOK	180° HOOK	180° HOOK	180° HOOK
#3	30"	30"	30"	30"	30"	30"
#4	30"	30"	30"	30"	30"	30"
#5	30"	30"	30"	30"	30"	30"
#6	30"	30"	30"	30"	30"	30"
#7	30"	30"	30"	30"	30"	30"
#8	30"	30"	30"	30"	30"	30"
#9	30"	30"	30"	30"	30"	30"
#10	30"	30"	30"	30"	30"	30"
#11	30"	30"	30"	30"	30"	30"
#12	30"	30"	30"	30"	30"	30"
#13	30"	30"	30"	30"	30"	30"
#14	30"	30"	30"	30"	30"	30"
#15	30"	30"	30"	30"	30"	30"
#16	30"	30"	30"	30"	30"	30"
#17	30"	30"	30"	30"	30"	30"
#18	30"	30"	30"	30"	30"	30"
#19	30"	30"	30"	30"	30"	30"
#20	30"	30"	30"	30"	30"	30"
#21	30"	30"	30"	30"	30"	30"
#22	30"	30"	30"	30"	30"	30"
#23	30"	30"	30"	30"	30"	30"
#24	30"	30"	30"	30"	30"	30"
#25	30"	30"	30"	30"	30"	30"
#26	30"	30"	30"	30"	30"	30"
#27	30"	30"	30"	30"	30"	30"
#28	30"	30"	30"	30"	30"	30"
#29	30"	30"	30"	30"	30"	30"
#30	30"	30"	30"	30"	30"	30"

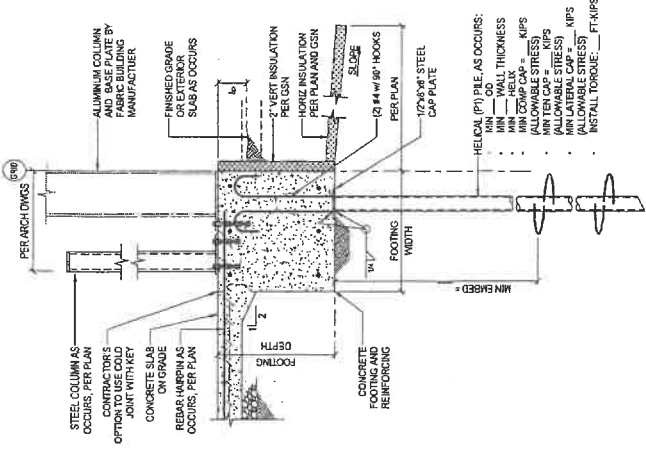


**TYPICAL REINFORCING HOOK SCHEDULE**

SCALE: NTS



**2** STEEL COLUMN AT CONCRETE FOOTING  
 SCALE: NTS



**1** BUILDING COLUMN AT CONCRETE FOUNDATION  
 SCALE: NTS

- HELIX (PI) RE. AS OCCURS:
- MIN. WALL THICKNESS
  - MIN. HELIX
  - MIN. ZONE = KIPS
  - ALLOWABLE STRESS
  - MIN. TYP. CAP = KIPS
  - MIN. TYP. CLOSURE = KIPS
  - MIN. LATERAL CAP = KIPS
  - INSTALL TORQUE = FT-KIPS

FOR  
SUBMITTAL  
PLACING

MUNICIPALITY OF  
ANCHORAGE

NAVIGATION  
CENTER

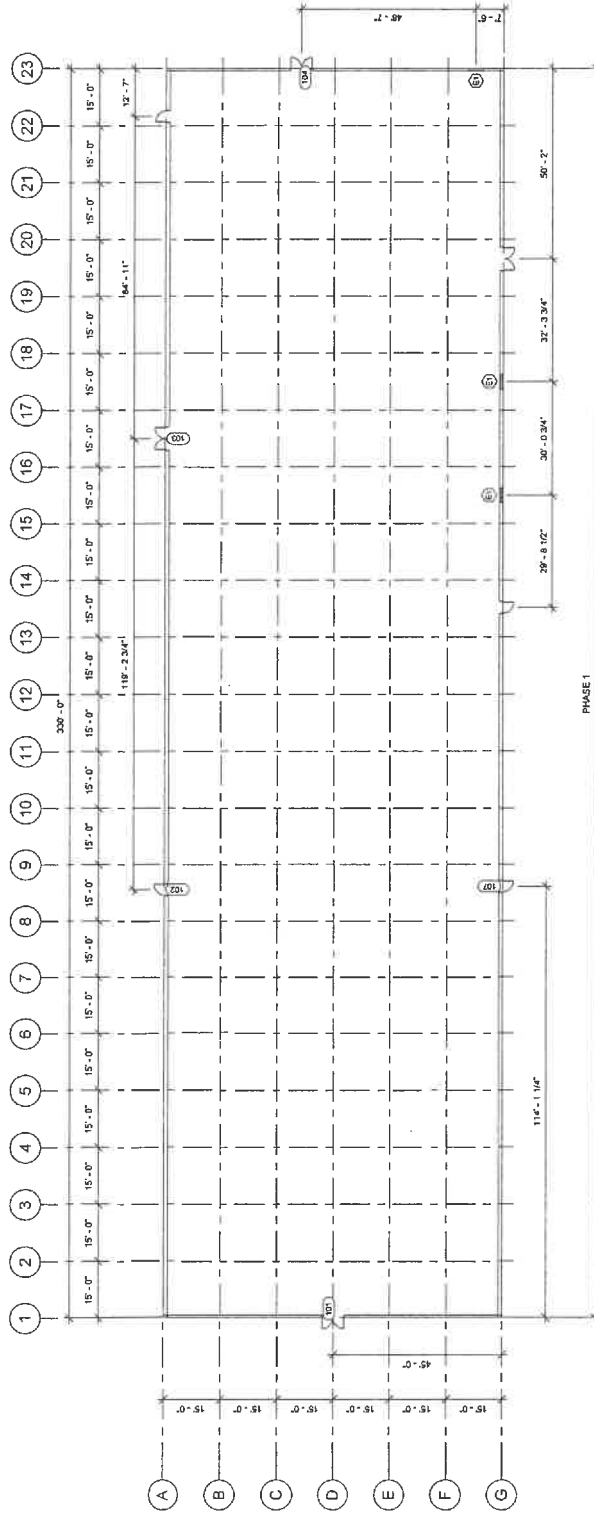
PROJECT NO. 04-13-2022  
DATE 04-13-2022  
DRAWN BY TDS  
CHECKED BY JTW  
REVISIONS:

SCHEMATIC DESIGN

FLOOR PLAN -  
PHASE 1

SHEET NO.

A201



1 FLOOR PLAN - PHASE 1

A201 1/16" = 1'-0"

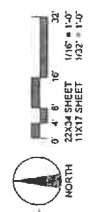
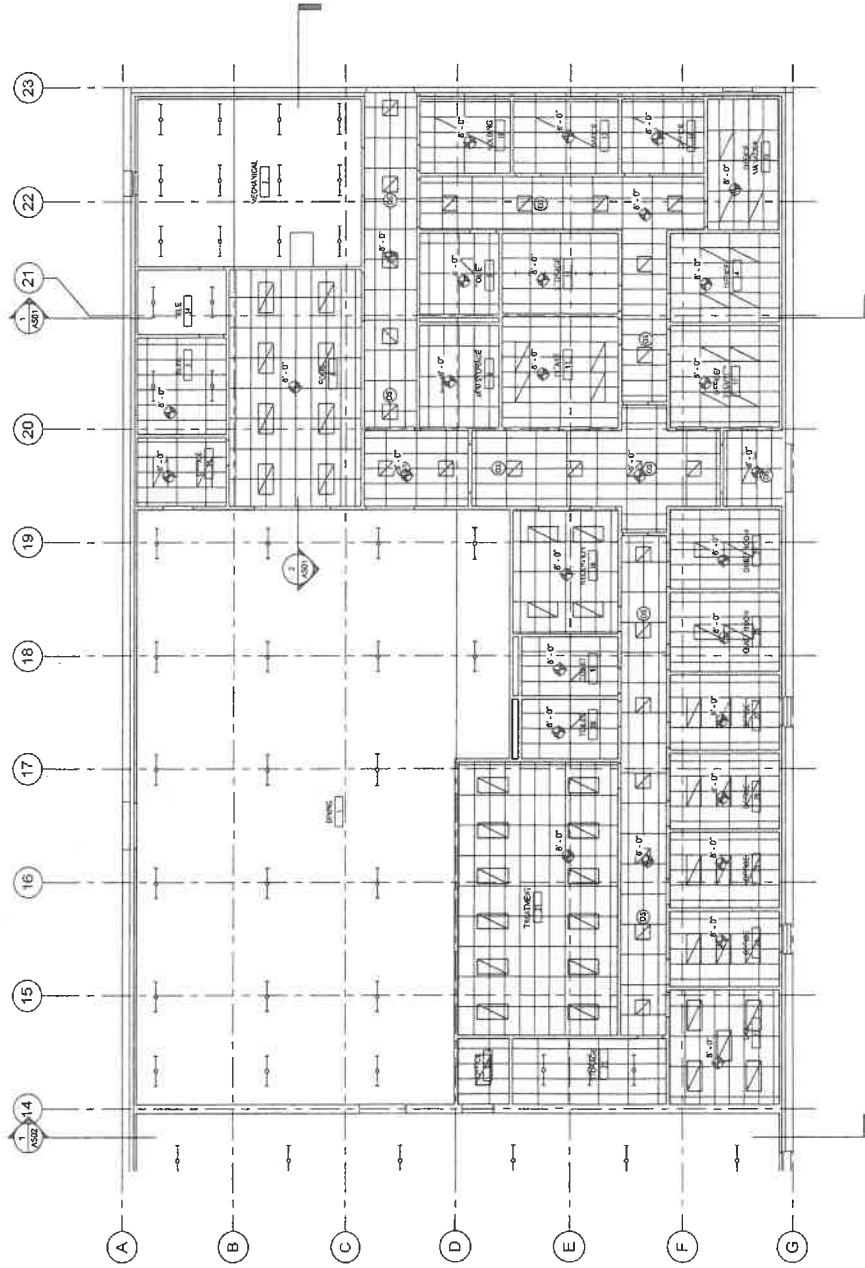




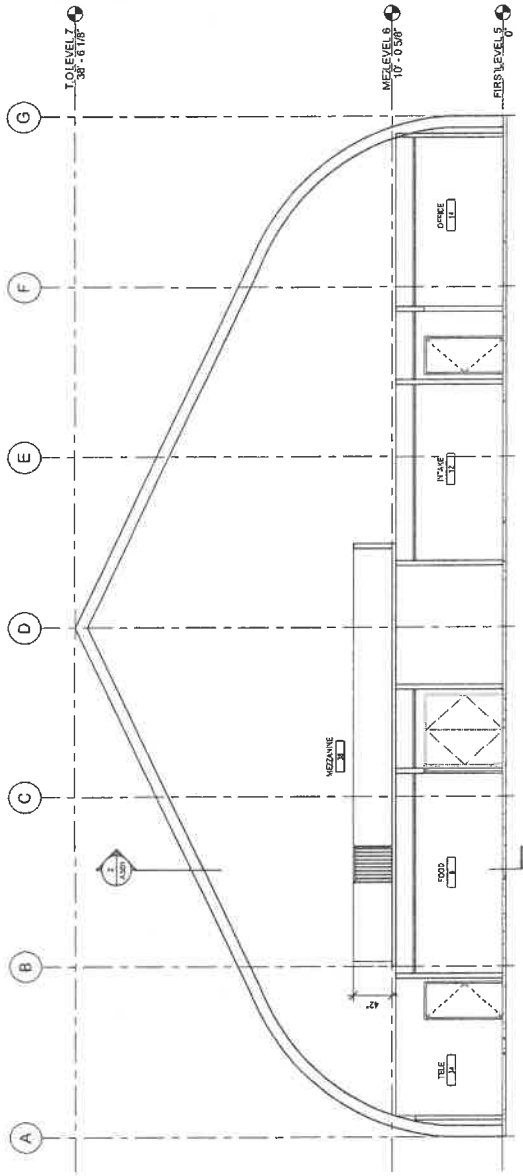


REFLECTED CEILING PLAN LEGEND

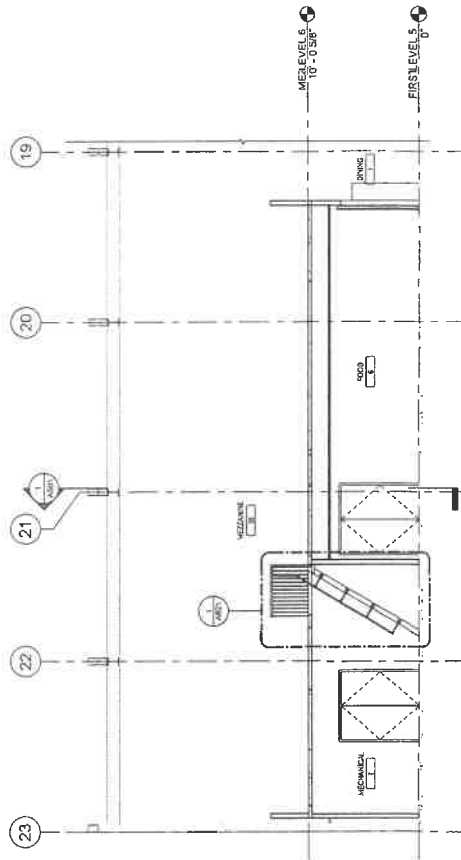
- ① SHEET NOTES
- SUSPENDED ACOUSTIC CEILING SYSTEM
  - GWS SUSPENDED CEILING WITH PFI FINISH
  - OPEN TO STRUCTURE
  - NOT IN SCOPE
  - HEIGHT OF CEILING ABOVE FINISH FLOOR
  - LIGHTING FIXTURES: REFER TO ELECTRICAL
  - MECHANICAL DIFFUSER, REFER MECHANICAL



① ENLARGED REFLECTED CEILING PLAN  
 A207 1/8" = 1'-0"



1 BUILDING SECTION @ MEZZANINE  
ASPI 3/16" = 1'-0"



2 BUILDING SECTION @ MEZZANINE  
ASPI 3/16" = 1'-0"

FOR SUBMITTAL REVISIONS

MUNICIPALITY OF ANCHORAGE  
NAVIGATION CENTER

401 ELMORE ROAD  
ANCHORAGE, ALASKA 99507  
SCHEMATIC DESIGN

JOB NO.	64-13-3022
DATE	04-13-2022
PROJECT	NAVIGATION CENTER
DESIGNED BY	TDS
REVIEWED BY	JTW
VERSIONS	

DETAILS

SHEET NO.  
**A620**

NOTE: COMPRESSION STRUT DOES NOT REPLACE HANGER WIRE

2X GALVANIZED 1/2" DIA. VTL. STD. OR EQ. VERTICAL COMPRESSION STRUT FASTENED WITH #10 SCREWS TO MAIN RUNNER & STRUCTURE ABOVE.

(A) 12 GA. WIRES - 90 DEG. FROM EACH OTHER WITHIN 2' OF STRUT AND TURN 90 DEGS. TO HORIZONTAL RUNNERS IN 1/2" BOTH ENDS.

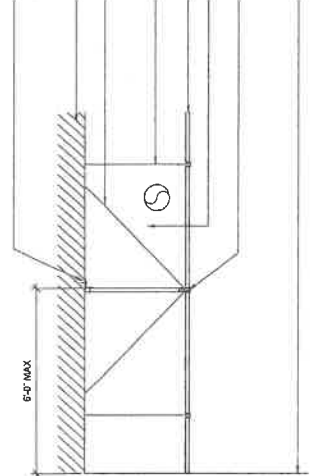
TYP. 12 GA. WIRE HANGERS AT 4'-0" O.C. MAX.

SUSPENDED CEILING

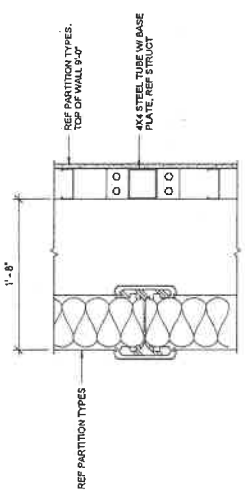
SPACE 6" MIN. FROM STRUCTURE PIPES, DUCTS & SIMILAR WHENEVER POSSIBLE.

1/2" DIA. WIRE BRACING TO BE USED FOR BRUNING AREAS LARGER THAN 144 SQ. FT. AT EACH 12'-0" X 12'-0" AREA AND 6'-0" MAX. SPACING.

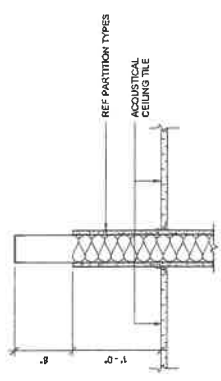
WALLS CONNECTED TO STRUCTURAL CEILING



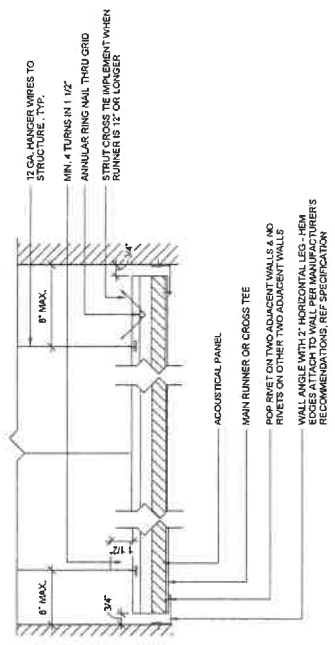
**4 SECTION DETAIL - TYPICAL S.A.C. BRACING**  
AS20 1 1/2" x 1 1/2"



**1 EXTERIOR TO INTERIOR WAINSCOT**  
AS20 1 1/2" x 1 1/2"

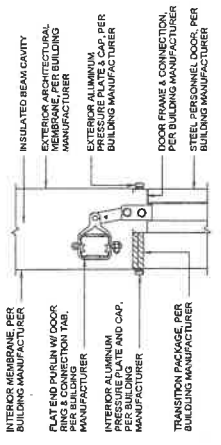


**2 TYPICAL TOP OF WALL**  
AS20 1 1/2" x 1 1/2"

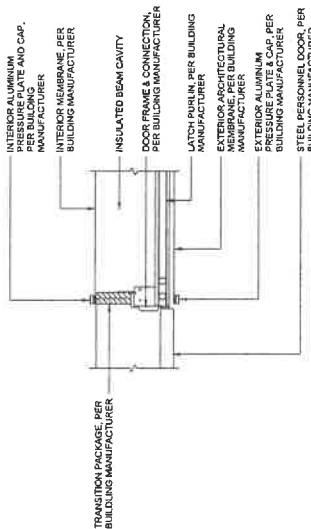


**3 SECTION DETAIL - TYPICAL S.A.C. SYSTEM**  
AS20 3'-1 1/2"

**8 WINDOW - JAMB (HEAD AND SILL SIM)**  
AS20 1 1/2" x 1 1/2"

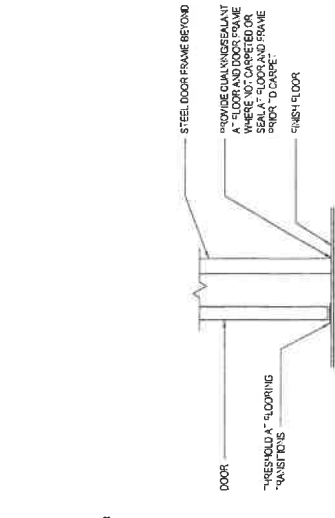


**9 EXTERIOR DOOR HEAD**  
AS20 1 1/2" x 1 1/2"



**5 EXTERIOR DOOR - JAMB**  
AS20 1 1/2" x 1 1/2"

**6 INTERIOR DOOR HEAD (JAMB SIM)**  
AS20 1 1/2" x 1 1/2"

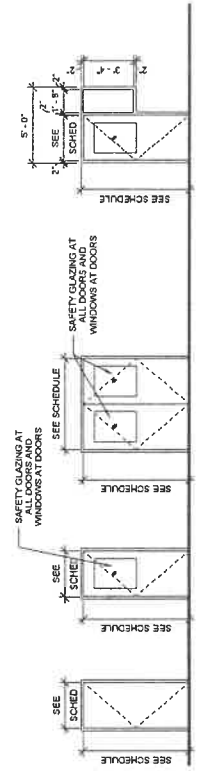


**7 INTERIOR DOOR SILL**  
AS20 1 1/2" x 1 1/2"

**DOOR ABBREVIATIONS & NOTES**

- (E) EXISTING
  - ST STEEL DOOR
  - HW INSULATED HOLLOW METAL
  - AL ALUMINUM DOOR / FRAME
- DOOR NOTES**
1. REFER TO SPECS FOR HARDWARE GROUPS, BS 71 00
  2. ALL GLAZING WITHIN DOORS AND GLAZING WITHIN 2' OF A DOOR SHALL BE SAFETY GLAZING

**DOOR TYPES**



DOOR TYPE: ST-1  
FRAME TYPE: HM-1

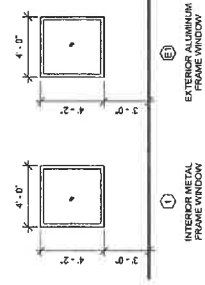
DOOR TYPE: ST-2  
FRAME TYPE: HM-1

DOOR TYPE: ST-2A  
FRAME TYPE: HM-1

DOOR TYPE: ST-3  
FRAME TYPE: HM-1

**WINDOW & STOREFRONT TYPES**

NOTES:  
1. ALL WINDOWS TO HAVE LAMINATED SAFETY GLASS



(1) INTERIOR METAL FRAME WINDOW

(2) EXTERIOR ALUMINUM FRAME WINDOW

**DOOR SCHEDULE**

DOOR #	ROOM NAME	WIDTH		HEIGHT	DOOR FINISH	DOOR TYPE	FRAME TYPE	RATING	HEAD	JAMB	SILL	NOTES
		LEAF 1	LEAF 2									
101		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
102		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
103		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
104		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
105		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
106		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
107		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
108		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
109		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
110		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
111		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
112		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
113		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
114		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
115		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
116		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
117		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
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121		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
122		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
123		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
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159		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
160		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
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163		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
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176		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
177		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
178		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
179		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
180		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
181		3'-0"	3'-0"	7'-0"		ST-1	HM-1					
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FOR SUBMITTAL PRICING



**Registration and Consulting Engineers**  
 100 West 10th Street, Suite 200  
 Anchorage, Alaska 99501  
 907.561.1400 FAX 907.561.1401

MUNICIPALITY OF ANCHORAGE

NAVIGATION CENTER

ANCHORAGE, ALASKA  
 PROJECT NO. 14-0000000  
 SCHEMATIC DESIGN

JOB NO. 14-0000000  
 DATE 4-15-2014  
 DRAWN BY: ALE  
 REVIEWED BY: CHEMAY  
 REVISIONS:

MECHANICAL SCHEDULES

SHEET NO. **M004**

AIR CONDITIONER SCHEDULE												
SYMBOL	MGR	MODEL	COOLING NOMINATION	VEH	EGR TEMP	REFR TYPE	CFM	AMB TEMP	POWER SUPPLY			REMARKS
									VOLTS	PH	FLA	
AC-1	ROHMCOOL	CR6	2	2.0	73 °F	R-404A	180	73 °F	208 V	1	20A	SELF-CONTAINED AIR COOLED, PROVIDED WITH COMPENSATE PUMP AND WALL MOUNTED CONTROLLER

AIR CONDITIONING UNIT SCHEDULE - EVAPORATOR																	
SYMBOL	MGR	MODEL	NOMINAL TONS	REFR	EGR TEMP	REFR TYPE	CFM	AMB TEMP	VEH	EGR TEMP	REFR TYPE	CFM	AMB TEMP	POWER SUPPLY			REMARKS
														VOLTS	PH	FLA	
EA-1	LIBERTY	WCD24AL1N	2	R-407C	73 °F	R-404A	180	73 °F	2.0	73 °F	R-404A	180	73 °F	208 V	1	20A	

AIR CONDITIONING UNIT SCHEDULE - CONDENSING UNIT																
SYMBOL	MGR	MODEL	REFR	EGR TEMP	REFR TYPE	CFM	AMB TEMP	VEH	EGR TEMP	REFR TYPE	CFM	AMB TEMP	POWER SUPPLY			REMARKS
													VOLTS	PH	FLA	
CU-1	LIBERTY	PR120TAL	R-407C	73 °F	R-404A	180	73 °F	2.0	73 °F	R-404A	180	73 °F	208 V	1	20A	



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Mechanical and  
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Bellevue, WA 98004  
PH: 206.461.1822  
FAX: 206.461.1823

MUNICIPALITY OF  
ANCHORAGE  
NAVIGATION  
CENTER

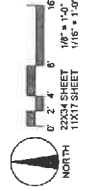
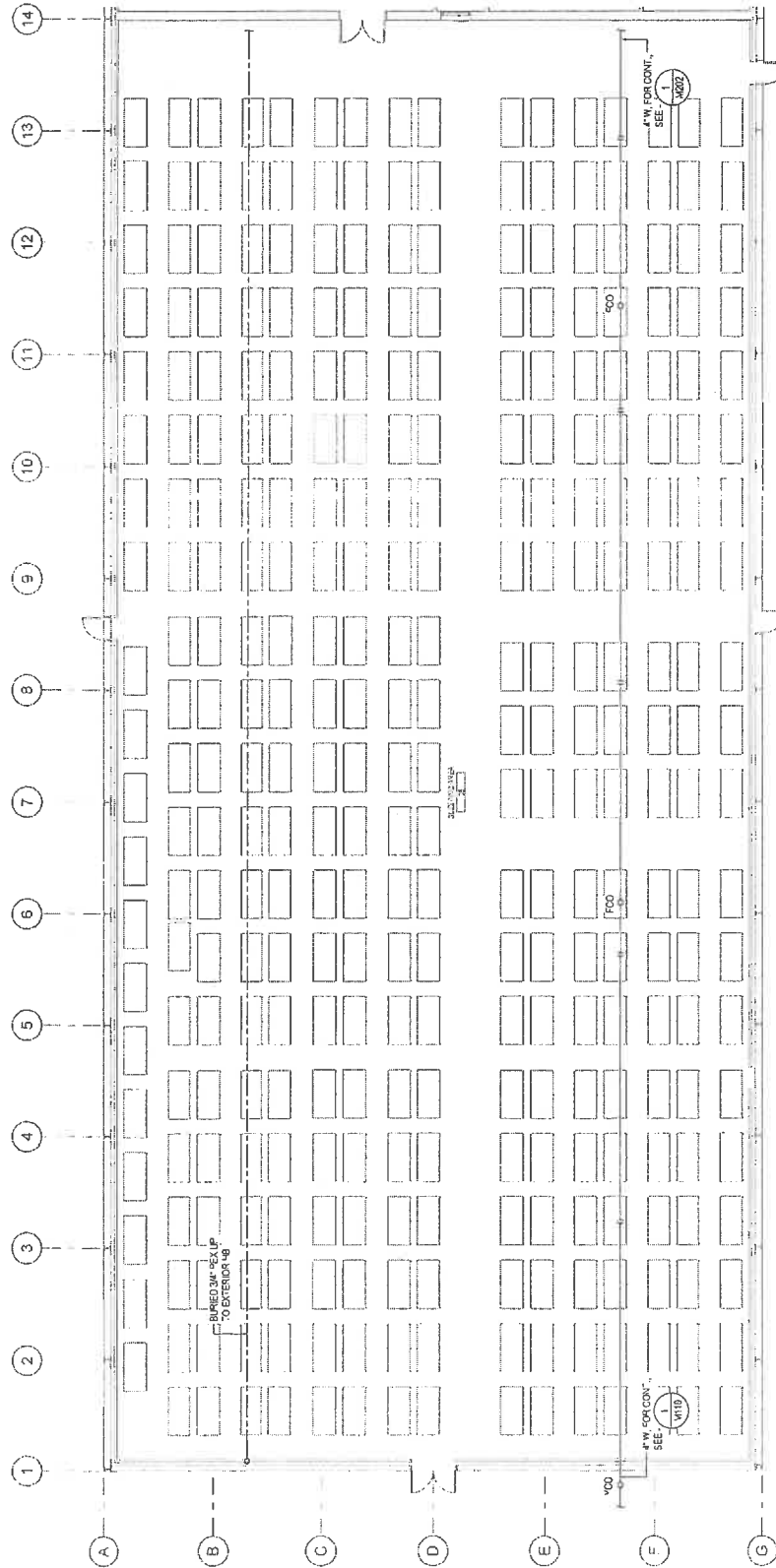
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ANCHORAGE, ALASKA 99503  
SCHEMATIC DESIGN

JOB NO. 19241  
DATE 4-13-2022  
DRAWN BY: RLS  
CHECKED BY: RLS  
REVISED BY:  
REVISED:

UNDERFLOOR  
PLUMBING  
PLAN - WEST

SHEET NO.

**M201**



**1** UNDERFLOOR PLUMBING PLAN - WEST  
1/8" = 1'-0"

TO: SUBMITAL  
PRECINO



Mechanical and  
Electrical Consulting  
100 Elmore Road, #400  
San Jose, CA 95128  
(408) 251-1424

MUNICIPALITY OF  
ANCHORAGE

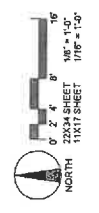
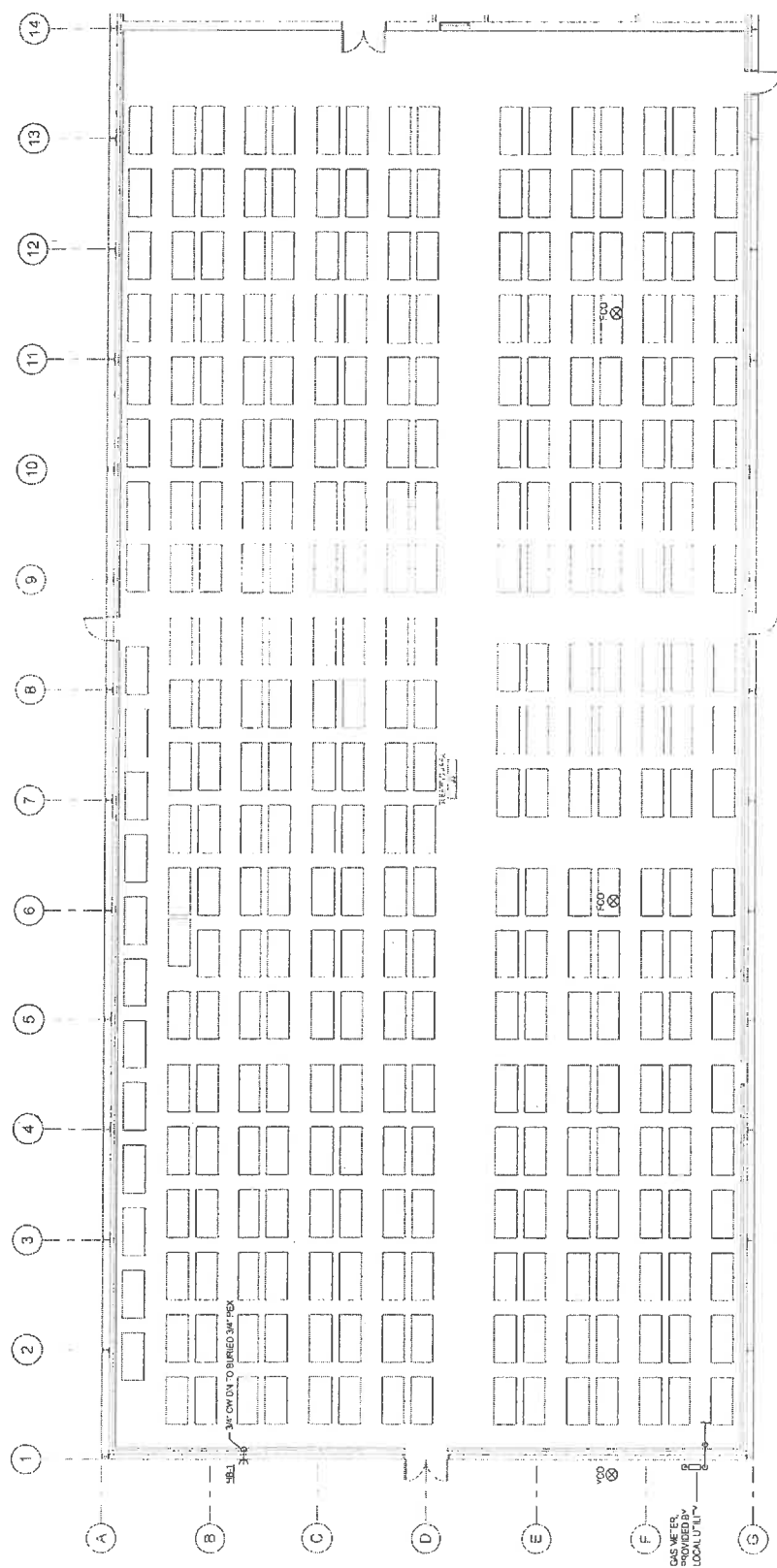
NAVIGATION  
CENTER

100 ELMORE ROAD, #400  
SAN JOSE, CA 95128  
SCHEMATIC DESIGN

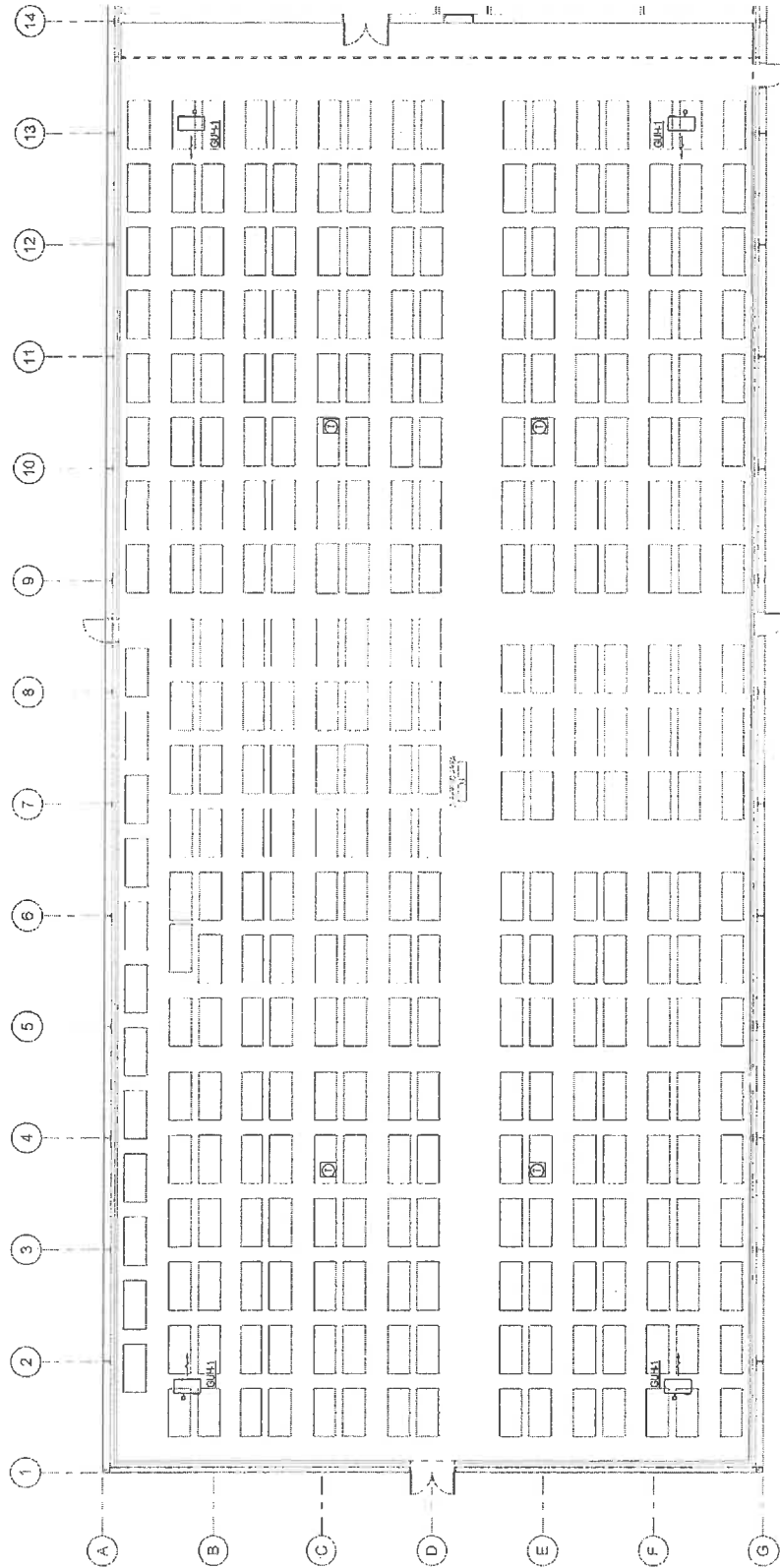
JOB NO. M211  
DATE 4/19/2012  
DRAWN BY BDP  
CHECKED BY ALE  
REVISIONS

PLUMBING  
PLAN - WEST

SHEET NO.  
**M211**



1 PLUMBING PLAN - WEST  
1/8" = 1'-0"



1 HEATING PLAN - WEST  
1/8" = 1'-0"





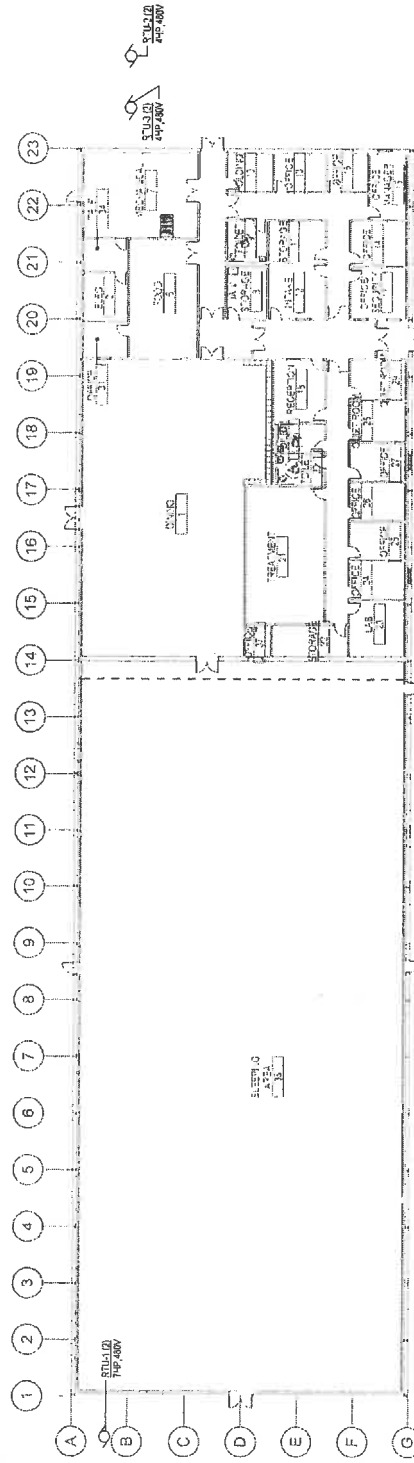




**GENERAL NOTES:**

**SHEET NOTES:**

- 1. SHEET NOTE ONE



**1** ELECTRICAL SITE PLAN  
1/16" = 1'-0"

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**RISA**  
Mechanical and  
Electrical Consulting  
1215 West 12th Street, Suite 206  
Anchorage, Alaska 99501  
(907) 562-1100  
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MUNICIPALITY OF  
ANCHORAGE

NAVIGATION  
CENTER

400 ELMORE ROAD,  
ANCHORAGE, ALASKA 99507  
SCHEMATIC DESIGN

JOB NO.	10241
DATE	04-29-2022
PROJ. NO.	10241
DESIGNED BY	W. J. LEO
CHECKED BY	W. J. LEO
DATE	

ELECTRICAL  
SITE PLAN

SHEET NO.  
**E103**

FOR:  
MUNICIPALITY OF  
ANCHORAGE

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Electrical Consulting  
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MUNICIPALITY OF  
ANCHORAGE

NAVIGATION  
CENTER

4811 ELMORE ROAD,  
ANCHORAGE, ALASKA 99507

SCHEMATIC DESIGN

JOB NO.: ME241  
DATE: 04-23-2012  
PROJECT: DAD  
DRAWN BY: JAC  
CHECKED BY: DAD  
APPROVED BY: DAD  
NOTED BY:

LIGHTING PLAN  
PHASE 3 &  
MEZZANINE

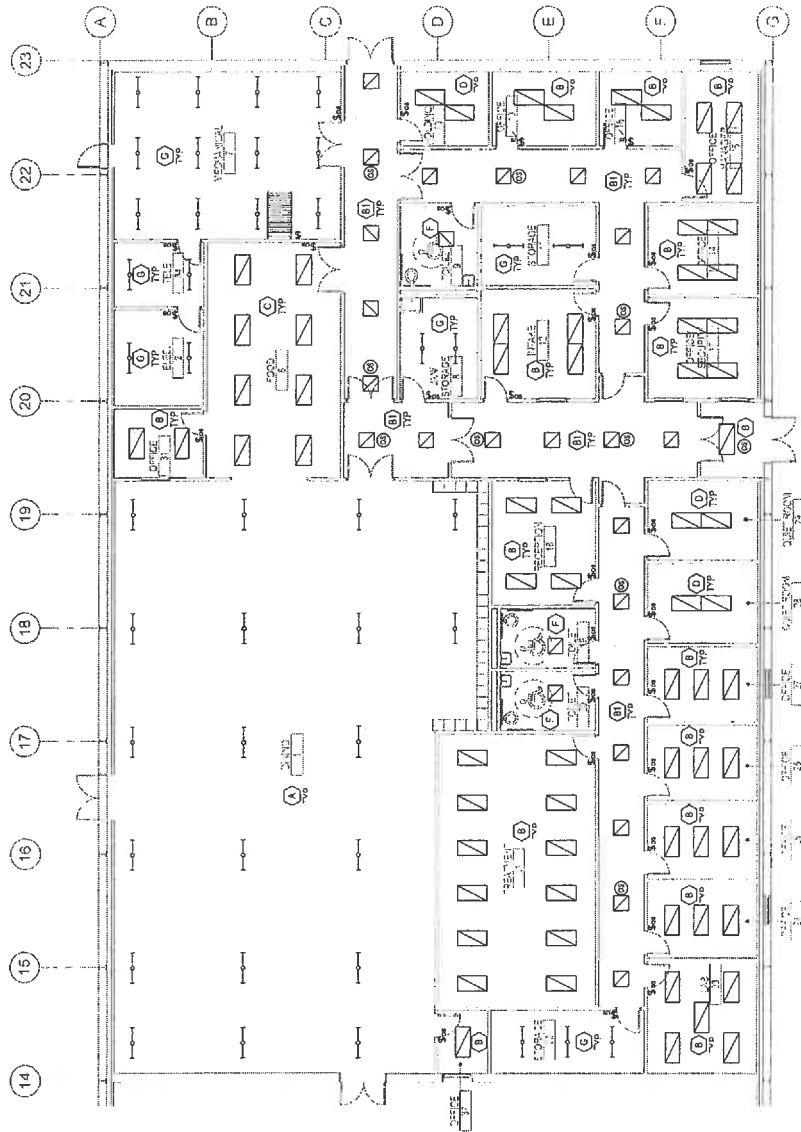
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**E202**

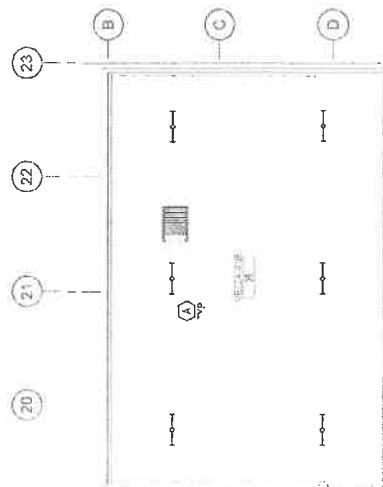
**GENERAL NOTES:**

**SHEET NOTES:**

- 1. SHEET NOTE ONE.



**1** LIGHTING PLAN - PHASE 3  
1/8" = 1'-0"



**2** LIGHTING PLAN - MEZZANINE  
1/8" = 1'-0"





FOR SUBMITTAL  
PRICING



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P.O. Box 1000  
Pensacola, FL 32502  
Phone: 904.437.1900  
Fax: 904.437.1901  
Company No. AEC041

MUNICIPALITY OF  
ANCHORAGE

NAVIGATION  
CENTER

401 ELMORE ROAD,  
ANCHORAGE, ALASKA 9957

SCHEMATIC DESIGN

JOB NO. 412041  
DATE: 04-00-2022  
PROJ. W/P: DAD  
DRAWN BY: NUT, JAB  
CHECKED BY: DAD  
REVISIONS:

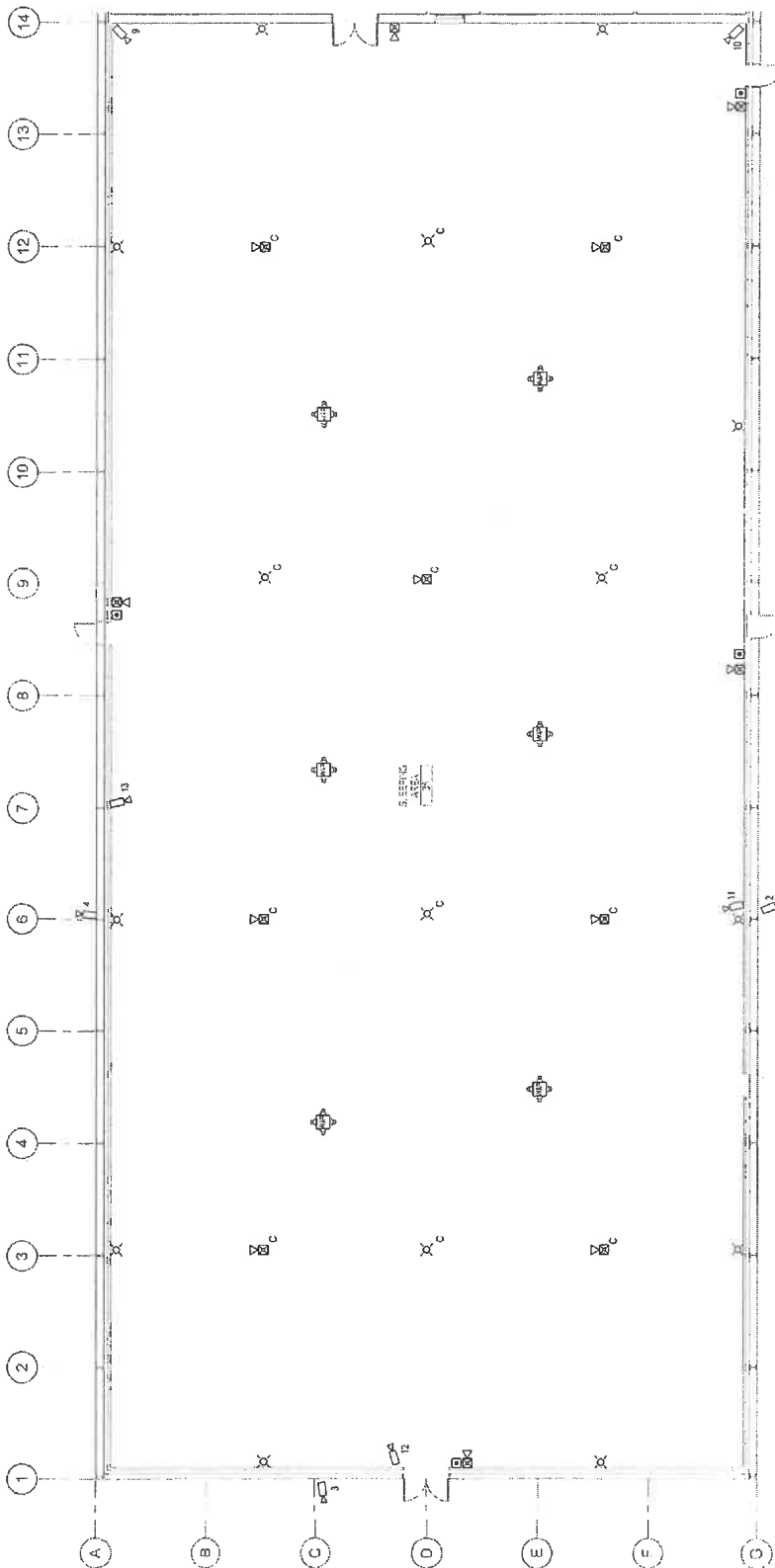
SIGNAL PLAN -  
PHASE 2

SHEET NO.  
**E401**

**GENERAL NOTES:**

**SHEET NOTES:**

- 1. SHEET NOTE ONE.

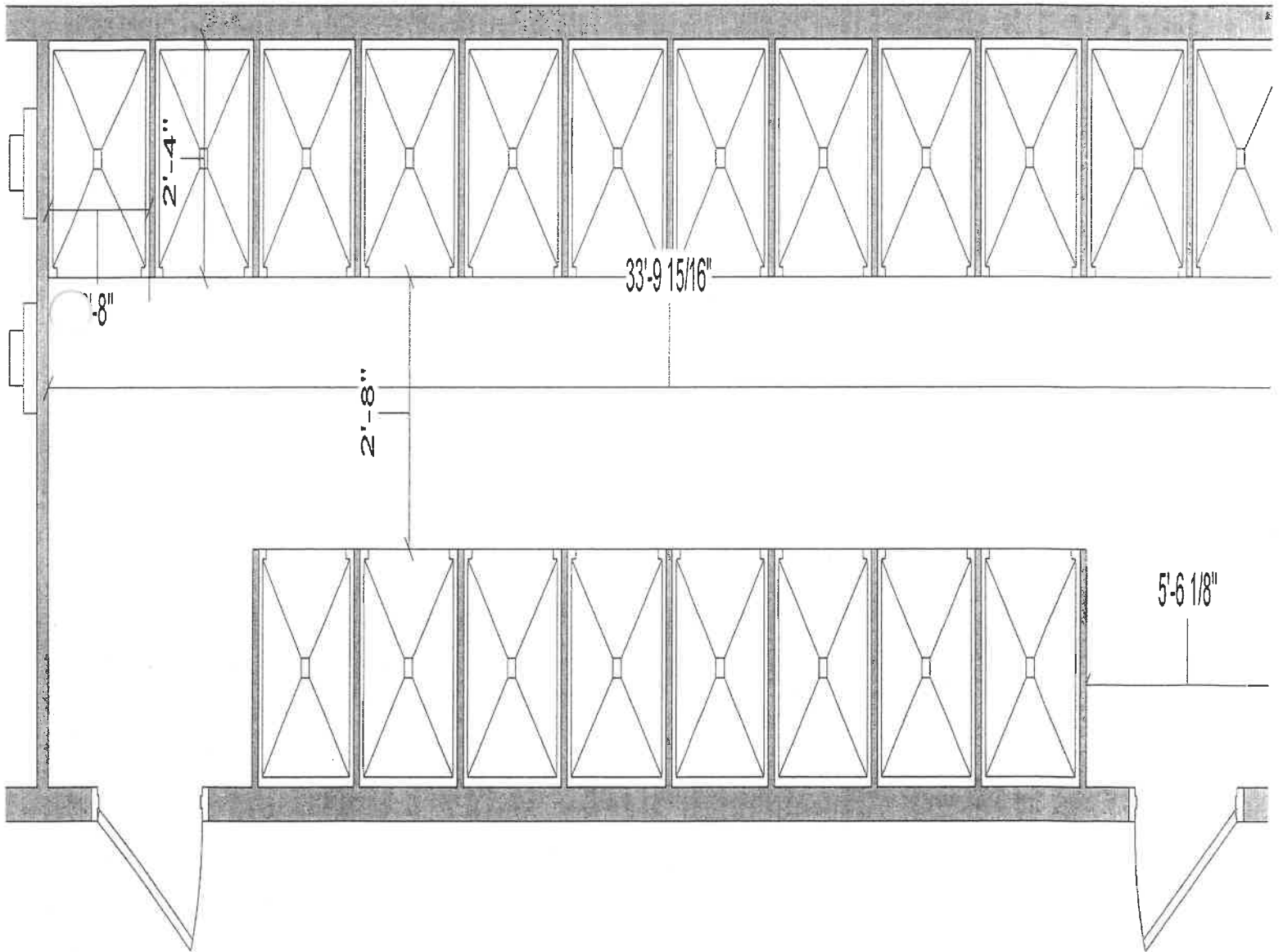


1 SIGNAL PLAN - PHASE 2  
1/8" = 1'-0"



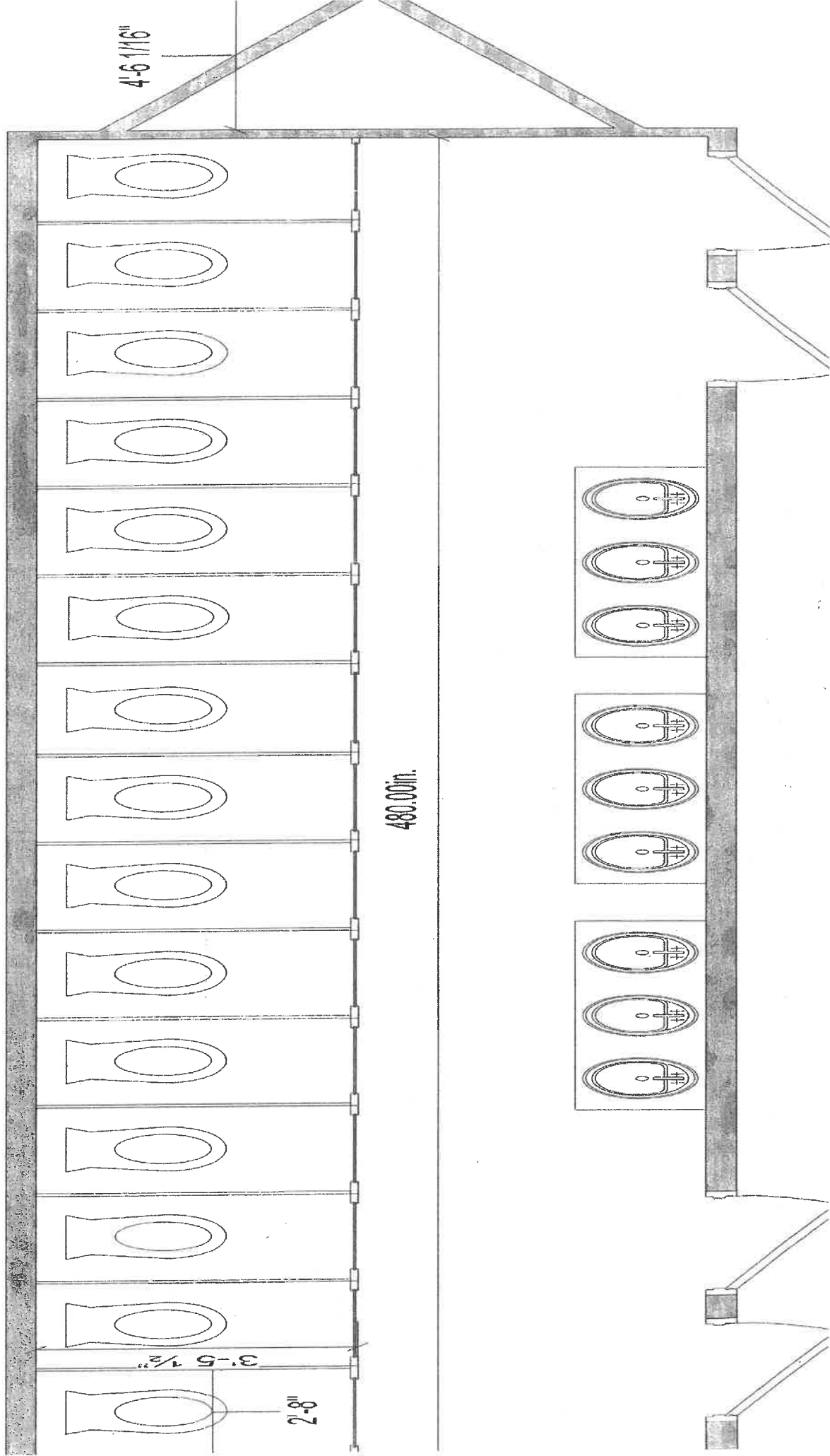
41'-0"

Design



41'-0"

141 C - Class - All Stalls - CD



4'-6 1/16"

3'-5 1/2"

2'-8"

480.00 in.

**ATTACHMENT 6**  
**Municipality of Anchorage Standard Specifications – Buildings**  
**2012 (MASSB)**

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**GENERAL CONDITIONS  
SECTION 00700**

**SECTION 00 72 13.01 DEFINITIONS**

In these Contract Documents, the following words or expressions shall have the meaning given below:

AASHTO	- American Association of State Highway and Transportation Officials
ACI	- American Concrete Institute
ANSI	- American National Standards Institute
API	- American Petroleum Institute
APWA	- American Public Works Association
ASA	- American Standard Association
ASHRAE	- American Society of Heating, Refrigeration and Air Conditioning Engineers, Inc.
ASTM	- American Society for Testing and Materials
AWS	- American Welding Society
AWWA	- American Water Works Association
IBC	- International Building Code
ICBO	- International Conference of Building Officials
IEEE	- Institute of Electrical and Electronics Engineers
IFC	- International Fire Code
IMC	- International Mechanical Code
ISO	- Insurance Service Office
IPC	- International Plumbing Code
MASS	- Municipality of Anchorage – Standard Specifications
MASSB	- Municipality of Anchorage – Standard Specifications/Buildings
NEC	- National Electrical Code
NEMA	- National Electrical Manufacturer's Association
NESC	- National Electrical Safety Code
NFC	- National Fire Code
NFPA	- National Fire Protection Association
OSHA	- Occupational Safety and Health Act

**Addendum (Addenda)** - Written or graphic communications issued prior to the execution of the Contract that modify or interpret the Bidding Documents and become part of the Contract Documents upon execution of the Contract.

**Additional Work** - Work not specifically provided for in the Contract as awarded but which is consistent with the original Scope of Work and for which a price for similar work is provided in the Contract.

**Alternate** – A defined portion of the work that is priced separately and provides options in the final scope of the project.



**Contract Documents** - The Contract and those documents described in page 2 of the Contract. The Contract Documents can only be amended by written Change Order. Instructions, clarifications, and directives issued by the Owner's Representative under Article 5.1 are not Contract Documents.

**Contract Item (Bid Item, Pay Item)** - A specifically described unit of Work for which a price is provided in the Contract.

**Contractor** - The individual, firm, corporation, partnership, or joint venture executing the Contract and performing the Work under the terms of the Contract Documents or, where applicable, the designated subcontractors or the employees of the individual, firm, corporation, partnership, or joint venture.

**Days** -

**Calendar:** Unless otherwise designated in the Supplementary Conditions, days as used in the Contract Documents are consecutive calendar days.

**Working:** A working day is defined as any day on which the Contractor is required to work by the Contract Documents or any other day not otherwise defined herein as a nonworking day.

**Nonworking:** A nonworking day is defined as Sunday, a recognized holiday, a day on which the Contractor is specifically required by the Supplementary Conditions to suspend construction operations, or a day on which a suspension order is in effect. Recognized holidays shall be: New Year's Day, President's Day, Memorial Day, Independence Day, Labor Day, Veterans Day, Thanksgiving Day, and Christmas Day. When any of the above days falls on a Saturday, the preceding Friday shall be counted as a holiday. When any of the above days falls on a Sunday, the following Monday shall be counted as a holiday.

**Drawings** - Graphic and textural information organized for the purpose of conveying data regarding design intent and construction requirements and listed and referred to on page 2 of the Contract.

**Extra Work** - Work not within the original Scope of Work but which is determined by the Owner's Representative to be essential for the satisfactory completion of the Contract.

**Final Acceptance Date** - The date on which the Work in its entirety has been constructed, inspected, accepted, and a Certificate of Completion issued, pursuant to the provisions of Article 5.27 - Final Inspection.

**Furnish** - To purchase and deliver to the Project.

**Indicated** - Shown on the Drawings, noted on Drawings, specified, or a combination thereof.

**Product Data** - Brochures, illustrations, diagrams, and other information prepared by the manufacturer and furnished by the Contractor to illustrate a material, product, or system for some portion of the Work.

**Project** - The total construction of which the Work performed under the Contract Documents may be the whole or a part.

**Project Manual** - The bound information that includes the bidding requirements, contract conditions, contract forms, and technical specifications.

**Provide** – To furnish, install, and/or to perform all work necessary to complete the Work.

**Purchasing Officer** - That person within the Municipality of Anchorage who is vested under the Anchorage Municipal Code with all authority pertaining to the procurement of supplies, services, and construction prior to execution of the Contract.

**Request For Information (RFI)** – A written document prepared by the Contractor to request information, clarification or deviation to the Contract Documents. Each RFI shall be numbered consecutively and a log maintained of submittals and responses.

**Record Drawings** – Detailed drawings that accurately depict all changes in location (both horizontal and vertical), material, equipment, and other elements of Work accomplished by the Contractor.

**Samples** - Physical examples that illustrate materials, equipment, or workmanship and establish standards by which the Work or a product will be judged.

**Shop Drawings** - All drawings, diagrams, illustrations, schedules, and other data that are prepared by the Contractor, a Subcontractor, a manufacturer, a supplier, or a distributor and which illustrate the equipment, material, or some portion of the Work.

**Street Closure** - Any action that renders one or more lanes of a street unusable to vehicular traffic.

**Subcontractor** - Any individual, firm, corporation, partnership or joint venture acting for or on behalf of the Contractor in the performance of a part of the Contract. This does not include those working for hire or suppliers of material or equipment.

**Substantial Completion Date** - The date upon which the improvements that are the subject matter of the Contract have been inspected and, in the opinion of the Owner's Representative, are essentially completed and available for the Owner's beneficial use for the purpose and in the manner intended by the Contract Documents, and all required testing and inspections have been satisfactorily completed.

**Supplementary Conditions** - That portion of the Project Manual entitled Supplementary Conditions that modify and expand the General Conditions and set forth conditions or requirements unique to the Project.

## **SECTION 00 72 13.02 BIDDING REQUIREMENTS AND CONDITIONS**

### **Article 2.1 Examination of Bidding Documents and Site**

The Bidder shall examine carefully the site of the proposed Work and the Bidding Documents before submitting a Bid. By submitting a Bid, the Bidder acknowledges that the Bidder has made such examination and is satisfied as to the conditions to be encountered in performing the Work and as to the requirements of the Bidding Documents.

The Municipality assumes no responsibility for any understanding or representations concerning conditions made by any of its officers, agents, or employees prior to the execution of this Contract, unless such understanding or representations are expressly stated in the Bidding Documents or Addenda.

When soil boring data are provided by the Bidding Documents, the Bidder shall assume responsibility for any conclusions the Bidder may draw from such data. The bidder shall be responsible for obtaining and analyzing such additional data as the bidder may require and shall be responsible for conclusions drawn from that information.

By submitting a bid, the Contractor declares that the Contractor has carefully examined the contract documents, that the Contractor has full knowledge thereof, and that the Contractor has investigated the site and satisfied himself as to the conditions affecting the Work, including, but not limited to, those bearing upon transportation, disposal, handling, and storage of materials; availability of labor, water, electrical power, and roads uncertainties of weather; physical conditions at the site including all existing utilities, the conformation and conditions of the ground, and the character of equipment and facilities needed preliminary to and during prosecution of the Work. The Contractor further declares that the Contractor is satisfied as to the character, quality, and quantity of surface and subsurface materials or obstacles to be encountered insofar as this information is reasonably ascertainable from an inspection of the site, including all prior exploratory work, as well as from information presented by the drawings and specifications made a part of this contract. Any failure by the Contractor to acquaint himself with the available information will not relieve him from responsibility for properly estimating the difficulty or cost of successfully performing the Work.

The Bidder is encouraged to support the Municipality's Disadvantaged and Woman-Owned Business Enterprises (DBE/WBE) program. The Bidder shall comply with the requirements of the Equal Opportunity Special Provisions as contained in the Bid and resulting Contract.

### **Article 2.2 Interpretation or Correction of Bidding Documents**

Bidders shall notify the Purchasing Officer promptly of any error, omission, or inconsistency that they discover during examination of the Bidding Documents and the proposed construction site. Bidders shall request interpretation or clarification of the Bidding Documents in writing to the Purchasing Officer. The Purchasing Officer will

Provisions for municipal Contracts, including submittal requirements for bids, prior to and after award. See the Disadvantaged and Women-Owned Business Enterprises (D/WBE) Specifications Section of the Contract for participation goals for each particular project.

## **SECTION 00 72 13.03      AWARD AND EXECUTION OF CONTRACT**

### **Article 3.1    General**

The provisions of Section 00700.03 are intended to be supplemental to, and not to replace, Title 7 of the Anchorage Municipal Code.

### **Article 3.2    Receipt and Opening of Bids**

Submit bids to the Purchasing Officer or his designated representative at the Municipal Purchasing Department prior to the time of opening specified in the Invitation to Bid. The Purchasing Officer or his designated representative will record the exact date and time of receipt of Bids. The Purchasing Officer will not consider late Bids but will hold them unopened until the time of award and then return them to the Bidder unless other disposition is requested or agreed to by the Bidder. The Time of Bid receipt will be determined by the time stamp of the Municipal Purchasing Department.

The Purchasing Officer will not consider facsimile bids; however, he will consider facsimile modifications of bids already submitted in writing if the facsimiles are received prior to the time of bid opening fixed in the Invitation to Bid. Facsimile modifications shall not reveal the amount of the original or revised bid. Modifications shall state a plus or minus to the affected bid item.

No liability will attach to the Municipality for the premature opening of or the failure to open a Bid not properly addressed and identified.

The Contractor may withdraw bids by written request prior to the time specified for bid opening in the Invitation to Bid.

If any one party offers more than one Bid, by or in the name of his clerk, partner, or other person, the Purchasing Officer will reject all such Bids. A party who has quoted prices to a Bidder is not thereby disqualified from quoting prices to other Bidders or from submitting a Bid directly for the Work.

### **Article 3.3    Bidder Qualifications**

The Purchasing Officer reserves the right to determine whether a Bidder is a responsible contractor. The Purchasing Officer may require the Bidder to submit such information as he may deem necessary to determine a bidder's responsibility. Failure or refusal on behalf of the Bidder to submit the required information, in whole or in part, may be grounds for the Purchasing Officer to determine the Bidder as non-responsible.

Bidding Documents contain a basic bid and alternates, the Purchasing Officer will use the total of the basic bid plus the alternatives he selects to determine the low Bidder.

When the Bidding Documents contain a basic bid and additive alternates, the Purchasing Officer will determine the low Bidder by the lowest combination of the basic bid and as many additive alternates as the Purchasing Officer selects within the funds available. The Purchasing Officer will select, in most cases, additive alternates in the order listed in the Bid. However, the Purchasing Officer may bypass any additive alternate whose selection would cause the Contract to exceed the funds available. The Purchasing Officer will compare all bids based upon the same combination of basic bid plus selected additive alternates.

When the Bidding Documents contain deductive alternates, the Purchasing Officer will determine the low Bidder by the lowest basic bid. If the lowest basic bid exceeds the funds available, the Purchasing Officer will determine the low Bidder by eliminating deductive alternates in the order listed in the Bid until the award can be made within the available funds. The Purchasing Officer may bypass any deductive alternate to maximize the use of available funds. The Purchasing Officer will compare all bids based upon the same combination of basic bids and selected deductive alternatives.

The amount of the Contract shall be the total sum of the amounts computed from the estimated quantities and unit prices and/or the lump sum awarded by the Purchasing Officer and specified on page one (1) of the Contract.

The Purchasing Officer will give a written, signed Notice of Award or rejection within forty-five (45) days of Bid opening. The notice will be in writing and signed by the Purchasing Officer. A Notice of Award, and no other act of the Municipality or its representatives, constitutes an acceptance of a Bid. The acceptance of a Bid shall bind the successful Bidder to execute the Contract.

### **Article 3.5 Bonds, Insurance, and OEO and D/WBE Forms**

If the amount of the contract is \$100,000 or more, the successful Bidder shall furnish the Purchasing Officer a Performance and Payment Bond in the full amount of the Contract and shall maintain the Bond in force during the continuance of this Contract including the one- (1-) year warranty period. For projects less than \$100,000, the requirement for Performance and Payment Bond is deleted. The Bond shall be for the faithful performance of this Contract in all respects including, but not limited to, payments for all materials and labor. All alterations, extensions of time, additional Work and other changes authorized by the Contract Documents may be made without securing the consent of the Surety or Sureties. The bond shall be with a good and sufficient corporate surety acceptable to the Municipality and a Power-of-Attorney for the person signing the Bond for the Surety must be submitted with the Bond.

The successful Bidder shall furnish the Purchasing Officer with a certificate of insurance pursuant to the provisions of Article 6.9 – Insurance and shall execute and furnish to the Purchasing Officer all the required OEO and D/WBE forms.

the work in one location and may begin the warranty period for that location independently of the completion of the work in the other locations.

## **SECTION 00 72 13.04 SCOPE OF WORK**

### **Article 4.1 Intent of the Contract Documents**

The intent of the Contract Documents is to provide for the execution and completion of the Work in its entirety. Except as otherwise specifically provided herein, the Contractor shall provide all permits, transportation, handling, materials storage, labor, tools, implements, machinery, supplies, water, heat, utilities, cleaning supplies and activities, and incidentals and shall do all things necessary to perform and to complete the Work.

When words that have a well-known technical or trade meaning are used to describe Work, materials, or equipment, such words shall be interpreted in accordance with that meaning.

Reference to Standard Specifications, manuals, or codes of any technical society, organization, or association, or to the Laws or Regulations of any governmental authority, whether such reference be specific or by implication, shall mean the latest Standard Specification, manual, code or Laws or Regulations in effect at the time of opening of Bids, except as may be otherwise specifically stated.

However, no provisions of any referenced Standard Specification, manual or code (whether or not specifically incorporated by reference in the Contract Documents) shall be effective to change the respective duties and responsibilities of the Owner, the contractor, or the Owner's Representative nor any of their consultants, agents, or employees from those set forth in the Contract documents.

With reference to the Drawings, the order of precedence is as follows:

1. Figures (numerals) govern over scaled dimensions.
2. Detailed Drawings govern over general Drawings or standard details.

### **Article 4.2 Interpretation of Contract, Specifications, and Drawings**

The Contract Documents are intended to be complementary and to describe and provide for a complete description of the entire scope of Work. A requirement occurring in one section of the Contract Documents is as binding as though occurring in all.

In cases of conflict in the requirements of the Contract Documents, such conflicts shall be reconciled by the acceptance of the following order of precedence for the various Contract Documents: (1) the Contract; (2) the Bid Proposal; (3) Supplementary Conditions; (4) the Technical Specifications (Division 1 through Division 16); (5) the Drawings; (6) the General Conditions (Section 00700); and (7) standards incorporated by reference in any of the above.

#### **Article 4.4 Temporary Utilities**

The Contractor shall provide and pay all costs for temporary utilities, including gas, water, sanitary sewer, telephone, and electricity, necessary to perform the Work. The Contractor shall pay for these costs during periods of suspensions of work. The Owner does not represent that utility service is available to the site.

The Contractor shall provide temporary heat, including fuel and power, as required to protect materials and Work from the elements. The Contractor shall provide and maintain temporary toilets and shall provide drinking water for all those connected with the Work.

#### **Article 4.5 Surveying**

Before starting Work, the Contractor shall locate all general reference points and take such steps as are necessary to prevent their dislocation. If disturbed, the Contractor shall replace reference points as directed by the Owner's Representative. The Contractor shall employ a competent Land Surveyor, licensed in the State of Alaska, to lay out the Work, and shall be responsible for its accuracy.

#### **Article 4.6 Disposal Sites**

Except as otherwise stated in the Supplementary Conditions, the Contractor shall make his own arrangements and assume all costs in connection with disposal sites. The Contractor shall furnish a disposal site for trees, brush, oversized boulders, and other objectionable debris. The Contractor shall dispose of unusable excavation at either the Anchorage Regional Landfill off Hiland Road or at a Contractor-furnished disposal site. Unusable excavation or any material containing stumps, brush, or other construction debris will be charged at the current disposal fee at the Anchorage Regional Landfill. The Contractor shall obtain and comply with a grading and fill permit for each disposal site he furnishes, in conformance with the most current International Building Code (IBC), as adopted and amended by the Municipality of Anchorage. Contractor shall locate and maintain the disposal site in such a manner as to prevent a public nuisance.

The Contractor shall obtain written permission from the property owner(s) for such disposal sites and shall furnish the Owner's Representative with a copy of this permission and a Municipal Grading and Fill Permit. The written permission shall specifically provide that the property owner will not hold the Municipality, its employees, agents, or consultants liable for use of or damage to this property. The Contractor shall be held liable for any trespass and property damage incurred outside of the disposal site.

Waste Disposal. Prior to construction, the Contractor shall submit a description of his scheme for disposing of unsuitable materials and waste resulting from the Work under this Contract. If any material is disposed of in unauthorized areas, the Contractor shall remove the material and restore the area to the condition of the adjacent undisturbed areas.

be considered incidental to the lump sum and prices contained in the Contract Documents. It is the Contractor's responsibility to provide adjacent property owners and/or tenants with written notification of closure of access and to provide an Owner's Representative-approved alternative access at all times for the property owners, the tenants, and the public no less than forty-eight (48) hours prior to closure.

The Contractor shall be responsible for maintaining access at all times for emergency vehicles.

The Contractor shall, prior to the commencement of Work, submit any written agreements between the Contractor and property owners regarding access and use of private property within the project limits for any purposes associated with this Project. Any such agreements shall indemnify the Municipality from any and all actions that result from activities of the Contractor

If the Work of the Contractor is delayed because of any construction activities or transportation activities related to nearby construction, whether municipal or private projects and regardless of whether the activities were authorized by the Owner, the Contractor is not entitled to additional compensation from the Owner but will be entitled to an extension of time to the extent that such delay is unavoidable through reasonable efforts on the Contractor's part. Except as to a possible entitlement to such an extension of time, the Contractor shall hold harmless, defend, and indemnify the Owner from and against any and all claims, damages, losses, and expenses, including attorneys' fees, by the Contractor or third parties, arising directly or otherwise out of the construction and/or transportation activities as indicated above.

#### **Article 4.9 Street Closures**

The Contractor shall conduct construction operations so as to offer the least interference to vehicular traffic. Provide vehicular access to emergency units to and through all work areas at all times. Do not close two (2) adjacent parallel streets at the same time.

The Contractor shall submit requests for all street closures or partial closures to the Owner's Representative and the Municipal Permit Office and will not commence closures or partial closures until the Owner's Representative and the Permit Office issue approvals. In the case of arterial street closures, do not commence street closures or partial street closures until after giving forty-eight- (48-) hours advanced notice to the public.

Prepare and submit four (4) copies of an acceptable Traffic Control Plan (TCP) to be employed during construction. Deliver the TCP to the Owner's Representative within ten (10) days of the effective date of the Notice to Proceed, or five (5) working days before commencement of Work, whichever is the earlier date. The Owner's Representative will review and accept or reject the plan within five (5) working days of submission. Successive submittals will also be reviewed within five (5) working days.

The TCP shall conform to the standards in the latest edition of the Municipality of Anchorage Standard Specifications (MASS), Part VI of the Manual of Uniform Traffic



- b. All existing paved areas and roadways, especially heavily traveled roads, adjacent to the project construction site or used as haul roads, shall be kept clean of dirt, mud, and debris resulting from the Contractor's operation during the construction period.

#### **Article 4.11 Utilities**

Whenever the Contract Documents require permanent connections to be made to utility lines, the Contractor shall, unless otherwise specified in the Supplementary Conditions, be responsible for making the connection to the utility line at the point(s) indicated on the Drawings, including making all necessary applications with the Utility Company, for paying the fees and for performing the work associated with making the connections indicated. The Contractor is not responsible for bringing utility lines to the point of connection. The Contractor shall pay all costs for utility service prior to the date of Substantial Completion.

Locations of utilities shown on the Drawings are not exact. Aboveground utilities have been field-located. Belowground utilities are shown as depicted on record documents prepared by others. The Contractor shall not hold the Owner liable for damages to utilities incurred during construction due to deficiencies or omissions on the Drawings or these provisions. At least forty-eight (48) hours prior to commencing work, the Contractor shall contact all local utility companies to obtain underground utility locates and shall exercise due care to prevent damage to utilities. Should a utility be damaged, the Contractor shall immediately notify the utility company and have the damage repaired, at no cost to the Owner. The utility has the right to do work or have its contractor do work in connection with making repairs to the utility lines damaged by the Contractor. If any Utility Company determines that a utility has to be temporarily raised, lowered, moved, guyed, shored, braced, or otherwise protected during construction, the Contractor shall do so at his own expense and to the satisfaction of the utility company.

The Contractor shall maintain all utility service connections whether marked on the Drawings or not. In addition, the Contractor shall repair or replace all utility service connections (at his own cost) that are damaged by his actions.

At a sufficient distance, prior to encountering a known obstacle or tie-in to an existing conduit, pipe, or manhole, the Contractor shall expose and verify the exact location of the obstacle, pipe, or manhole so that proper alignment and/or grade may be determined before the pipe sections are laid in the trench and backfilled. The Contractor shall notify the Owner's Representative of the results of this verification prior to commencement of the Work affected by results of verification, so that any modification to the contract drawings or supplementary instructions may be supplied by the Owner's Representative. The Contractor shall allow the Owner's Representative one complete working day to review the verification results and provide any design modifications or supplementary instructions necessary. No additional payment will be made for this Work.

The Contractor shall bear all costs incurred for removal and alignment of backfilled pipe sections due to improper verification methods.

All additions and corrections shall be neat, clean, and legible and shall match the adjacent existing line work and lettering annotated in type, density, size, and style. If additional drawings are required, the Contractor shall prepare them upon the same size as the original Drawings. Drawings damaged or lost by the Contractor shall be satisfactorily replaced by the Contractor at his expense.

The Architect/Engineer will review all Record Documents for completeness and conformance to the standards stated above. The Contractor shall make all corrections, changes, additions, and deletions required to conform to the standards. The Architect/Engineer may periodically review the status of the Record Documents during the course of the Work. Failure of the Contractor to keep the Record Documents current and in the required condition will be considered cause for additional withholding from the progress payments as provided in MASS Section 00700.07 Measurement and Payment, Article 7.4 Progress Payments

Approved final As-Built Documents, bearing certification of their correctness, shall be delivered to the Owner's Representative prior to the pre-final inspection. The Certificate of Completion shall not be issued until after receipt of final As-Built Documents. All Work associated with the development, preparation, and presentation of all Record Documents shall be incidental to the improvements being constructed, and no separate payment will be made.

#### **Article 4.14 Operations and Maintenance (O&M) Manuals**

The Contractor shall provide to the Owner's Representative thirty (30) days prior to the Substantial Completion date three (3) sets of Operations and Maintenance (O&M) manuals and one CD of the scanned O&M for all items of material and equipment as required by the Technical Specifications. The manuals shall be bound in hardcover binders with removable pages. The manuals shall be prepared in three (3) sets: Architectural, Mechanical Equipment, and Electrical Equipment. In addition to the requirements in the Technical Specifications, the manuals shall each contain an Index, by Specification Section; a key plan that graphically locates items of equipment; a list of contractors and subcontractors with addresses and telephone numbers; and a list of local representatives with addresses and telephone numbers.

1. The Contractor shall assemble all copies of the manuals in three-ring, hardcover binders. The Contractor shall be responsible for the following: Clearly label each binder on the cover and the end of the binder to designate the system or equipment for which it is intended with reference to the building and equipment number and the Specification Section where the equipment information is provided. Include the date of completion of the project.
2. Provide each binder with title page, typed table of contents with page numbers, and heavy section dividers with numbered plastic index tabs.
3. Divide each manual into sections paralleling the equipment specifications.

14. List of electrical relay settings and control and alarm contact settings.
15. Electrical interconnection wiring diagram for equipment furnished, including all control and lighting systems.
16. Referral to individual Specification Sections for additional O&M requirements.

#### **Article 4.15 Temporary Erosion Control During Construction**

The Contractor shall provide all temporary erosion control measures necessary during construction for the prevention of water pollution, erosion, and/or siltation. These measures are for the protection of all streams, lakes, ponds, wetlands, and tidal waters.

The Contractor is directed to Alaska State regulation 18 Alaska Administrative Code [ACC] 70, which states that no person may conduct an operation that causes or contributes to a violation of water quality standards set forth in 19AAC70.010 through 18ACC70.032.

Unless a temporary erosion control plan during construction is specifically called out and included in the drawings and other contract documents, the Contractor shall provide a plan describing temporary erosion control measures to be employed during construction. Deliver the plan to the Owner's Representative within ten (10) days of the effective date of the Notice to Proceed or five (5) days before the commencement of Work, whichever is the earlier date. The Owner's Representative will review and accept or reject the plan within five (5) working days of submission, and will review successive submittals within five (5) working days. The Contractor shall install the approved temporary erosion control measures immediately after mobilization and before commencing excavation.

Temporary erosion control measures include such items as silt fences, sedimentation ponds, intercepting embankments and channels, check dams, rock lining, mulching, jute matting, seeding, sodding, and other erosion control devices as required. Where erosion is expected to be a severe problem, the Contractor shall schedule and perform clearing, grubbing, grading, filling, and other operations such that permanent erosion control measures follow immediately. Permanent erosion control measures are those work items specified elsewhere in the Contract Documents that are intended to provide permanent erosion control such as paving, seeding and other measures as required.

Temporary erosion control measures shall remain in place and in good working condition until Work is complete under the Contract. The Contractor is responsible for the continued maintenance of these temporary erosion control items and replacement of damaged items. The Owner's Representative may suspend Work if the Contractor fails to carry out the requirements of the temporary erosion control plan. After suspension of the Work, the Owner may perform or contract the performance of the erosion control measures and deduct those costs from the Contractor's progress payments.

Payment for this Work is incidental to the Contract, and no separate payments will be made.

other significant features of the Work such as the submittal schedule, permit acquisition plan, material procurement milestones, plant and equipment procurement dates, and shipping schedules. The bar chart shall include a graph representing the monthly percent of Work to be completed. The bar chart shall be revised and resubmitted as required by the Owner's Representative, when conditions cause changes to the construction schedule, or on a monthly basis, whichever is sooner.

When required by the Owner's Representative, the Contractor shall also deliver, at the same time the Construction Progress Schedule is delivered and in a form satisfactory to the Owner's Representative, a Schedule of Values for Contract Payments for those lump sum items designated by the Owner's Representative. The Contractor shall submit monthly partial Payment Estimates based on the Schedule of Values. All Schedules of Values and Payment Estimates shall, as a minimum, be organized to be consistent with the Divisions and Sections of the Project Manual. The Owner's Representative may require submission of revised construction schedules demonstrating the manner in which the Contractor will achieve the necessary rate of progress, all without additional cost to the Owner. Partial Payment Estimates may be appropriately reduced if the Owner's Representative determines that the Contractor has failed to supply the Owner with the requested or necessary information.

In addition to the time-scaled bar chart described above, and when specified in the Supplementary Conditions, the Contractor shall develop and submit to the Owner's Representative for approval a time-scaled Critical Path Method (CPM) schedule. Both a hard copy and electronic copy of the CPM schedule shall be submitted. The Contractor shall revise and resubmit the CPM schedule to reflect any alteration in the sequence of scheduled activities or of the critical path with each partial payment request and at such other times as the Owner's Representative may require, and at any time the Contractor determines that the critical path is altered by changes or other circumstances. The Contractor shall submit the initial CPM schedule to the Owner's Representative no later than twenty-one (21) days from the effective date of the Notice to Proceed and at least monthly thereafter.

The Contractor shall organize the scheduled activities to be consistent with those Specifications Divisions and Sections required for the Work. Each Division and Section of the Specifications and each item in the Schedule of Values shall be represented by one or more scheduled activities. In addition, one or more scheduled activities shall be used to represent the submittal schedule, permit acquisition, materials procurement, plant and equipment procurement, shipping, and all other significant elements of the Work. The Contractor shall include activities that address weather and ground condition restraints, critical dates, holidays, periods of Work suspension, and all other restraints (i.e., all events that are critical or will become critical to the schedule).

All schedules, whether they are bar chart schedules or CPM schedules, shall include enough detail to adequately describe all important activities necessary to complete the Work. Unless otherwise agreed to by the Owner's Representative, no single activity in any schedule will be allowed to represent more than \$50,000 of the total scope of the Work.

The Contractor shall specifically note if revisions on resubmittals are other than those requested by the Architect/Engineer on previous submittals.

The Architect/Engineer, upon his approval, will return two copies of the Shop Drawings to the Contractor. If the Contractor requires more than two (2) copies, he shall submit such additional copies.

The Architect/Engineer's approval of Shop Drawings does not relieve the Contractor of responsibility for any deviation from the Contract Documents unless the Contractor has informed the Architect/Engineer in writing of the specific deviation and the Architect/Engineer has approved the specific deviation in writing. Errors and omissions that may occur in the Shop Drawings are the responsibility of the Contractor. The Contractor is not relieved of this responsibility by the Architect/Engineer's approval of the Shop Drawings.

When Shop Drawings are required on a portion of the Work, the Contractor shall not commence that portion of Work or any item relying on said portion of Work until the Architect/Engineer gives written approval of the Shop Drawings.

The Contractor shall keep one copy of all Contract Documents, including modifications, and one copy of approved Shop Drawings in good order and available to the Architect/Engineer or his representative at the construction site.

#### **Article 5.6 Product Data**

The Contractor shall submit for approval six (6) copies of complete Product Data for those items for which submittals are required by the Contract Documents including, but not limited to: specific performance data, material description, rating, capacity, working pressure, material gauge or thickness, brand name, catalog number, and operations and maintenance data. The Contractor shall submit such submittals with reasonable promptness and in such sequence as to not cause a delay in the Work, in the Work of the Owner, or any separate Contractor. With reasonable promptness, the Architect/Engineer will review and approve or take other action on the submittals. The Contractor shall not order equipment before receiving approval by the Architect/Engineer.

Product Data for equipment approved by the Architect/Engineer shall not in any case supersede the Contract Documents. The approval by the Architect/Engineer shall not relieve the Contractor from responsibility to correct deviations from Drawings or Specifications, unless he has in writing called the Architect/Engineer's attention to such deviations at the time of submission and secured the Architect/Engineer's written approval, nor shall it relieve him from responsibility to correct errors of any sort in the items submitted. The Contractor shall check and approve the item described by the Product Data with the Contract Documents for deviations and errors prior to submittal to the Architect/Engineer for approval. It shall be the responsibility of the Contractor to ensure that items to be furnished fit the space available as shown in the Contract Documents.

stored materials for inspection whenever access is requested by the Owner's Representative.

The Contractor shall apply, install, connect, erect, use, clean, and condition manufactured articles, material, and equipment as directed by the Manufacturer. In the event of conflict between the manufacturer's directions and the Contract Documents, the higher standard requirements shall govern.

#### **Article 5.9 Testing of Materials**

The Contractor shall conduct all tests in accordance with methods as described and designated in the Contract Documents. The Owner shall provide and pay for tests of materials that are required on site, unless otherwise specified in the Supplementary Conditions. The Contractor shall provide and pay for all factory testing, mill testing, and other off-site testing as specified or required to conform to codes and industry standards.

The Contractor shall provide such labor and facilities as may be required for collecting and forwarding samples to the local testing laboratory necessary for testing and shall hold the materials represented by the samples until tests have been made and the materials found equal to the requirements of the Specifications. The Contractor in all cases shall furnish the required samples without charge.

The Owner's Representative may periodically require repetitive testing of materials in constant use. The Contractor shall pay for retesting when materials have previously been tested and have not met the requirements of the Contract Documents.

In the absence of any definite Specification, materials and tests shall meet the specifications and requirements of the American Society for Testing and Materials (ASTM) and the American Association of State Highway Transportation Officials (AASHTO).

Wherever a particular ASTM or AASHTO specification is referred to by number, such reference shall include all amendments and additions thereto adopted by the ASTM or AASHTO prior to the award of the Contract.

Repetitive testing of materials in constant use may be required periodically by the Owner's Representative. Required retesting shall be accomplished at the expense of the Contractor when materials have previously been tested and have not met the requirements of the Contract Documents.

#### **Article 5.10 Contractor's Authorized Representatives and Employees**

The Contractor shall, within five (5) days after the Notice to Proceed, in writing, name the Superintendent, and file with the Owner's Representative a list of all persons who are authorized to sign documents on behalf of the Contractor to fully bind the firm.

### **Article 5.13 Safeguarding of Excavations**

The Contractor shall provide such safeguards and protections around and in the vicinity of all excavations as may be necessary to prevent damage to property or injury to persons.

Contractor shall backfill all trench excavations to the top of the trench at the end of each working day, except, at Contractor's option, he may leave open a "bell-hole" if it is properly barricaded and if adequate signing and warning lights are placed to prevent inadvertent entry by vehicular or pedestrian traffic. If groundwater or surface water results in standing water in the remaining excavation, the Contractor shall provide continuous pumping during the nonworking hours to maintain the excavation in a dewatered condition. All roadways shall be left in a drivable condition for normal vehicular and transport operations at the end of each day's operation, except where the Owner's Representative has approved road or lane closures.

These requirements shall in no way relieve the Contractor of the obligation to restore private property to its preconstruction condition.

### **Article 5.14 Use of Explosives**

In the handling and storage of explosives, the Contractor must comply with all federal, state and municipal laws, and shall use every precaution to prevent injury to persons and damage to property. The Contractor shall provide secure storage places, identified with warning signs. Only persons licensed and experienced in the handling of explosives shall be allowed to use them. Before detonating explosives, the Contractor shall sound a warning and remove all persons from within the radius of danger. The Contractor shall provide proof of license to the Owner's Representative prior to handling and use of explosives.

### **Article 5.15 Duties of Inspectors**

Inspectors will be authorized to inspect all Work and Materials. Such inspection may extend to all or any part of the Work and to the preparation, fabrication, or manufacture of the materials to be used. Inspectors will not be authorized to alter or waive the provisions of the Contract. Inspectors will not be authorized to issue instructions contrary to the Contract Documents or to act as supervisors for the Contractor.

Inspectors will immediately inform the Contractor of any deficiency known to exist in the Work and any laboratory test results related to the Work.

The Contractor's responsibility for Work performed under the Contract shall in no way be relieved because of the presence or absence of an inspector. An inspector, by his presence, does not render Work acceptable.

any act, omission, or neglect of the Contractor, his Subcontractors, or his employees in the performance of the Work.

It is specifically understood between the parties executing the Contract that the Contract Documents do not make anyone a third-party beneficiary, nor does the Contract authorize anyone not a party to maintain a lawsuit for personal injuries or property damage.

#### **Article 5.19 Repair of Damages Caused by Contractor**

All damage and injury to property that is caused by or that results from the carrying out of the Work, or from any act, omission, or neglect of the Contractor, his Subcontractors, or his employees, shall promptly be remedied by the Contractor either by the repairing, rebuilding, or replacing of the property damaged or in some other manner satisfactory to the owner of such property. In case of failure on the part of the Contractor to promptly and satisfactorily remedy such damage or injury, the Municipality may proceed to repair, rebuild, or replace such property as required, and the cost thereof will be deducted from any monies due or that may become due the Contractor.

In applying the above provisions, the repairing, rebuilding, or replacing of damaged property shall be understood to include the providing of any temporary facilities that may be needed to maintain normal service until the required repairing, rebuilding, or replacing is accomplished.

This provision also applies to all areas used by the Contractor for staging of the construction and shall include restoring those properties to their original condition to the satisfaction of the Owner's Representative.

#### **Article 5.20 Unauthorized and Defective Work**

Any unauthorized or defective Work found to exist during construction shall be immediately remedied by the Contractor. If the Contractor fails to correct unauthorized or defective Work, the Owner may, three (3) days after a written notice to the Contractor, correct such deficiencies and deduct the cost thereof from any payment due the Contractor without prejudice to any other remedy including the use of Article 5.29 – Termination of Contract by Owner.

#### **Article 5.21 Changes in the Work**

The Owner's Representative shall have the authority to order changes in the Work requiring an adjustment in the Contract amount and/or time. Such changes in the Work shall be performed in accordance with any supplemental Drawings and instructions as the Owner's Representative may issue. Any single change in the Work, or cumulative changes in the Work, which will cause the total value of the Contract to exceed the limits stated in AMC 7.15.080, requires Assembly approval. The Owner will pay for additions to the Work or take credit for reductions to the Work using one of the four methods described below.



Contractor Change Order Proposals for the performance of changed work shall include all direct costs for labor, materials, and equipment as described above. The Owner's Representative will review the proposals for reasonableness and adequate detail in order to reach agreement with the Contractor before including allowances as described below:

- In addition to the direct costs of labor, materials and equipment incurred by the Contractor, the Contractor shall be entitled to an allowance for profit and overhead. This allowance shall be 20% of direct costs.
- If work is performed by a subcontractor, the subcontractor actually performing the work shall be entitled to those allowances for profit and overhead listed above, and each subsequent higher tiered subcontractor or Contractor shall be allowed an additional 10% markup on the subcontractor's direct costs, up to a maximum of two tiers of subcontractors.

The allowance made in accordance with the terms outlined above will be understood to be complete reimbursement and compensation for all indirect costs associated with changed work including, but not limited to job office overhead, home office overhead, project management, superintendents, general foremen, estimating, engineering, detailing, legal, accounting, shop drawings, submittals, costs of small tools and small equipment, warranty, bond cost, insurance premiums, and profits.

Any allowance made by the Contractor to a Subcontractor, other than specified herein, shall be at the expense of the Contractor.

**2) Time & Material Changes:** When extra work is ordered by the Owner's Representative to be performed on a time and materials basis, the Contractor will be required to perform the extra work at the actual direct cost for labor, materials and equipment plus allowances for profit and overhead. In order for payment to occur, the Contractor must document all direct costs in a manner acceptable to the Owner's Representative. The contractor shall provide daily time sheets with the names of all Contractor's employees working on the changed work, the number of hours each employee works on the changed work, and a description of the work performed. In addition, the Contractor shall provide daily records of all equipment used to perform the changed work showing the number of hours each piece of equipment was used, a description of the work performed, and the name of the equipment operator. All materials incorporated into the changed work shall be documented with itemized invoices from vendors and suppliers.

**Labor:**

Costs for equipment brought to the work site and rented or leased specifically for work required under this section shall be included at the actual rental rate and supported by invoices from the equipment vendor. Rental rates for equipment shall be consistent with prevailing rates for similar equipment in the area.

Costs for rented equipment previously on the site and utilized specifically for changed work shall be included at the actual rental rate and supported by invoices from the equipment vendor, provided the hourly rate for this equipment shall not be greater than the hourly rate paid for that same equipment for other work in this contract.

Time for both owned and rented equipment will be estimated to the nearest one-quarter hour for purposes of computing compensation to the Contractor for equipment utilized under these rates.

The equipment rates for both owned and rented equipment as determined above shall be full compensation for providing the required equipment and no additional compensation will be made for other costs such as, but not limited to, fuels, lubricants, replacement parts or maintenance. Cost of repairs, both major and minor, as well as charges for mechanic's time utilized in servicing equipment to ready it for use prior to moving to the project and similar charges will not be allowed.

When it is necessary to obtain equipment from sources beyond the project limits exclusively for changed work, the actual cost of transferring the equipment to the site of the work and return will be allowed as an additional item of expense. Where the move is made by common carrier, the move-in allowance will be limited to the amount of the freight bill or invoice. If the Contractor hauls the equipment with his own forces, the allowance will be limited to the rental rate for the hauling unit plus operator wages. Move-in allowance shall not be made for equipment brought to the project for changed work which is subsequently retained on the project and utilized for completion of contract items.

- In addition to the direct costs of labor, materials and equipment incurred by the Contractor, the Contractor shall be entitled to an allowance for profit and overhead. This allowance shall be 15% of direct costs.
- If work is performed by a subcontractor, the subcontractor actually performing the work shall be entitled to those allowances for profit and overhead listed above, and each subsequent higher tiered subcontractor or Contractor shall be allowed an additional 10% markup on the subcontractor's direct costs, up to a maximum of two tiers of subcontractors.

resolved within seven (7) days, the Contractor shall, within the next fourteen (14) days, submit written notice of the facts that may form the basis of the claim.

Thereafter, the Contractor shall submit the claim in writing to the Owner's Representative within twenty-one (21) days of the submission of the written notice of the facts unless the Owner's Representative agrees in writing to an extension of time for good cause shown. The Owner's Representative may grant up to a sixty (60) day extension only upon the written request of the Contractor in which all reasons for the request are stated. The Contractor agrees that unless these written notices are provided, the Contractor will have no entitlement to compensation for the acts, errors, or omissions of the Owner, the Architect/Engineer, or any other Contractor employed by the Owner. The Contractor shall in all cases continue performance of the Contract.

The written claim presented by the Contractor shall be complete and adequately stated. It shall specifically include the facts and circumstances surrounding the claim and the Contract provisions under which the claim is made; the Contractor's assertion as to the original requirements of the Contract Documents and the basis for that assertion or position, citing all pertinent Specifications, Details, Plan notes or other Contract provisions; a clear certification that the Contractor's Bid Costs were in fact based on the stated original interpretation; the Contractor's assertion as to the revised requirements of the Contract Documents, citing all pertinent Contract provisions, or lack thereof, and other records on which that assertion or position is based; a narrative description of the increase in the Scope of Work resulting from the revision in the requirements; the Pay Items and quantities affected by the alleged change; references to previous notices of pending claim; and the specific relief requested, including both time extension and additional cost compensation and the basis on which both were calculated. In the case of cost compensation, such basis for specific relief shall include the labor classifications, rates and additional time; the equipment descriptions, rates and additional time; material descriptions, unit prices and quantities; and appropriate supporting documentation as to materials, unit prices, labor rates, and equipment rates.

Claims presented that do not include the above information or are otherwise considered to be incomplete will be returned to the Contractor without review by the Owner's Representative. The Owner's Representative will render a decision as to the merit of a properly presented claim within sixty (60) days of its receipt. Any change in the Contract amount resulting from such claim will be subject to approval by the Owner through the execution of a Change Order.

### **Article 5.23 Time for Completion of Work**

The Owner shall indicate in the Supplementary Conditions either a time period for completion of the Work or a completion date. Time is of the essence in the Contract. Therefore, the Work to be performed under the Contract shall be completed in its entirety within the time period specified or before the completion date.

The Contractor shall furnish all labor, materials, facilities, and equipment and shall work the required hours, including night shifts, overtime operations, and Saturdays, Sundays,

the Contractor for claiming additional compensation and/or an extension of time and shall not release the Contractor from any liability for damages or for failure to complete the Work within the time prescribed.

In the event that a suspension of Work is ordered in writing by the Owner's Representative due to unsuitable weather or unforeseen conditions, and, in the opinion of the Owner's Representative, the Contractor has prosecuted the Work with due diligence prior to the time of suspension, the Contractor may be due an extension of time.

Where the Contract provides for a time period for completion and the Work is suspended for the convenience of the Owner or unsuitable weather or unforeseen conditions and the Contractor has prosecuted the Work with due diligence, the time period and liquidated damages provision of the Contract shall be tolled until a Notice to Resume Work is issued by the Owner's Representative.

#### **Article 5.26 Final Trimming of Work**

The Contractor shall be responsible for all repair to the Work as necessary to overcome deterioration or damage that may occur prior to final inspection. The Contractor at all times shall keep the premises free from accumulation of waste materials, rubbish, and debris. The Contractor shall grade all existing driveways on, and which have been affected by the project within the rights-of-way or easements as directed by the Owner's Representative. At the completion of the Work, all waste materials, rubbish, debris and temporary structures from and about the Project as well as all his tools, construction equipment, machinery, and surplus materials shall have been removed from the Project area. The Work shall be in a neatly trimmed and well-finished condition throughout the Project area at the time of Final Inspection. This Work shall be considered incidental to the contract unless there is a specific contract item for this Work.

At any time during the progress of construction that cleanup is not keeping pace with the rest of the Work in the opinion of the Owner's Representative, the Contractor shall at the direction of the Owner's Representative suspend all operations on the major items of work until the premises are cleaned up to the satisfaction of the Owner. Any additional expense involved will be the sole responsibility of the Contractor, and the Owner will not be held liable for this additional expense.

All street name signs, traffic control signs, mailboxes, newspaper boxes, property corner markers, survey markers, survey monuments, and utility markers removed to facilitate the Work or damaged by the Contractor's operations shall be restored by the Contractor unless otherwise directed. Items damaged by the Contractor during removal, storage, or restoration shall be repaired or replaced in kind by the Contractor. Repairing or replacing damaged items shall be considered incidental to the Contract, and no separate payment shall be made.

persistently disregard laws, ordinances, or the instructions of the Owner's Representative, or otherwise substantially violate any provisions of the Contract, then the Owner may without prejudice to any other right or remedy and after giving the Contractor and his Surety ten (10) days concurrent written notice, terminate the Contract and take possession of the premises and of all materials, tools, and appliances thereon. Notwithstanding the preceding, the Owner may immediately terminate this contract for default without providing a ten (10) day notice if the Contractor fails, refuses or otherwise does not comply with a written order by the Owner's Representative that may involve issues of safety or a suspension of work issued under Article 5.25 – Suspension of the Work. When the Contractor and Surety are notified of the termination of the Contract, the Owner may demand that the Surety fulfill its obligations under the Performance and Payment Bond. Should the Surety fail to perform its obligations under the Bond upon demand of the Owner, then the Owner may finish the Work by whatever method that the Owner determines expedient. The Contractor and his surety shall be responsible for compensating the owner for all excess costs, including applicable liquidated damages and all added procurement costs incurred in accomplishment of the Contract Work.

In the event that the Owner terminates the Contract, the Owner does not waive any other right or remedy under the Contract or any other right or remedy available at law or equity. The Contractor may not be allowed to bid on any Owner's contracts for a period of two (2) years following the date of this termination by the Owner.

In the case of termination before completion for any cause whatsoever, the Contractor, if notified to do so by the Owner, shall promptly remove equipment and supplies from the premises of the Owner. Failure to do so will authorize the Owner to remove such equipment and supplies from the premises at the expense of the Contractor.

### **Article 5.30 Termination of Work for Owner's Convenience**

At any time during the term of this contract, the Owner may terminate the Work, in whole or in part, for any reason that the Owner's Representative shall determine to be in the best interest of the Owner. Any such termination shall be effected by delivery of a Notice of Termination to the Contractor, specifying that the termination is for the convenience of the Owner; the extent to which performance of the Work under the Contract is terminated; and the date upon which such termination becomes effective.

After receipt of a Notice of Termination and except as otherwise directed by the Owner, the Contractor shall:

1. Stop work under the contract on the date and to the extent specified in the Notice of Termination;
2. Place no further orders or subcontracts for materials, services, or facilities except as may be necessary for completion of such portion of the Work under the contract as is not terminated;

## **Article 5.32 Preconstruction Conference**

Within five (5) days after delivery of the executed agreement by the Owner to Contractor, but before the Contractor begins the Work at the site, a Preconstruction Conference will be held to review the contractor's schedules and plans, to establish procedures for handling shop drawings and other submissions, to establish procedures for submitting and processing applications for payment, and to establish a working understanding between the parties as to the project. The Owner or his Representative, the Architect/Engineer, the Inspector, and the Contractor and his Superintendent and key Subcontractors' representatives will be present at the meeting. Construction Progress Meetings will be conducted each month on a scheduled basis to review work progress, schedules, and other matters requiring discussion and resolution. At a minimum, the Owner, Architect/Engineer, and Contractor's Project Manager, or their representatives, will attend the Construction Progress Meetings, which will be conducted on the project site.

## **SECTION 00 72 13.06 LEGAL RELATIONS AND RESPONSIBILITIES**

### **Article 6.1 Laws to Be Observed**

The Contract shall be governed by the laws of the State of Alaska. The Contractor at all times shall observe and comply with all federal, state, and municipal laws, ordinances, and regulations in any manner affecting the conduct of the Work and all such orders or decrees existing or which may be enacted or promulgated by legislative bodies, boards, tribunals, or courts having any jurisdiction or authority over the Work. The Contractor shall defend, indemnify, and hold harmless the Municipality and the officers, employees, and agents of the Owner, including the Architect/Engineer, against any claim or liability arising from or based on the violation of any such laws, ordinances, regulations, orders, or decrees, whether such violations be by the Contractor, his Subcontractor, or his employees.

### **Article 6.2 Notice to Contractors**

Any written notice to the Contractor by the Owner shall be served on said Contractor or his representative either personally or by mailing to the address given in the Contract.

### **Article 6.3 Notice by Contractors**

Any notice to the Owner by the Contractor shall be made in writing and shall be delivered to the Owner's Representative or his representative in person or mailed to the office of the Owner's Representative at the address given in the official Notice to Proceed.

### **Article 6.4 Successors and Assigns**

The Contractor binds himself, his partners, successors, assignees, and legal representatives to the Owner with respect to all covenants, conditions, and obligations contained in the Contract Documents.

## **Article 6.7 Copyrights and Patents**

The Contractor shall defend, indemnify, and hold harmless the Municipality, its officers, its employees, and agents of the Owner, including the Architect/Engineer, from any and all claims, suits, or actions brought for the infringement of any copyright or patent claimed to be infringed by any material, devices, drawings, method, or process to be incorporated in the Work and/or required to be used in connection with the Work, including all attorney's fees and costs.

## **Article 6.8 Safety**

The Contractor shall be solely and completely responsible for conditions of the job site, including safety of all persons (including employees, Owner's Representatives, and the public) and property during performance of the Work. This requirement shall apply continuously twenty-four (24) hours per day, seven (7) days per week and shall not be limited to normal working hours. Safety provisions shall conform to the rules and regulations established by the U.S. Department of Labor, the Occupational Safety and Health Administration (OSHA), the State of Alaska Occupational Safety and Health Section (OSH), as well as all other applicable federal, state, or municipal laws, ordinances, codes, the requirements set forth below, and any regulations that may be detailed on other parts of the Contract Documents. Where any of these are in conflict, the more stringent requirement shall be followed. The Contractor's failure to thoroughly familiarize himself with the aforementioned safety provisions shall not relieve him from compliance with the obligations and penalties set forth herein.

The Contractor shall develop and maintain, for the duration of this Contract, a safety program that will effectively incorporate and implement all required safety provisions. The Contractor shall appoint an employee who is qualified and authorized to supervise and enforce compliance with the safety program and shall notify the Owner's Representative of the name and contact phone number for this person prior to commencement of the Work.

The duty of the Owner's Representative to conduct construction review of the Work does not include review or approval of the adequacy of the Contractor's safety supervisor, the safety program, or any safety measures taken in, on, or near the construction site.

If death, serious injuries, or serious damages are caused, the accident shall be reported immediately by telephone or messenger to both the Architect/Engineer and the Owner. In addition, the Contractor must promptly report in writing to the Owner's Representative all accidents whatsoever arising out of, or in connection with, the performance of the Work, whether on, or adjacent to, the site, giving full details and statements of witnesses.

If a claim is made by anyone against the Contractor or any Subcontractor on account of any accident, the Contractor shall promptly report the facts in writing to the Owner's Representative, giving full details of the claim.

When specified in the Supplementary Conditions, the Contractor shall provide the following additional coverages:

<b>Coverages</b>	<b>Minimum Limits</b>
Federal Longshoremen and Harbor Workers Compensation Act :	Statutory
Federal Maritime Liability Law (Jones Act):	\$1,000,000
Builder's Risk:	Total Contract Amount

**NOTICE TO "OUT OF STATE" CONTRACTORS:**

A Certificate of Insurance for Alaska Worker's Compensation, or an "other states" endorsement on your home state Worker's Compensation policy, is required prior to execution of a Contract or commencement of any contract performance, if any in-state visits or Work is required or anticipated.

**Article 6.10 Indemnification**

To the fullest extent permitted by law, the Contractor shall indemnify, defend, and hold harmless the Municipality and the Architect/Engineer and their agents and employees from and against all claims, damages, losses, and expenses, including attorneys' fees, arising out of or resulting from the performance of the Work, provided that any such claim, damage, loss, or expense (1) is attributable to bodily injury, sickness, disease, death, or personal injury or to injury to or destruction of tangible property including the loss of use resulting therefrom; and (2) is caused in whole or in part by any negligent act or omission of the Contractor, any Subcontractor, anyone directly or indirectly employed by the Contractor or Subcontractors, or anyone for whose acts the Contractor or Subcontractors may be liable, regardless of whether or not the claim, damage, loss, or expense is caused in part by a party indemnified hereunder.

In any and all claims against the Municipality or the Architect/Engineer or their agents or employees by any employee of the Contractor, any Subcontractor, anyone directly or indirectly employed by any of them, or anyone for whose acts any of them may be liable, the indemnification obligation under this Article shall not be limited in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the Contractor or any Subcontractor under Worker's Compensation acts, disability benefit acts, or other employee benefit acts.

**Article 6.11 Claims by Workers, Suppliers, and Subcontractors**

In the event the Contractor or any Subcontractor fails, neglects, or refuses to make prompt and full payment for labor, services, materials, supplies, or provisions furnished by any person in connection with the Work, then the Owner may withhold the amount due from the Contractor's progress payments provided that an affidavit of claim on the form furnished is filed with the Owner's Representative. The withholding by the Owner does not relieve the Contractor or his Surety from their obligations with respect to the payment of



Americans with Disabilities Act of 1990). The Contractor shall take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, color, religion, national origin, ancestry, age, sex, marital status, or mental or physical impairment/disability. Such action shall include, without limitation, the following: employment, upgrading, demotion, or transfer; recruitment or recruiting advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

The Contractor shall state in all solicitations or advertisements for employees for the Work that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, ancestry, age, sex, marital status, or mental or physical impairment/disability.

The Contractor shall comply with any and all reporting requirements that may apply to its work under this contract, which the Anchorage OEO Contract Compliance may establish by regulation.

The Contractor shall include the provisions of the first two paragraphs of this section in every subcontract or purchase order under this contract, so as to be binding upon every such Subcontractor or vendor of the Contractor under this contract.

#### **Article 6.17 Rights and Remedies**

The duties and obligations of the Contractor imposed by the Contract Documents and the rights and remedies of the Owner available thereunder shall be in addition to and not a limitation of any duties, obligations, rights, and remedies otherwise imposed or available by law.

The failure of the Owner or the Architect/Engineer to insist in any one or more instances upon the strict performance of any one or more of the provisions of the Contract, or to exercise any right herein contained or provided by law, shall not be construed as a waiver or relinquishment of the performance of such provision or right(s) or of the right to subsequently demand such strict performance or exercise of such right(s), and the rights shall continue unchanged and remain in full force and effect.

#### **Article 6.18 Payment of Taxes**

As a condition of performance of this contract, the Contractor shall pay all municipal taxes incurred by the Contractor. Payment of such taxes is required before the Municipality will issue any payment to the Contractor for Work.

### **SECTION 00 72 13.07 MEASUREMENT AND PAYMENT**

No payment for materials shall be made on any single class of material the value of which is not at least \$5,000. No advance shall be made for fuels, supplies, forms, lumber, falsework, or other materials or on temporary structures of any kind that will not become an integral part of the finished construction.

The Contractor shall make available to the Owner's Representative evidence of payment for the materials for which it is requesting advances and of insurance to ensure replacement if such material is lost, stolen, or damaged; and other information the Owner's Representative may request.

#### **Article 7.4 Progress Payments**

The Contractor shall submit to the Owner's Representative an Application for Payment, on the forms furnished, supported by such data as the Owner's Representative may require that substantiate the Contractor's right to payment for Work done during the preceding calendar month. The Owner's Representative will, within eight (8) days after receipt of the Application for Payment, either approve a Partial Payment Estimate and present it to the Contractor for signature or notify the Contractor in writing of his reasons for withholding approval. Approved Partial Payment Estimates shall be received by the Owner within two (2) days after execution by the Contractor. The Owner will process Partial Payment Estimates and make payment to the Contractor within fifteen (15) days of receipt of the Partial Payment Estimate. If the Owner fails to make payment to the Contractor within thirty (30) days (twenty-one [21] days if the project is funded with State of Alaska grants) of receipt of the Application for Payment, the Contractor may, upon seven (7) days written notice to the Owner, suspend the Work. The Contractor shall take every precaution to prevent any damage or unreasonable deterioration of the Work during the time it is suspended.

**Retainage:** For projects where a Performance and Payment Bond is required, under Article 3.5 – Bonds, Insurance, and OEO and D/WBE Forms, progress payments at one hundred percent (100%) of the estimated value of the work accomplished, less all previous payments, shall be made to the Contractor, and no retainage shall be deducted, except as provided under the withholding provisions of this Article (Article 7.4).

For projects where a Performance and Payment Bond is not required under Article 3.5 – Bonds, Insurance, and OEO and D/WBE forms, the Owner will retain ten percent (10%) of the total earnings to date until the Work is completed and accepted. However, if the Owner at any time after fifty percent (50%) of the Work has been completed determines that satisfactory progress is maintained, the Owner may continue to hold the retainage to date and authorize progress payments to the Contractor in full for Work performed beyond the fifty percent (50%) stage of completion. After ninety-five percent (95%) of the Work has been satisfactorily completed, the Owner may reduce the retention to two percent (2%) of the earnings to date. Interest on retainage shall accrue at the rate of eight percent (8%) per annum, simple interest, or, when the State of Alaska is to provide a grant for all or part of the funding for the Work, the rate of interest will be equal to the amount set out in Alaska Statute (AS) 45.45.010(a).

The making of progress payment under the Contract, either before or after the date set for completion of the Work, shall not operate to invalidate any of the provisions of the Contract or to release the Surety.

#### **Article 7.5 Payment of Claimants**

Any claim received by the Owner's Representative against the Contractor or Subcontractors from any material men, laborer, supplier, Subcontractor, or the Alaska Department of Labor will be forwarded to the Contractor by certified mail as soon as practical following receipt by the Owner's Representative. Within twenty-one (21) days after the Contractor's receipt of the said notice, the Contractor shall notify the Owner's Representative in writing by Certified Mail that the said claim is contested or provide proof that the claim has been satisfied. If the Contractor contests the claim, the Contractor shall describe in detail how the Subcontractor was paid or why the Subcontractor should not be paid and furnish the 3-point statement described below. If the Contractor does not respond during the time allotted above, this lack of notice shall constitute consent by the Contractor to have the owner pay the claim from the earnings of the Contractor. The Owner shall not be responsible to the Contractor if the Contractor subsequently contests the validity of the claim.

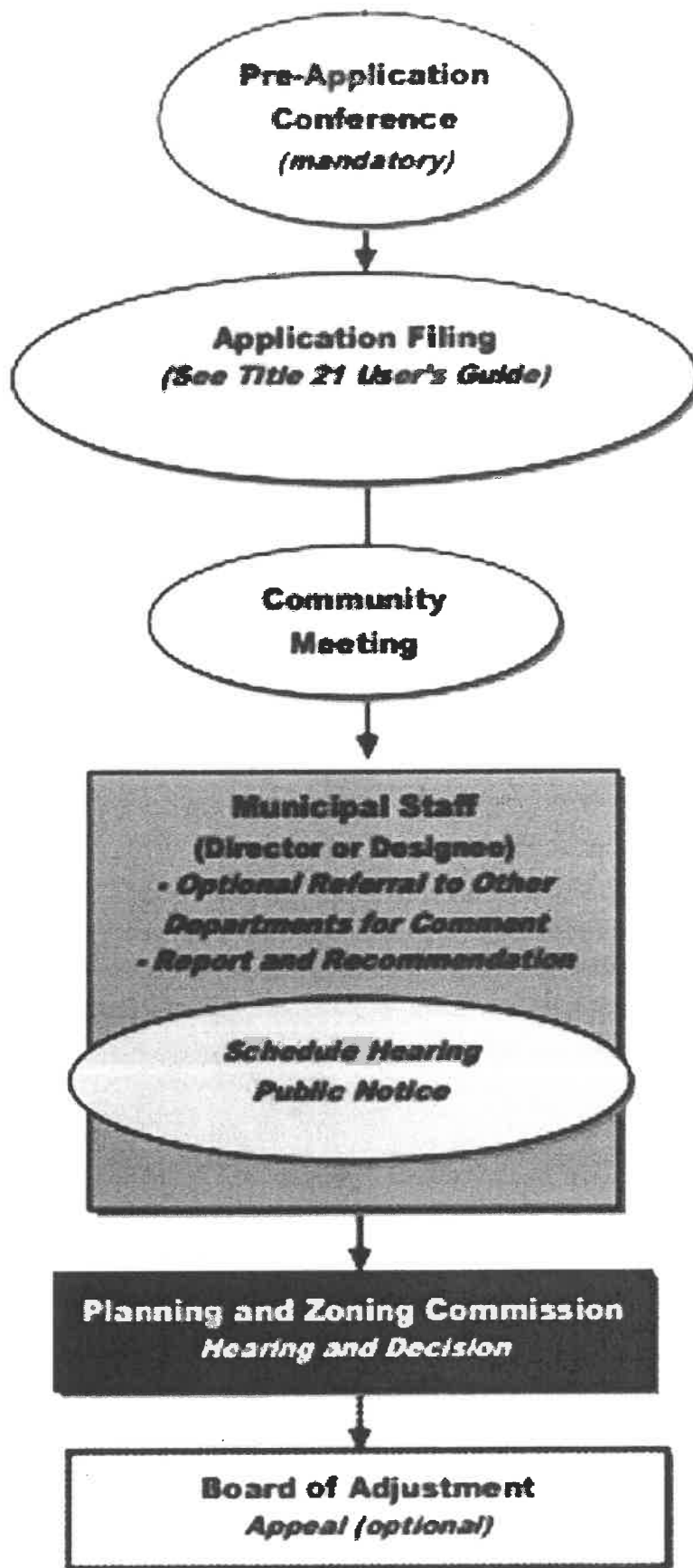
Sums withheld pursuant to disputed claims will not be paid to the claimant except where compelled by legal authority. Such sums may be paid to the Contractor upon the filing of a 3-point statement by the Contractor and his Surety on the form furnished by the Owner's Representative stating that: (1) the Contractor contests the validity of the claim, (2) the Surety acknowledges responsibility for the payment of the claim in the event it is valid, and (3) that the Contractor and the Surety specifically agree to hold the Municipality harmless for making payment to the Contractor of the sums withheld.

In the event that the Contractor revokes consent to pay a claimant as provided herein and refuses to execute the said statement referenced above, the Municipality may institute an interpleader action in Superior Court, Third Judicial District, and all Court costs and attorney's fees incurred by the Municipality shall be paid by the Contractor or the Surety. Claimants are not intended beneficiaries of this Article and shall have no recourse against the Municipality for any failure to pay claims from sums withheld from the Contractor.

#### **Article 7.6 Final Payment**

Upon completion of the Work and issuance of a certificate of completion by the Owner's Representative, the Contractor shall submit a request to the Owner's Representative for the final payment. The retainage shall be held by the Owner for a period of not less than ninety (90) days following the Final Acceptance of the Work. No final payment shall be made until the Contractor has filed with the Owner's Representative, prior to acceptance of the Work, a notarized Certificate of Compliance as follows:

I (we) hereby certify that all Work has been performed and materials supplied in accordance with the Contract Documents for the above Work; that not less than the prevailing rates of wages as required by the State of Alaska statute have been paid



**Conditional Uses**

## MOA Navigation Center – CM/GC

### Overview

The CM/GC (Construction Manager/General Contractor) is a Project Delivery Method that has many benefits, most important for the Navigation Center Project is the being able to speed up the design and construction process, ultimately shortening a projects time period. Having a Contractor on the team early in the process allows them to join the team in an advisory role that can give real time information on material procurement times and schedule.

### Key Features

- Design Team and CM are separate and independent contracts – both entities contract directly with the Owner/Client
- CM/GC selected early (design at 35% or less). Selection is primarily made on qualifications
- CM/GC gets actively involved in the design and scheduling process right away once selected
- CM/GC provides feedback during the design process including constructability reviews, value engineering suggestions, and construction estimates
- CM/GC to provide GMP Cost Estimate at roughly 65% design level. Owner may choose to reject the GMP offer and proceed with the Design/Bid/Build delivery method

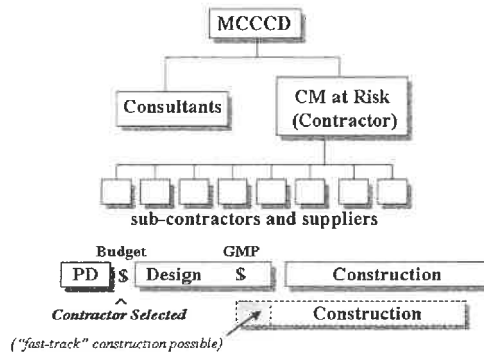
Overall, utilizing the CM/GC process for the Navigation Center Project is going to allow MCG and RHC to begin early to mitigate risk during the design phase, which will ultimately reduce or eliminate any unexpected setbacks during the construction phase.

For this project in particular – schedule is going to be the biggest risk and the CM/GC delivery method is going to give the entire team the best chance to accelerate this project and deliver it quicker than any other delivery method.

## CONSTRUCTION MANAGER AT RISK (CMAR)

CM at Risk allows the Owner to interview and select a fee-based firm, based upon qualifications and experience, before the design and bidding documents are fully completed. The construction manager and design team work together to develop and estimate the design. A guaranteed maximum price (GMP) is provided by the CM, who then receives proposals from and awards subcontracts to subcontractors. The final construction price is the sum of the CM's fee, overhead, and contingencies and the subcontractors' proposals. Any unused contingency at the end of the project reverts to the Owner. The design consultant team is selected separately and reports directly to the owner.

### STRUCTURE and SCHEDULE



### Advantages

- Selection of contractor based upon qualifications, experience and team
- Contractor provides design phase assistance in budget and planning
- Continuous budget control possible
- Screening of subcontractors allows Owner and contractor quality screening
- Faster schedule than traditional bid; fast track construction possible
- Ability to obtain GMP earlier in process; earlier than traditional bid, later than D/B
- Theoretically, more teamwork between design firm and contractor
- Provides more ability to handle change in design and scope
- Theoretically, reduced changes and claims once in construction
- **BEST SUITED FOR:** large new or renovation projects that are schedule sensitive, difficult to define or subject to potential changes; also for projects requiring a high level of construction management due to multiple phases, technical complexity or multi-disciplinary coordination.

### Disadvantages

- Difficult for Owner to evaluate the GMP or determine whether the best price has been achieved for the work
- Costs more than traditional bid due to reduced competition in pricing of contractor overhead, fee and sub-contract costs
- Costs often increase due to "details" not in the GMP
- CM may expand budget to create future savings

21.03.080 - Conditional uses.

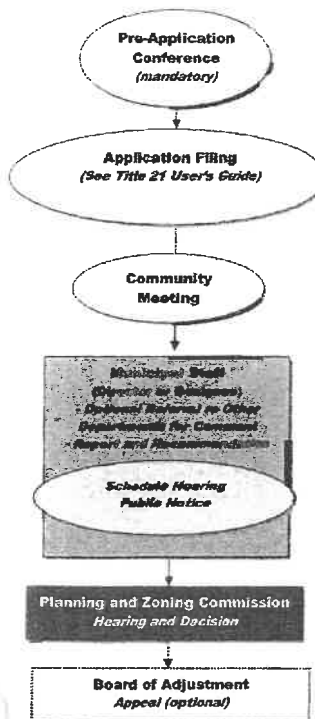
A. *Purpose.* The conditional use approval procedure is intended for situations where a use may or may not be appropriate in a district, depending on the specific location, the use characteristics, and potential conditions to decrease the adverse impacts of the use on surrounding properties and/or the community-at-large. It also provides a discretionary review process for uses with unique or widely varying operating characteristics or unusual site development features. The procedure provides public review and evaluation of a use's operating characteristics and site development features through a public hearing process.

B. *Applicability.*

1. Land uses requiring conditional use approval are identified in Table 21.05-1, Table of Allowed Uses, Table 21.05-3, Table of Allowed Accessory Uses, Table 21.09-1, Table of Allowed Uses (Girdwood), Table 21.09-2, Table of Accessory Uses (Girdwood), Table 21.10-4, Table of Allowed Uses (Chugiak-Eagle River), Table 21.10-5, Table of Accessory Uses (Chugiak-Eagle River), Table 21.11-2, Table of Allowed Uses (Downtown), and Table 21.11-3, Table of Accessory Uses (Downtown).
2. This section shall not apply to remodeling, renovation, or repair to interior portions of structures that are subject to conditional use approval under this title, except those interior areas that affect conformity to the approval criteria for conditional use approval or the development and design requirements of this title.

C. *Procedure.*

1. *Initiation.* An application for a conditional use approval shall be initiated by the owner(s) of the subject property.
2. *Pre-application conference.* Before filing an application, the applicant shall request a pre-application conference with the director, in accordance with subsection 21.03.020B.
3. *Community meeting.* A community meeting is required in accordance with subsection 21.03.020C.
4. *Application submittal.* Applications for a conditional use approval shall contain the information specified in the Title 21 user's guide, and shall be submitted to the director on a form provided by the department.



Conditional Uses

5. *Public notice.* Notice shall be provided in accordance with subsection 21.03.020H.

6. *Departmental review.* The department shall review each proposed conditional use approval application in light of the approval criteria of subsection D. below and distribute the application to other reviewers as deemed necessary. Based on the results of those reviews, the department shall provide a report to the planning and zoning commission.
7. *Planning and zoning commission action.* The planning and zoning commission shall hold a public hearing on the proposed application and act to approve, approve with conditions, or deny the proposed conditional use, based on the approval criteria of subsection D. below.
8. *Appeal.* Decisions on conditional use approvals may be appealed to the board of adjustment in accordance with subsection 21.03.050A.

D. *Approval criteria.* The planning and zoning commission may approve a conditional use application if, in the judgment of the commission, all of the following criteria have been met in all material matters:

1. The proposed use is consistent with the comprehensive plan and all applicable provisions of this title and applicable state and federal regulations;
2. The proposed use is consistent with the purpose and intent of the zoning district in which it is located, including any district-specific standards set forth in Chapter 21.04;
3. The proposed use is consistent with any applicable use-specific standards set forth in Chapter 21.05;
4. The site size, dimensions, shape, location, and topography are adequate for the needs of the proposed use and any mitigation needed to address potential impacts;
5. The proposed use will not alter the character of the surrounding area in a manner which substantially limits, impairs, or prevents the use of surrounding properties for the permitted uses listed in the underlying zoning district;
6. The proposed use is compatible with uses allowed on adjacent properties, in terms of its scale, site design, operating characteristics (hours of operation, traffic generation, lighting, noise, odor, dust, and other external impacts);
7. Any significant adverse impacts anticipated to result from the use will be mitigated or offset to the maximum extent feasible;
8. The proposed use is appropriately located with respect to the transportation system, including but not limited to existing and/or planned street designations and improvements, street capacity, access to collectors or arterials, connectivity, off-site parking impacts, transit availability, impacts on pedestrian, bicycle, and transit circulation, and safety for all modes; and
9. The proposed use is appropriately located with respect to existing and/or planned water supply, fire and police protection, wastewater disposal, storm water disposal, and similar facilities and services.

E. *Amendments to approved conditional uses.*

1. *Original procedure applies for most amendments.* Amendment of a conditional use approval shall follow the same process required for the original approval of a conditional use, unless the amendment is determined to be a minor amendment as described in subsection E.2. below.
2. *Administrative approval of minor amendments.* The director may administratively approve minor amendments to any approved conditional use upon written application and documentation by the applicant, and upon the director's determination that the amendment is a minor amendment.

a. *Procedure.*

- i. Upon receiving a written request from the applicant for a conditional use amendment, the director shall determine if the proposed amendment will be processed as a minor amendment or major amendment. The applicant may appeal the director's decision in writing to the zoning board of examiners and appeals within ten days of the decision.
- ii. Immediately following the director's determination that a proposed amendment is minor, the director shall:



- (A) Issue a minor amendment affidavit, which shall be transmitted to the planning and zoning commission for t
- (B) Attach a form stating the nature of the modification, date of approval, and bearing the signature of the director to the conditional use on file in the department.
- iii. If the original approval had been recorded, the amended plan shall be recorded by the municipality at the applicant's expense.
- b. *Types of minor amendments.* The following are amendments which the director may reasonably determine to be "minor":
  - i. Insubstantial changes to the text to add clarity or correct conflicting provisions.
  - ii. Changes in street alignment if such changes further the intent of the plan and this code, and are acceptable to the municipal engineer.
  - iii. Changes in building envelope, setback, and similar provisions of ten percent or less.
  - iv. Incidental changes in landscaping, sign placement, lighting fixtures, etc. to further the intent of the plan and this code.

F. *Platting for conditional uses.*

- 1. If development under an approval under this section creates a subdivision or requires the vacation of a dedicated public area, the approval is not effective until a final plat for the subdivision or vacation is approved and recorded in accordance with this title. A preliminary plat required under this section is subject to approval as required by Section 21.03.200, Subdivisions.
- 2. Unless the planning and zoning commission directs in the final approval that it shall act as the platting authority, the platting board is the platting authority for subdivisions under this subsection.
- 3. The platting authority under this subsection may require that any street right-of-way, walkway, utility easement, or other public area designated under the final approval be dedicated to the public.

G. *Abandonment of conditional use.* An otherwise lawful conditional use approval shall expire if:

- 1. For any reason the conditional use is abandoned in its entirety for a period of one year or longer; or
- 2. The property owner notifies the planning and zoning commission of the abandonment of the conditional use approval. A conditional use shall not be abandoned under this subsection if the result of the abandonment is the creation of a nonconforming land use.

(AO 2012-124(S), 2-26-13; AO 2013-117, 12-3-13; AO No. 2015-36, §§ 7, 8, 5-14-15; AO No. 2020-38, § 3, 5-28-20)

21.03.140 - Public facility site selection.

A. *Purpose.* This section sets forth a process by which the municipality shall review and decide upon selection of sites before certain public facilities may be authorized, or publicly owned land is designated as the site for certain public facilities.

B. *Applicability.*

- 1. Unless exempted by subsection B.2. below, this section shall apply to the following government facilities that are not exempt by law from municipal land use regulation:
  - a. Any newly constructed building or buildings and any existing building acquired by purchase or lease, in which government operations or activities occupy more than a total of 50,000 square feet of gross floor area;
  - b. Any use of land over 20 acres in area (not including projects covered under Section 21.03.190, Street and Trail Review);
  - c. Public schools;

- d. Fire stations, unless such station is determined by the director not to have impacts on the surrounding neighborhood;
  - e. Any sports, entertainment, or civic center designed for more than 1,500 spectators;
  - f. Any public snow disposal or landfill site; and
  - g. A facility that, in the judgment of the director, warrants a public process for site selection due to the potential for significant impacts on surrounding properties.
2. This section shall not apply to the following:
    - a. Any site that is:
      - i. Designated for the subject use on a municipal plan adopted by the assembly;
      - ii. Part of an area, development, or institutional master plan;
      - iii. Determined by a dedication to the municipality on a final plat approved and recorded in accordance with this title; or
      - iv. Subject to approval of a conditional use under this title.
    - b. Any facility site selection reviewed by the commission or approved by the assembly before January 1, 2014;
    - c. Any facility site selection for which over \$500,000 has been expended for design or construction before January 1, 2014.
- C. *Community meeting.* A community meeting is required in accordance with subsection 21.03.020C.
- D. *Required information.* The agency proposing a site selection shall submit to the commission all information identified in the user's guide. This information shall include, but need not be limited to, an evaluation of alternative sites, or an explanation why no alternative sites were considered.
- E. *Public notice.* Notice shall be provided in accordance with subsection 21.03.020H.
- F. *Departmental review.*
1. The department shall review each proposed site selection application in light of the approval criteria set forth in subsection I. below, and distribute the application to other reviewers as deemed necessary.
  2. Based on the results of those reviews, the department shall provide a report to the planning and zoning commission.
  3. For school site sections, the department shall also provide the report to the Anchorage school board for its review and recommendation.
- G. *Planning and zoning commission.*
1. The commission shall review the RFP criteria (or similar guidelines) or the site alternatives for any applicable facility.
  2. The commission shall hold a public hearing.
  3. For school site selections, the school board and the commission may meet in a joint public hearing; however, the school board and the commission shall separately consider and make recommendations to the assembly. Both recommendations shall then be forwarded as a package to the assembly for approval.
  4. For site selections of municipal facilities, the commission shall make a recommendation to the assembly, based on the approval criteria of subsection I. below.
  5. For all other site selections, the commission shall decide on the proposed site based on the approval criteria of subsection H. below.
- H. *Assembly action.* For municipal facilities, upon receipt of the recommendations from the commission (and the Anchorage school board if applicable), the assembly may, based on the criteria of subsection I. below and at its discretion, hold a public hearing and take one of the following actions:
1. Approve a specific recommended site;
  2. Approve a specific evaluated site;

3. Reject some or all recommended sites; or
  4. Remand the evaluated and recommended sites to the commission (and the school board if applicable) for further investigation, review, and evaluation.
- I. *Approval criteria.* The commission shall review the proposed site for consistency with the goals, policies, and land use designations of the comprehensive plan and other municipal plans adopted by the assembly, conformity to the requirements of this title, and the effects of the proposal on the area surrounding the site. The following specific criteria shall be considered:
1. Whether the site will allow development that is compatible with current and projected land uses;
  2. Whether the site is large enough to accommodate the proposed use and future additions or another planned public facility;
  3. Whether the proposed government use and its intensity is compatible with the surrounding district and adopted policies for future development in the district;
  4. Whether adequate utility and transportation infrastructure is available to the site;
  5. Whether the site is located near a transit route, if applicable;
  6. Whether there are existing or planned walkways connecting the site to transit stops and surrounding residential areas, where applicable;
  7. The environmental suitability of the site;
  8. The financial feasibility of the site, including maintenance and operations; and
  9. Whether the proposed site for major municipal, state, and federal administrative offices conforms with the adopted policy priority for locating in the central business district (Downtown Anchorage). Satellite government offices and other civic functions are encouraged to locate in regional or town centers if practicable.
- J. *Request for assembly hearing.*
1. Decisions by the planning and zoning commission are final unless, within 20 days of the date of service, any party of interest requests an assembly hearing in a letter sent to the director.
  2. The assembly may hold a public hearing on the case at its discretion.

(AO 2012-124(S), 2-26-13; AO No. 2020-38, § 3, 5-28-20)

#### 21.03.180 - Site plan review.

- A. *Purpose.* The purpose of the site plan review process is to ensure compliance with the development and design standards and provisions of this title, and to encourage quality development in the municipality reflective of the goals, policies, and objectives of the comprehensive plan. For land uses requiring a site plan review, such uses may be established in the municipality, and building or land use permits may be issued, only after a site plan showing the proposed development has been approved in accordance with the procedures and requirements of this title.
- B. *General applicability.* This section shall not apply to remodeling, renovation, or repair to interior portions of structures that are subject to site plan review under this title, except those interior areas that affect conformity to the approval criteria for site plan review or the development and design requirements of this title.
- C. *Administrative site plan review.*
1. *Applicability.* Land uses requiring administrative site plan review are identified in Table 21.05-1, Table of Allowed Uses, Table 21.05-3, Table of Allowed Accessory Uses, Table 21.09-1, Table of Allowed Uses (Girdwood), Table 21.09-2, Table of Accessory Uses (Girdwood), Table 21.10-4, Table of Allowed Uses (Chugiak-Eagle River), Table 21.10-5, Table of Accessory Uses (Chugiak-Eagle River), Table 21.11-2, Table of Allowed Uses (Downtown), and Table 21.11-3, Table of Accessory Uses (Downtown).

2. *Procedure.*

- a. *Application submittal.* Applications for an administrative site plan review shall contain the information specified in the Title 21 User's Guide, and shall be submitted to the director on a form provided by the department.
- b. *Public notice.* Notice shall be provided in accordance with subsection 21.03.020H.
- c. *Departmental review and director's action.* The department shall review each proposed administrative site plan application in light of the approval criteria of subsection F. below and distribute the application to other reviewers as deemed necessary. Based on the results of those reviews, the director shall take final action on the site plan application and approve, approve with conditions, or deny the application. The department's review and the director's action, including referral to other agencies and bodies, shall be completed within 60 days of verification of a complete application.
- d. *Appeals.* Decisions on administrative site plans may be appealed to the urban design commission, in which case it shall be treated as a major site plan review application under subsection D. below.

3. *Administrative site plan review with notice.* When a section of Title 21 calls for administrative site plan review with notice, written (mailed) notice and posted notice shall be provided at least 45 days before the date of decision, along with other notice required by Table 21.03-1.

D. *Major site plan review.*

1. *Applicability.* Land uses requiring major site plan review are identified in Table 21.05-1, Table of Allowed Uses, Table 21.09-1, Table of Allowed Uses (Girdwood), Table 21.10-4, Table of Allowed Uses (Chugiak-Eagle River), and Table 21.11-2, Table of Allowed Uses (Downtown).
2. *Decision-making authority.* For non-residential development with a gross floor area of 100,000 square feet or greater, and for residential development of 140 units or more, the decision-making body shall be the planning and zoning commission. For all other major site plan reviews, the decision-making body shall be the urban design commission.
3. *Procedure.*
  - a. *Pre-application conference.* Before filing an application, the applicant shall request a pre-application conference with the director, in accordance with subsection 21.03.020B.
  - b. *Community meeting.* A community meeting is required in accordance with subsection 21.03.020C.
  - c. *Application submittal.* Applications for a major site plan review shall contain the information specified in the Title 21 User's Guide, and shall be submitted to the director on a form provided by the department.
  - d. *Public notice.* Notice shall be provided in accordance with subsection 21.03.020H.
  - e. *Departmental review.* The department shall review each proposed major site plan application in light of the approval criteria of subsection F. below and distribute the application to other reviewers as deemed necessary. Based on the results of those reviews, the department shall provide a report to the applicable commission.
  - f. *Commission action.* The applicable commission shall hold a public hearing on the proposed application and, taking into account the recommendations of the department and public input, shall act to approve, approve with conditions, or deny the proposed major site plan, based on the approval criteria of subsection E. below.
  - g. *Appeals.* Decisions on major site plans may be appealed to the board of adjustment in accordance with subsection 21.03.050A.

E. *Expiration.*

1. *General.* A site plan approval shall automatically expire at the end of 24 months after the effective date unless a building or land use permit for at least one building in the development proposed in the site plan is approved and construction has begun (see the definition of "start of construction" in Chapter 21.15). A change in ownership of the

property does not affect this time frame.

2. *Extension.*

- a. *First extension.* Upon written application submitted by the applicant at least 30 days prior to the expiration of the permit period and upon a showing of good cause, the director may grant one extension not to exceed 12 months. The approval shall be deemed extended until the director has acted upon the request for extension. Failure to submit an application for an extension within the time limits established by this section shall render the site plan approval void.
- b. *Further extensions.* Upon written application submitted at least 30 days prior to the expiration of the previous extensions and upon a showing of good cause, the urban design commission, without a public hearing, may grant additional extensions, each one not to exceed 12 months. The approval shall be deemed extended until the commission has acted upon the request for extension.

F. *Approval criteria.* An application for administrative or major site plan review shall be approved upon a finding that the site plan meets all of the following criteria:

1. The site plan is consistent with any previously approved subdivision plat, planned development master plan, or any other precedent plan or land use approval;
2. The site plan complies with all applicable development and design standards set forth in this title, including but not limited to the provisions in Chapter 21.04, Zoning Districts, Chapter 21.05, Use Regulations, Chapter 21.06, Dimensional Standards and Measurements, and Chapter 21.07, Development and Design Standards;
3. The site plan addresses any significant adverse impacts that can reasonably be anticipated to result from the use, by mitigating or offsetting those impacts to the maximum extent feasible; and
4. The development proposed in the site plan is consistent with the goals, objectives, and policies of the comprehensive plan.

G. *Platting for site plans.*

1. If development under an approval under this section will create a subdivision or requires the vacation of a dedicated public area, the approval is not effective until a final plat for the subdivision or vacation is approved and recorded in accordance with this title. A preliminary plat required under this section is subject to approval as required by Section 21.03.200, Subdivisions.
2. Unless the authority granting approval directs in the approval that it shall act as the platting authority, the director is the platting authority for subdivisions under this subsection.

H. *Amendments to approved site plans.*

1. *Original procedure applies for most amendments.* Amendment of a site plan shall follow the same process required for the original approval of a site plan, unless the amendment is determined to be a minor amendment as described in subsection H.2. below.
2. *Administrative approval of minor amendments.* The director may approve administratively minor amendments to any approved site plan upon written application and documentation by the applicant, and upon the director's determination that the amendment is a minor amendment.
  - a. *Procedure.*
    - i. Upon receiving a written request from the applicant for a site plan amendment, the director shall determine if the proposed amendment will be processed as a minor amendment or major amendment. The applicant may appeal the director's decision, in writing to the zoning board of examiners and appeals within 10 days of the decision.
    - ii. Immediately following the director's determination that a proposed amendment is minor, the director shall:

- (A) Issue a minor amendment affidavit, which shall be transmitted to the urban design commission for their info
  - (B) Attach a form stating the nature of the modification, date of approval, and bearing the signature of the director to the site plan on file in the department.
- iii. If the original approval had been recorded, the amended plan shall be recorded by the municipality at the applicant's expense.
- b. *Types of minor amendments.* The following are amendments which the director may reasonably determine to be "minor":
- i. Insubstantial changes to the text to add clarity or correct conflicting provisions.
  - ii. Changes in street alignment if such changes further the intent of the plan and this code, and are acceptable to the municipal engineer.
  - iii. Changes of ten percent or less in building envelope, setback, and similar provisions.
  - iv. Incidental changes in landscaping, sign placement, lighting fixtures, etc. to further the intent of the plan and this code.

(AO 2012-124(S), 2-26-13; AO 2013-117, 12-3-13; AO No. 2015-142(S-1), § 2, 6-21-16; AO No. 2020-38, § 3, 5-28-20)

1. Programing Metrics

- a. MOA approached MCG and the Design Team for Design Services related to a Navigation Center with a 200-person capacity and a 130-person surge
  - i. Plan updates show meeting these targets
- b. All Design Services are procured through the MOA's Term Contracts
- c. Building Area programming is primarily driven by the client's (MOA) needs and requests validated through a consensus building process. Design services are intended to focus the process and facilitate agreements
- d. MOA prescribed the APD (Tudor) site for the building and completed a series of 'site fit' options to test the anticipated building size and site organization
- e. MOA requested the following main space program elements
  - i. Intake & Facility Management
  - ii. Gathering & Communal Dinning
  - iii. Overnight Shelter
  - iv. Treatment & Counseling
  - v. Food Service
  - vi. Building Support & Storage
  - vii. Site Amenities
- f. Space size has been an ongoing discussion led by MOA for the size of the 'shelter' space
  - i. Initial request was for a facility of approximately 20,000 SF
  - ii. During the site fit analysis and RFP phase of selecting the CM/GC, the size request from MOA changed to 'up to 65,000 SF'
  - iii. Currently the size request due to site conditions, schedule, and permitting has changed to 30,000 SF with the possibility of future expansion
- g. Program spaces have been sized using typical space dimensions commensurate with other facilities and professional recommendations
- h. The space program has been reviewed on several occasions with MOA and its subject matter experts to concur with the size and needs of the facility
- i. Area requirements for the 'shelter' are prescribed by the International Building Code (adopted by MOA)
  - i. The building code treats the 'shelter' as a dormitory and stipulates 50 square feet per person for the shelter area and is classified as Residential occupancy
  - ii. MOA subject matter expert (Mr. Gerace) did review and commented that this area allocation was in keeping with national shelter standards
  - iii. Other occupancies in the building include Business and Assembly spaces

2. Best Practices for Building Systems

- a. Traditionally a building is constructed with conventional building construction consisting of building stock typical of Anchorage; building systems vary to support client needs and operational outcomes
- b. MOA's initial suggestion to the design team was the investigate the value and implementation of a Fabric Structure primarily due to the compressed schedule for completion

- c. MOA decided to leverage the contracting community for ideas and options to meet MOA's needs and released a Request for Proposal in February 2022 for Construction Manager/General Contractor Services (CM/GC)
  - i. Contract was awarded and executed on March 21, 2022
- d. The Navigation Center design is currently incorporating a fabric structure primarily due to the compressed schedule and the value in the building envelope erection duration.
  - i. Fabric Structures are a proven building system with thousands of applications including a Navigation Center (Shelter)
- e. Fabric Structures for Navigation Centers are used throughout the US primarily because of the speed of deployment of the structure
- f. Phased construction in work packages will enable the project to be completed on a compressed schedule.
- g. The fabric structure has been reviewed by MOA permitting and determined as meeting MOA's regulation requirements
- h. The project is currently at a 35% level of design completion and the Construction Manager (RHC) is implementing an aggressive schedule with phased construction packages
- i. The building will meet building code requirements and seismic standards



Proposal: \$88,528

**Discipline: CIVIL Engineering / landscape**

Firm: MCG Explore Design / COFFMAN Engineers

Scope: March 2, 2022

Landscape Architecture and Conditional Use Permit Design Services

Design process will require 65% design complete Landscape Design in order to meet Permitting requirements for the Conditional Use Permit. Coffman Engineers will be utilized by MCG for this task.

Proposal: \$14,176

**Discipline: Architect**

Firm: MCG Explore Design

Scope: March 1, 2022

Architectural Schematic Design Services for the Navigation Center. Service includes project management, design development, meetings, construction schedules, building space and use floor plan option planning, Code analysis, cost estimates and renderings.

Proposal: \$73,120

**Discipline: Mechanical and Electrical Engineering**

Firm: MCG Explore Design / RSA Engineering, Inc.

Scope: March 1, 2022

Design for a 20,000 sf Navigation Center. Working with McCool Carlson Green, the scope of work is 35% design for this phase. Schematic Design

Proposal: \$34,130.00

**Discipline: Mechanical and Electrical Engineering**

RSA Engineering, Inc.

Scope: April 15, 2022

Mechanical & Electrical schematic design for a 330'X90' Navigation Center. Based on the 35% schematic design submittal with construction budget of 8M – 11M.

Includes (2) design submittals 65% Design Dev. And 100% Construction Documents. Specifications on drawings in lieu of spec book format.

65% Design \$48,820.00

100% Construction \$56,260.00 PENDING

**Total = \$105,080.00**

**Discipline: Special Inspections**

Firm: MCG Explore Design / DOWL

Scope: March 1, 2022

Preparation and facilitation of a Temporary Permit Application Package and Permitting Support. Conditional Use Permit Application Package.

Proposal: \$46,733

Additional Services, separate line item: Community Meetings, Commission / Board and Assembly Meeting.

Proposal: \$15,640

**Discipline: Cost Estimation**

Firm: HMS Inc.

Scope: February 17, 2022

Estimating Services for the construction of an approximately 20,000 SF homeless navigation shelter

Proposal: \$61,843.00

6. Can the administration provide proof that the construction will truly only cost \$9M?

The design based on the occupancy (220 + 130) drives the costs. Permitting durations, programming, treatment, FF&E (Furniture, Features & Equipment) will be captured once that is known. We are at 35% design as on 4/20/2022. A more accurate estimate is being generated by Roger Hickel and our 3<sup>rd</sup> party Estimator. **Rough order of magnitude (ROM) refers to an initial estimate of the cost of a project or parts of a project. It has an expected accuracy of -25% to +75% according to the PMBOK (other sources suggest -50% to +50%). In other words, the actual costs of a project are typically expected to be between 75% and 175% (or 50% to 150%) of the ROM estimate. While the estimate is straightforward, the main challenge is rather how to determine the estimate during the initiation phase of a project.**

Procure and Ship Sprung Structure-	\$2,500,000 (This is a reasonable guess based on current design, shipping costs, and options)
Erect Structure-	\$750,000 (Await final design- based on parametric at 8 man crew over 2 months and equipment)
Site Development Costs-	
Water and Sewer Services-	\$600,000 (Assumes a total of 1,500 LF of services at \$400/LF)
Gravel Import-	\$750,000 (Assumes 22,000 ton of import at \$33/ton) Subject to Change upon geotechnical investigation.
Foundation Complete-	\$1,260,000 (Assumes 1,050 CY at \$1,200 CY-in-place)
Interior Buildout-	\$3,150,000 (gross 12,600 sf of finished space at \$250/SF)
Direct OH (General Conditions)-	\$1,351,500 (15% based on historical data)
Total Project Cost-	\$10,361,500 (sum of above)
Contingency-	\$1,036,150 (10%)
Profit-	\$518,075 (5%)
Total construction Budget-	\$11,915,725

7. How will surge capacity be turned on?

Not known

8. How big are navigation centers in other jurisdictions and how much do they cost?

Not known (Generalizing Deleted)

9. San Diego / San Francisco navigation centers: Populations for each and cost of each?

Generalizing Deleted - Not comparable to Alaska. Generalize different nav centers size and populations. No specifics on San Fran.

## Housing Program Termination Policy

The following policy, based on best practices and guidance from the Department of Housing and Urban Development (HUD), sets community-wide standards for involuntary termination from Continuum of Care (CoC) and Emergency Solutions Grant-funded housing programs (i.e. Permanent Supportive Housing, Rapid re-housing, Transitional Housing, Transitional Housing Rapid Re-housing joint component, Safe Haven). These standards provide the parameters for housing projects to create their own housing termination policy. An agency, following the standards developed, makes the final decision on involuntary program termination. The CoC will provide technical assistance and guidance through project monitoring to support providers to meet these expectations.

### Housing First

According to HUD, recipients and sub recipients that are providing housing for hard-to-house populations of homeless persons must exercise judgment and examine all extenuating circumstances in determining when violations are serious enough to warrant termination so that a program participant's assistance is terminated only in the most severe cases.

All programs have agreed to follow the Housing First model set forth by HUD. Housing First is a proven approach in which people experiencing homelessness are connected to permanent housing swiftly and with no treatment preconditions, behavioral contingencies, or other barriers. Operationally, this means that retention in a program is not contingent on:

- Sobriety
- Minimum income
- Absence from the program for less than 90 days
- Presence of criminal record\*
- Completion of treatment (Medication compliance, acceptance of mental health treatment, substance abuse treatment, disability related treatment, etc.)
- Participation in services\*\*
- Or other unnecessary conditions

To follow the Housing First model, clients should not be terminated from a program for any of the previously mentioned conditions (i.e. sobriety, minimum income, etc.). Termination from a program should be rare.

***Note that a client can be asked to move from a unit, but this does not mean a client is discharged from a program. In most cases, a program will be expected to help a client avoid eviction and re-house a client as needed.\*\*\****

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\*Some exceptions apply. For example, site-based family programs may not house someone on the sex-offender registry.

\*\*Some exceptions to this policy could exist due to housing type and funding source. For example, rapid re-housing does require a minimum of monthly case management visits.

\*\*\* Some exceptions may apply in the case of site-based housing and due to availability of funding to pay for security deposits.

## Immediate termination

In rare instances, immediate discharge from a program might be necessary. Cause for immediate termination includes but is not limited to:

- When a client or household member's actions imminently threatens the safety of other residents and the community. (i.e. violent actions)
- When a client or household member threatens imminent harm to a staff person.

Note that households that face immediate termination have the right to appeal (see *Due Process*).

## Steps to take before program termination

### *Re-housing within a program*

If a client experiences challenges with a particular unit/building/landlord and the client is asked to move; in most cases, the project should *not* terminate the client from the program, but work to re-house the client using HUD resources, client resources, and resources in the community.

### *Housing stability case conferencing*

Any time a termination is being considered, the program is required to notify the Entry Point Lead Team. In addition, programs should communicate issues in case conferencing with other providers to tackle barriers and find solutions. The goal of this process is to help programs best assist their clients in maintaining their housing. Note that due to safety and privacy issues, agencies that serve survivors of domestic violence may not be able to participate in housing stability case conferencing.

### *Program transfers*

Providers are encouraged to seek supplemental services in the community to meet the needs of each client (i.e. mental health services). However, in some cases, a client's needs are better met by another provider. In these instances, providers can work with the Entry Point Lead Team to determine the possibility of transferring a client to another program.

Clients needing to move for reasons such as fleeing domestic violence or stalking are eligible to be rehoused first as per the Entry Point VAWA Emergency Transfer Policy.

If a client needs to move due to change in client circumstances, such as change in family composition, deteriorating mental health or placed in RRH and needing PSH, Entry Point will attempt to rehouse someone as soon as possible in conjunction with case conferencing and review of immediate vulnerability compared with other clients waiting for housing and available vacancies. If there is no similar housing unit vacancy open at the time of a rehousing assignment, the consumer will either be offered a less intensive housing option at the discretion of the weekly case conferencing, or consumer will have to wait for the next vacancy. This is why early notice is imperative – to prevent homelessness in between rehousing.

### *Progressive approach*

Under most circumstances, providers are required to use a progressive approach to termination from a program. This means that throughout the process, a provider works with the client to correct the issue to avoid termination. Key elements include:

- Development of a remediation or safety plan with the client to correct issues

- Multiple chances given to a client to correct an issue with the support of staff
- Written documentation provided to a client and documented in case notes that show the action plan to address the issue, consequences for not addressing the issue, and progress made on the action plan

#### **Due process.**

Agencies make the final decision regarding program termination.

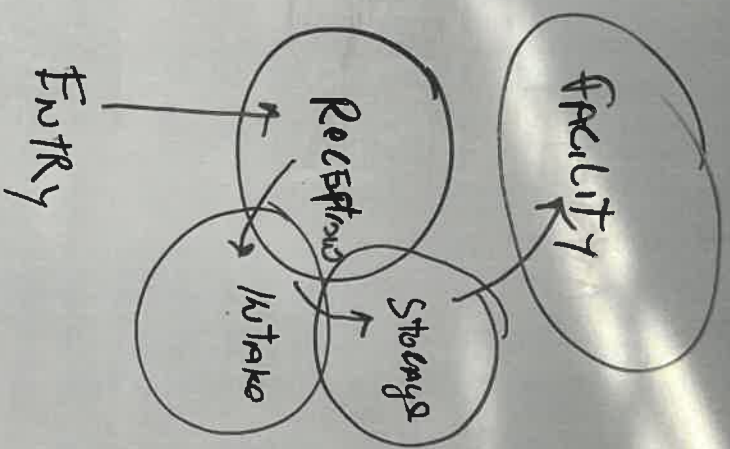
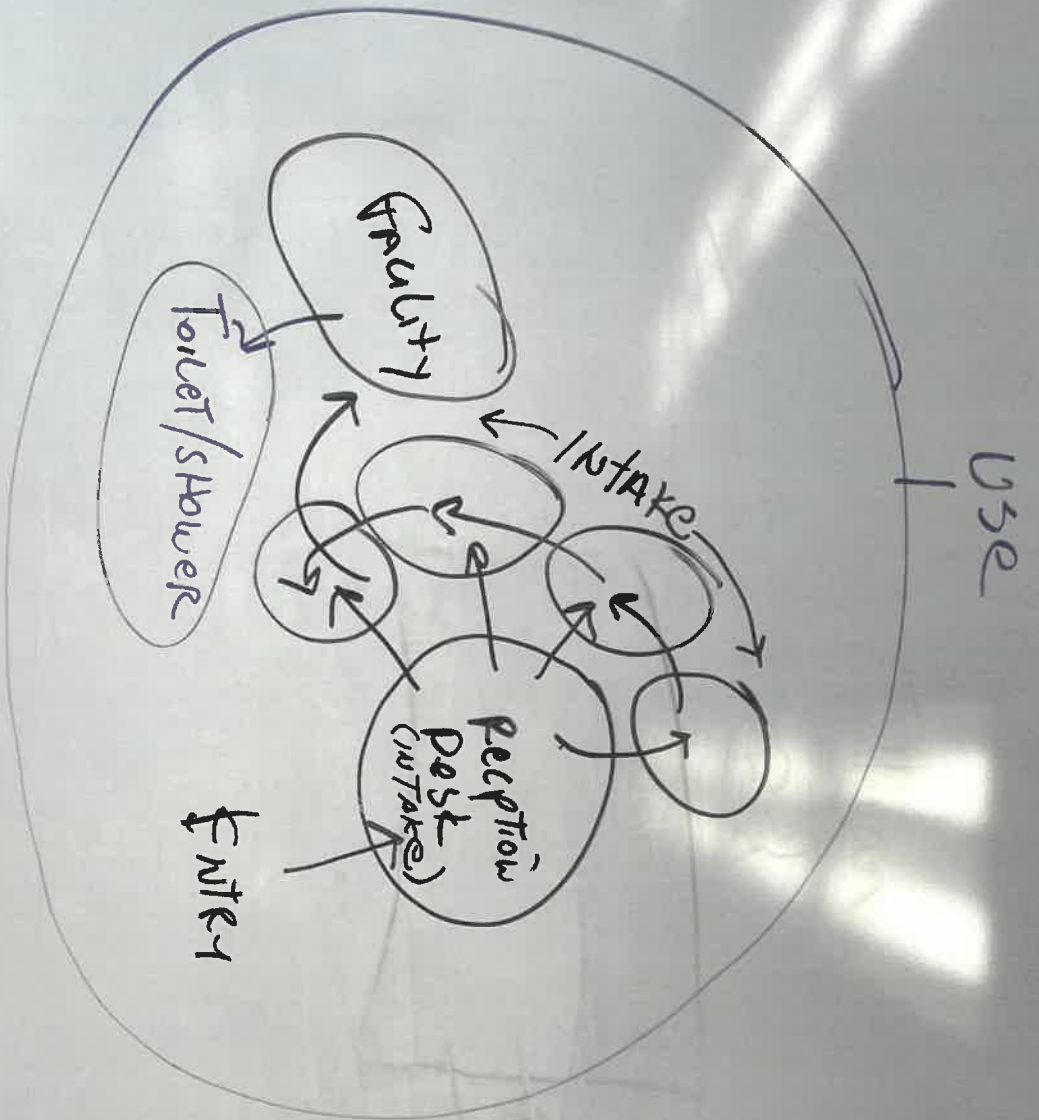
In terminating assistance to a program participant, the recipient or subrecipient must provide a formal process that recognizes the rights of individuals receiving assistance under the due process of law. This process, at a minimum, must consist of:

- (1) Providing the program participant with a written copy of the program rules and the termination process before the participant begins to receive assistance;
- (2) Written notice to the program participant containing a clear statement of the reasons for termination;
- (3) A review of the decision, in which the program participant is given the opportunity to present written or oral objections before a person other than the person (or a subordinate of that person) who made or approved the termination decision; and
- (4) Prompt written notice of the final decision to the program participant.

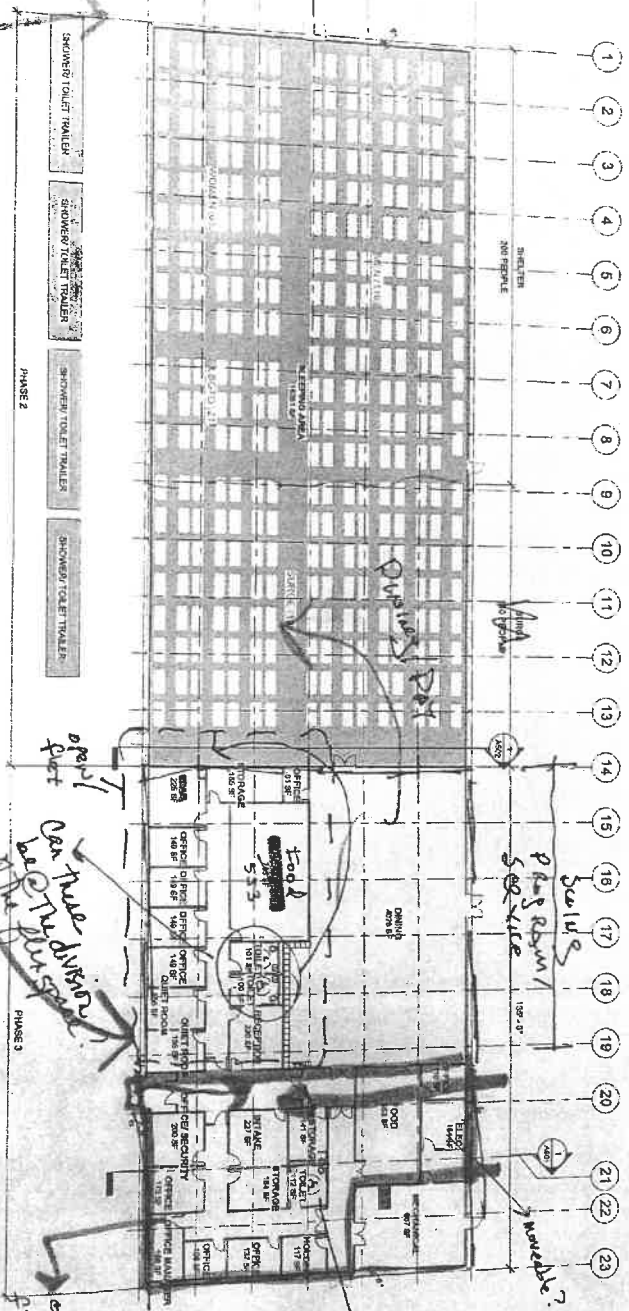
#### **Re-housing after termination from a project**

In most cases, projects are expected to re-house clients who are asked to move or are evicted from a unit. Termination from a project should be rare, and only for the reasons stated in this policy.

If a client is terminated from a project and is returning to homelessness, that client will be prioritized for the next available vacancy that the client is eligible for and best meets the client's needs based on case conferencing.



FLOOR PLAN - PHASE 3



open entry  
Pls cubicle space  
for reception/intake

Reception desk @  
ea. entrance  
or in middle  
w/ clean line of  
sight.

possible for  
direct access  
services  
vs. stony

possible  
space

totally open

SHEET NO.  
**A203**

FLOOR PLAN  
PHASE 3

DATE: 11/15/00  
DRAWN BY: JMT  
CHECKED BY: JMT  
REVISION NO.: 1/01  
REVISION:

ARCHITECTURE OF  
ANCHORAGE  
**NAVIGATION  
CENTER**

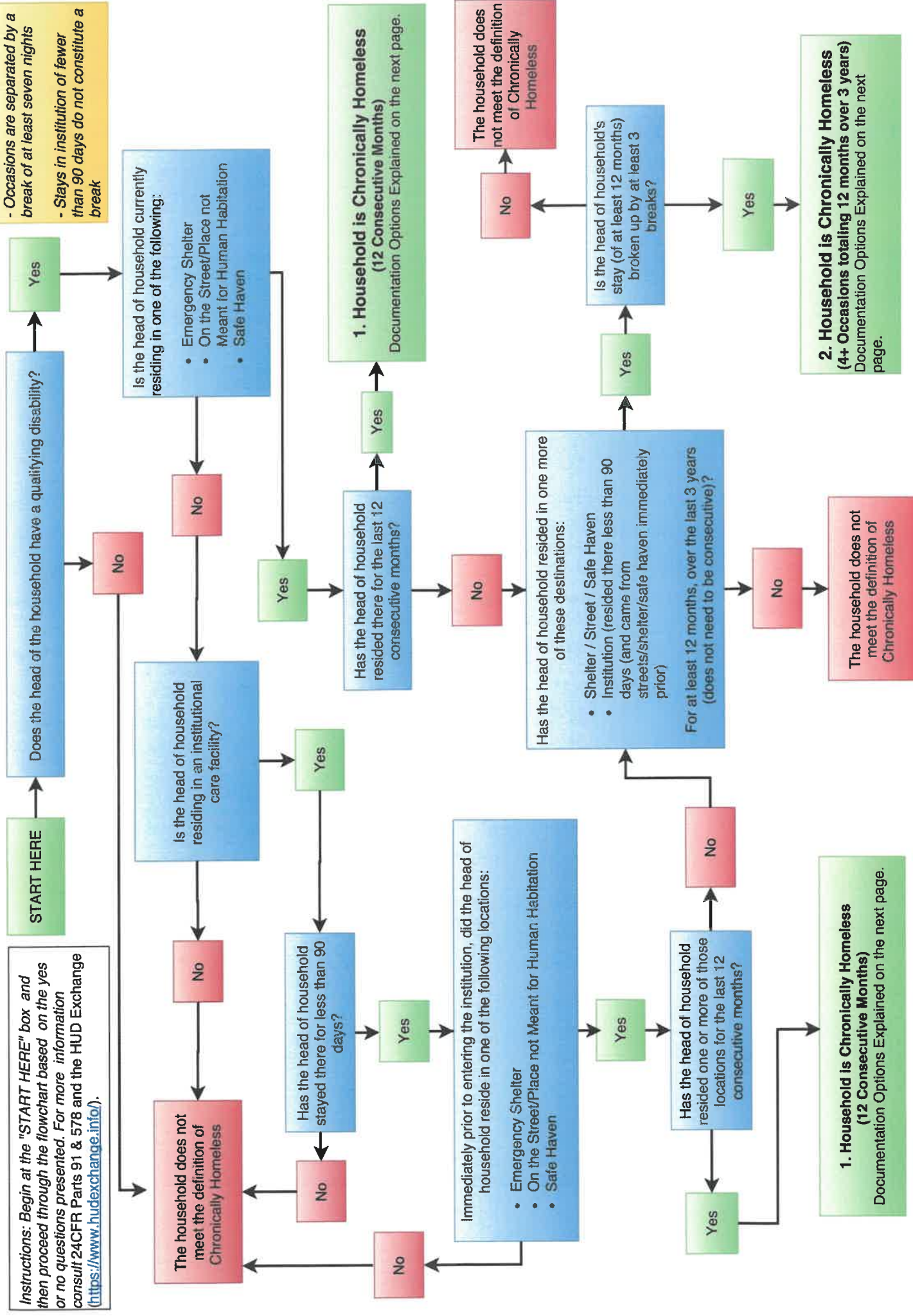
ANTHONY BLOOM FORD,  
ARCHITECT, ANCHORAGE, ALASKA 99501  
SCHEMATIC DESIGN

# Flowchart of HUD's Definition of Chronic Homelessness

**Instructions:** Begin at the "START HERE" box and then proceed through the flowchart based on the yes or no questions presented. For more information consult 24CFR Parts 91 & 578 and the HUD Exchange (<https://www.hudexchange.info/>).

**Remember:**

- Occasions are separated by a break of at least seven nights
- Stays in institution of fewer than 90 days do not constitute a break



**1. Household is Chronically Homeless (12 Consecutive Months)**  
Documentation Options Explained on the next page.

**2. Household is Chronically Homeless (4+ Occasions totaling 12 months over 3 years)**  
Documentation Options Explained on the next page.

The household does not meet the definition of Chronically Homeless



# Documentation Standards for Chronic Homelessness

**Instructions:** Based on your navigation of the flowchart on the previous page, locate the appropriate numbered situation on this page and follow the documentation standards noted. This tool summarizes the criteria for the new Chronically Homeless Definition. To review the exact language, please refer to 24 CFR Parts 91 & 578 and the HUD Exchange (<https://www.hudexchange.info/homelessness-assistance/resources-for-chronic-homelessness/>)

Situation	Documentation of Homelessness	Documentation of Disability
<p>1. Household is Chronically Homeless (12 Consecutive Months)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> HIMS record or record from a comparable database; or</li> <li><input type="checkbox"/> Written observation by an outreach worker of the conditions where the individual was living; or</li> <li><input type="checkbox"/> Written referral by another housing or service provider; or</li> <li><input type="checkbox"/> Where the evidence above is unavailable, there must be a certification by the individual seeking assistance, accompanied by the intake worker's documentation of the living situation and the steps taken to obtain the evidence listed above.</li> </ul> <p>If the head of household is currently staying in an institution where they have been for less than 90 days (and were in a shelter/street/safe haven immediately prior) their Institutional Stay can be documented by:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Discharge paperwork or written/oral referral from a social worker or appropriate official of the institutional facility, with start/end dates of client's residence, or</li> <li><input type="checkbox"/> Where the evidence above is unavailable, there must be a certification by the individual seeking assistance, accompanied by the intake worker's documentation of the living situation and the steps taken to obtain the evidence listed above.</li> </ul>	<p>Documentation of the head of household's disability, including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Written verification of the disability from a licensed professional;</li> <li><input type="checkbox"/> Written verification from the Social Security Administration;</li> <li><input type="checkbox"/> The receipt of a disability check; or</li> <li><input type="checkbox"/> Intake staff-recorded observation of disability that, no later than 45 days from the application for assistance, accompanied by supporting evidence.</li> </ul>
<p>2. Household is Chronically Homeless (4+ Occasions totaling 12 months over 3 years)* *May include institution stays of &lt;90 days</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> HIMS record or record from a comparable database; or</li> <li><input type="checkbox"/> Written observation by an outreach worker of the conditions where the individual was living; or</li> <li><input type="checkbox"/> Written referral by another housing or service provider; or</li> <li><input type="checkbox"/> Discharge paperwork or written/oral referral from a social worker or appropriate official of the institutional facility, with start/end dates of client's residence (for institutional stays of less than 90 days)</li> <li><input type="checkbox"/> Where the evidence above is unavailable, there must be a certification by the individual seeking assistance, accompanied by the intake worker's documentation of the living situation and the steps taken to obtain the evidence listed above.</li> </ul> <p>* Each separate occasion <b>MUST</b> be documented (minimum of 3 breaks). 100% of the breaks can be documented by self-report.</p>	<p>Documentation of the head of household's disability, including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Written verification of the disability from a licensed professional;</li> <li><input type="checkbox"/> Written verification from the Social Security Administration;</li> <li><input type="checkbox"/> The receipt of a disability check; or</li> <li><input type="checkbox"/> Intake staff-recorded observation of disability that, no later than 45 days from the application for assistance, accompanied by supporting evidence.</li> </ul>

**Important Notes:**

- Each individual occasion needs to be fully documented.
- Breaks can be documented by self-report.
- For each Project:
  - 100% of households served can use self-certification for 3 months of their 12 months,
  - 75% of households served need to use 3<sup>rd</sup> Party documentation for 9 months of their 12 months, and
  - 25% of households served can use self-certification as documentation for any and all months.

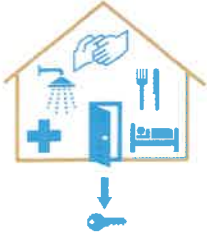
# FROM HOMELESS TO STABLY HOUSED

Winter 2021-22 and beyond

A client and community focused approach for Anchorage

## PUBLIC-PRIVATE PARTNERSHIP ENHANCING ANCHORED HOME

Anchorage's community plan to make homelessness rare, brief, and one-time



- **Multiple Navigation Centers:** Focused on moving people experiencing homelessness into permanent housing. Centers provide temporary living space while case managers connect individuals to jobs, public benefits, health services, shelter, and housing.
- **Smaller facilities** scattered around town.
- **Lessen impact** on any one neighborhood.
- **Focus on needs** of very different populations.
- **No wrong door;** coordinated entry.

## EXIT SULLIVAN ARENA

About 400 people now housed there

Complements and integrates with established shelters, service hubs, and coordinated shelter intake



Return Sullivan to use as ice arena

## TAILOR CARE TO CLIENTS

Thru navigation centers, shelters and transitional housing



### Single adults

Purpose-built structure with emergency overflow capacity.



### Special populations

Renovate space to shelter couples, elders, women and LGBTQ+.



### Medically fragile

Renovate space to shelter the most vulnerable people.



### Those in need of treatment

Open center for substance misuse treatment and housing.



## STABLE HOUSING REMAINS THE GOAL

+ Add more than 300 units of workforce and permanent supportive housing.

+ Supports will ensure success: Case management, landlord liaisons and critical services.

## DECISIONS TO COME

- Validating locations and capacities.
- Selection of owners and operators.
- Development of program standards.
- Budgets for capital and operations.
- Leverage of funding streams.
- Detailed implementation plan and timeline.

A plan that Anchorage can be proud of. Let's care for our vulnerable neighbors compassionately and effectively.

Released Oct. 5, 2021. Proposal developed by workina aroup from the Bronson administration and Anchorage Assembly.

# Alaska Homeless Management Information System (AKHMIS) Strategic Plan

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## Introduction and Background

A Homeless Management Information System (HMIS) is an information technology system used to collect client-level data and data on the provision of housing and services to individuals and families at-risk of and experiencing homelessness. Each Continuum of Care (CoC) is responsible for selecting an HMIS software solution that complies with the Department of Housing & Urban Development's (HUD) data collection, management, and reporting standards.<sup>1</sup>

In the State of Alaska, there are two HUD-defined Continuums of Care (CoCs) – the Alaska Balance of State CoC and the Anchorage CoC. The Alaska Balance of State CoC is overseen by the Alaska Coalition on Housing and Homelessness (AKCH2) and the Anchorage CoC is overseen by the Anchorage Coalition to End Homelessness (ACEH).

Together, AKCH2 and ACEH have designated WellSky's Community Services (formerly ServicePoint) as their HMIS. Therefore, the HMIS implementation used by organizations across the State of Alaska is called the Alaska Homeless Management Information System (AKHMIS).

The [CoC Interim Rule](#) lays out the following responsibilities of the CoCs as it relates to HMIS:

- Designate a single HMIS for the geographic area;
- Designate an eligible applicant to manage the CoC's HMIS, which will be known as the HMIS Lead;
- Review, revise, and approve a privacy plan, security plan, and data quality plan for HMIS;
- Ensure consistent participation of recipients and subrecipients in the HMIS; and
- Ensure the HMIS is administered in compliance with requirements prescribed by HUD.

Since June 2015, the Institute for Community Alliances (ICA) has been responsible for the administration and management of AKHMIS. ICA is often referred to as the AKHMIS Lead and works with the statewide AKHMIS Advisory Board and the two CoCs to determine the direction and implementation of community priorities and data needs, while ensuring compliance with requirements prescribed by HUD and the federal partners.

<sup>1</sup> <https://www.hudexchange.info/programs/hmis/>

<sup>2</sup> <https://www.hudexchange.info/homelessness-assistance/data-strategy-usability/>

# Alaska Homeless Management Information System (AKHMIS) Strategic Plan

## HUD, SNAPS, and HMIS

HUD and the federal partners are committed to assisting communities to end homelessness for individuals and families. Collecting complete and accurate data about those experiencing homelessness in communities is integral to achieving this goal. To end homelessness, communities must be able to analyze data at both the system and project levels, and to evaluate their efforts by subpopulations, across project types, and in other ways. Communities work to continue increasing their bed and system coverage in HMIS, improve data quality, and use data to gain a more holistic picture of the progress towards ending homelessness.<sup>2</sup>

In September 2018, the HUD Office of Special Needs Assistance Programs (SNAPS) provided their [Data TA Strategy to Improve Data and Performance](#). This document clearly lays out where HUD anticipates communities will be related to HMIS currently and within 3-5 years, as well as where they anticipated advanced communities will be in 3-5 years.

Over the last several years, HUD has emphasized the importance of HMIS more and more in their use of System Performance Measures (SPMs) and the Longitudinal System Analysis (LSA) when reviewing system-wide performance, as well as the Annual Performance Report (APR) and other federal partner reports at the project level.

Additionally, with the implementation of Coordinated Entry (CE) in communities across the country, data within HMIS is more directly affecting how clients are prioritized for the limited resources available to serve those experiencing homelessness in communities.

## AKHMIS Strategic Plan

AKHMIS has seen substantial growth in recent years. As of the end of January 2020, the AKHMIS implementation has 203 end users and 274 projects, including the Coordinated Entry processes, which are much more than a typical "project" and really represent the homeless services system as a whole. At the request of the two CoCs, ICF, a national HUD Technical Assistance firm, conducted an assessment on AKHMIS, which was provided to the two CoCs in April 2019. The assessment recommended that the two CoCs and ICA create a multi-year strategic plan to determine community needs and goals for AKHMIS.

Over the last several months, the AKHMIS Advisory Board has reviewed the recommendations as laid out in the AKHMIS Assessment completed by ICF, as well as the timeline created to update or create processes related to various focus areas. Workgroups were created as ad hoc sub-committees of the AKHMIS Advisory Board to carry out this work.

Presented below is a table representing the focus areas, the priorities for updating or creating processes related to the focus areas, the target date for completing the updates, and the timeline for implementation, which is the strategy component of all this work. The implementation timeline

<sup>1</sup> <https://www.hudexchange.info/programs/hmis/>

<sup>2</sup> <https://www.hudexchange.info/homelessness-assistance/data-strategy-usability/>

# Alaska Homeless Management Information System (AKHMIS) Strategic Plan

Plans over the next three fiscal years (starting July 1, 2020). Prioritizing the implementation of one process over another is based on the following factors:

- How the process may benefit the clients served
- Degree of difficulty in implementation
- How much the process benefits the system as a whole
- Staff capacity both within the CoCs and within ICA to support the implementation of the process
- User and project capacity
- Estimated cost of implementation and funding available

## Strategic Plan Timeline

While the timeline is not a full strategic plan, it lays out the processes and documents that have been updated and created through the ad hoc sub-committees and defines the priorities for the next 3 fiscal years and beyond. For the "Implementation Timeline" column, the following will be used:

- Year 1: July 2020 – June 2021
- Year 2: July 2021 – June 2022
- Year 3: July 2022 – June 2023

Focus Area	Process to Update/Create	Anticipated Start Date	Implementation Timeline
<b>Governance</b>	Build up AKHMIS Advisory Board and review shared statewide mission and vision	July 2020	Year 1
	Update AKHMIS Governing documents	July 2020	Year 1 - <b>COMPLETE</b>
	Revamp AKHMIS Governance Structure	August 2020	Year 1
	Define Roles and Responsibilities related to AKHMIS (CoC, ICA, Participating Organizations, End Users, etc.)	August 2020	Year 1
	Educate CoC Boards on responsibilities and define CoC board reporting structure	September 2020	Year 1
	Provide quarterly progress updates on the Strategic Plan implementation to the CoC Boards	October 2020 and on	Year 1
	Define quarterly HMIS performance reporting structure with each CoC	July 2020	Year 1
<b>Data Management</b>	Create Systemwide Data Quality Plan (rolled out gradually by data quality component statewide)	July 2020	Year 2 – <b>PLAN COMPLETE, ROLLOUT SOON</b>
	Community-wide discussions around HMIS software functionality – determine non-negotiables and priorities for the HMIS software	July 2021	Year 2
	Determine whether a new HMIS software is needed and if so, complete RFP process and select new software	July 2022	Year 3

<sup>1</sup> <https://www.hudexchange.info/programs/hmis/>

<sup>2</sup> <https://www.hudexchange.info/homelessness-assistance/data-strategy-usability/>

## Alaska Homeless Management Information System (AKHMIS) Strategic Plan

	Review other definitions of homelessness used in Alaska to align HMIS and federal definitions of homelessness with other definitions	July 2021	Year 2
	Create a plan to increase homelessness prevention and diversion data in HMIS	August 2020	Year 1
	Work to define how to consistently collect, enter, and report on employment and income outcomes for all clients accessing the homeless services system	July 2021	Year 2
	Annual review of the Alaska "Universal Data Elements" by the AKHMIS Advisory Board and CoCs (review to begin in March/April of each year and any changes to be completed in conjunction with the federal fiscal year (October)	July 2020	Year 1 and Annually – <b>DOCUMENT COMPLETE, PROCESS ONGOING</b>
<b>Training and Technical Assistance</b>	Update the New User Training Process (pieces of data entry/workflows gradually built out into interactive trainings available online 24/7/365)	October 2020	Year 2
	Create plan for ongoing expectations related to user training for AKHMIS	July 2020	Year 2
<b>Data Analysis</b>	Determine priorities for data analysis and expectations	September 2020	Year 2
	Discuss costs associated with in-depth data analysis and cross-sector data sharing/matching	July 2022	Year 3
<b>Reporting Capacity</b>	Evaluate community reporting needs and develop priorities for AKHMIS reporting	September 2020	Year 2
	Update Custom Report Request process	July 2020	Year 1 – <b>DOCUMENT COMPLETE</b>
	Discuss costs associated with in-depth report requests from external stakeholders	July 2022	Year 3
	Review policy for external stakeholders accessing data in HMIS, how data will be provided, in what format, and how requests are prioritized	July 2021	Year 2
<b>Communication and Education</b>	Create an AKHMIS Communications Strategy (includes diverse communication for various stakeholders)	November 2020	Year 2
	Actively utilize data dashboards and public reports to operationalize communication	July 2022	Year 3
	Determine what type of reporting and dashboards are needed for which stakeholders	July 2021	Year 2
	Define a short-term funding strategy and staffing structure to support AKHMIS	February 2020	Year 1
	Define a long-term, multi-year funding strategy and staffing structure to support AKHMIS	July 2022	Year 3

<sup>1</sup> <https://www.hudexchange.info/programs/hmis/>

<sup>2</sup> <https://www.hudexchange.info/homelessness-assistance/data-strategy-usability/>

# Alaska Homeless Management Information System (AKHMIS) Strategic Plan

<b>Staffing Model and Structure</b>	Determine the needs of the system and the current use of the system, as well as projected use of the system	July 2021	Year 2
<b>Resourcing, Funding, and Fee Structure</b>	Create a funding diversification strategy	July 2021	Year 2
	Discuss different models for funding AKHMIS, including user fees, custom report fees, data analysis fees, etc.	July 2021	Year 2
	Determine structure for building capacity for new funding and projects based on both unanticipated crises (i.e. COVID-19) and anticipated growth of the system	July 2021	Year 2
<b>AKHMIS Administration</b>	Determine proper AKHMIS staffing based on current system use and projected system use (includes system administration, report writing, data analysis, and management/oversight)	July 2020	Year 1
	Secure appropriate funding for 2020 HMIS Lead Contract	July 2020	Year 1
	Discuss appropriate funding for future HMIS Lead contracts	July 2022	Year 3
<b>Coordinated Entry</b>	Implement AKHMIS Statewide Coordinated Entry Workgroup	July 2022	Year 3
	Discuss ways in which the Coordinated Entry processes across the State could better align to serve clients moving around the State	July 2022	Year 3

## Processes, Documents, and Strategy

As mentioned previously, the AKHMIS Advisory Board has spent the last couple of months working through various processes, documents, and deliverables related to the AKHMIS Strategic Plan through ad hoc sub-committees. The focus areas laid out in the Strategic Plan Timeline were divided into three workgroups, based on similarities among the focus areas, the AKHMIS Advisory Board members interested in participating in the workgroups, and the timeline within which a deliverable was to be provided. The workgroups were as follows:

- Communication, Training, Technical Assistance, and Education
- Data Analysis, Data Management, and Reporting Capacity
- Staffing Model, Resourcing, Funding, and Fee Structure

Any supporting documents listed will be reviewed, updated, and approved annually.

<sup>1</sup> <https://www.hudexchange.info/programs/hmis/>  
<sup>2</sup> <https://www.hudexchange.info/homelessness-assistance/data-strategy-usability/>

# Alaska Homeless Management Information System (AKHMIS) Strategic Plan

## Governance

The first focus area listed in the Strategic Plan Timeline – Governance – was addressed by both CoCs and their respective Boards.

What has been done?	What is left to do?	Why was it a priority?	Supporting Documents Created/Updated, if applicable
Initial conversations about the purpose of the AKHMIS Advisory Board and its mission and vision for AKHMIS	Consensus on a shared mission and vision for AKHMIS	Without a shared mission and vision for AKHMIS, the AKHMIS Advisory Board was becoming ineffective in its role as an advising body to the CoCs	AKHMIS Advisory Board Governance Charter
Created process for inviting new board members to join the AKHMIS Advisory Board	Codify the process in governance documents	AKHMIS Advisory Board membership was not consistently determined	AKHMIS Advisory Board Governance Charter
Updates to AKHMIS Governance Charter	Review of AKHMIS Governance Charter by AKHMIS Advisory Board; approval of updates by CoCs	The AKHMIS Governance Charter had last been updated in 2017 (but not fully executed at that time)	AKHMIS Governance Charter
Conversations around roles and responsibilities have come up as they fit into other work being done related to governance	Continued conversations around roles and responsibilities and how to move forward solidifying those	Unclear roles and responsibilities causes frustration, duplicative work, missed work, and inconsistency in processes	AKHMIS Policies & Procedures, AKHMIS Governance Charter, Data Quality Plan

## Staffing Model, Resourcing, Funding, and Fee Structure

The last workgroup listed – Staffing Model, Resourcing, Funding, and Fee Structure – has not met as a group, as the two CoCs are taking on the initial conversations about these focus areas.

What has been done?	What is left to do?	Why was it a priority?	Supporting Documents Created/Updated, if applicable
The two CoCs have had conversations with stakeholders and funders about	Continued conversations and presenting the need in quantifiable ways	AKHMIS has grown tremendously over the last 5 years, in both users and projects, as well as sophistication in how HMIS is being used and report requests about data in HMIS – capacity to support the growth has not kept up with the demand	AKHMIS Strategic Plan Timeline, AKHMIS Strategic Assessment (completed by ICF), ICA Capacity Pitch

## Communication, Training, Technical Assistance, and Education

This workgroup has met consistently over the last couple of months and have worked through creating and updating several processes listed as focus areas and priorities for the AKHMIS Strategic Plan.

<sup>1</sup> <https://www.hudexchange.info/programs/hmis/>

<sup>2</sup> <https://www.hudexchange.info/homelessness-assistance/data-strategy-usability/>



## Alaska Homeless Management Information System (AKHMIS) Strategic Plan

What has been done?	What is left to do?	Why was it a priority?	Supporting Documents Created/Updated, if applicable
Updates to the New User Training Process, including a written process outside of the AKHMIS Policies & Procedures	Approval of the Process by the CoCs, adoption and implementation of the Process	While the new user training process is currently embedded in the AKHMIS Policies & Procedures, an easy-to-reference Process document was needed to show potential end users the steps related to new user training	New User Training Flowchart, Training Timeline
Discussions about definitions for "beginner", "intermediate", and "advanced" use of AKHMIS	Further refine these definitions and connect the user level to appropriate training opportunities	New user training is just the beginning – further user levels need advanced training opportunities to enhance the use of AKHMIS	AKHMIS User Levels Flowchart, User Levels
Reviews of examples of communication about HMIS used in other communities	Creation of communication materials that work for various stakeholders (multiple materials will be created to meet multiple stakeholder needs)	Education around what AKHMIS is and is not is a priority due to the interest in AKHMIS and the data captured within the system	What is HMIS, Baseline and Additional Features HMIS, FAQs, Common Acronyms
Review of current data dashboard and reports available, initial discussions of what is wanted and for which stakeholders	Ongoing discussions about data dashboards, data analysis, reports	AKHMIS is meant to be used to help inform communities about how they are doing at addressing and ending homelessness	AK Data Dashboard, revamp of dashboard in process

### Data Analysis, Data Management, and Reporting Capacity

This workgroup has also met consistently over the last couple of months and have worked through creating and updating several processes listed as focus areas and priorities for the AKHMIS Strategic Plan.

What has been done?	What is left to do?	Why was it a priority?	Supporting Documents Created/Updated, if applicable
Creation of Systemwide Data Quality Plan	Approval of the Plan by the CoCs, adoption and implementation of the Plan	Not only is data quality an emphasis by HUD, it is also important at the local level to be able to accurately tell the story of homelessness and prioritize clients most in need of limited services available	Data Quality Plan, supporting documents related to the Data Quality Plan
Initial discussions about HMIS software functionality and whether or not it is the best fit for AKHMIS	Deeper discussions to understand what is and is not needed from AKHMIS and what the current	Frustrations have been expressed about the HMIS software functionality – understanding what is	ICA Internal RFI Process and Results

<sup>1</sup> <https://www.hudexchange.info/programs/hmis/>

<sup>2</sup> <https://www.hudexchange.info/homelessness-assistance/data-strategy-usability/>

## Alaska Homeless Management Information System (AKHMIS) Strategic Plan

	software can and cannot do	needed that the system can't currently do is a priority to ensure the system is useful at the local level	
Organizations have provided information about reports they use/need most often	Working through the feedback received and providing recommendations about how that affects reporting	Limited capacity within ICA to create ad hoc reports necessitates prioritizing what is most needed across the system	Survey results from outreach to organizations
Initial discussions about how custom reports should be prioritized to be created by ICA	Continue conversations about this and work with ICA to fully understand what happens currently and how the CoCs and/or AKHMIS Advisory Board should be more involved in that prioritization process	The perception currently is that ICA prioritizes custom report requests independently and while this is not true, defining the process further would help alleviate that perception	Custom Report Request, Introduction to ART Reports
Discussions about the "Alaska Universal Data Elements" and creation of a process for implementing those into AKHMIS	Approval of the process by the CoCs, adoption and implementation of the process	Stakeholders are interested in capturing locally relevant data in HMIS systemwide and a process by which that occurs	New Alaska UDEs Process

<sup>1</sup> <https://www.hudexchange.info/programs/hmis/>

<sup>2</sup> <https://www.hudexchange.info/homelessness-assistance/data-strategy-usability/>

# Alaska Homeless Management Information System (AKHMIS) Strategic Plan

## Supporting Documents

Several documents were created during the AKHMIS Strategic Plan process to support the rollout of the Plan over the next three years. What follows are links to the supporting documents, which may change over time as AKHMIS adapts and grows.

[AKHMIS Governance Charter](#)

[AKHMIS Graphic – What is HMIS?](#)

[AKHMIS New User Training Flowchart](#)

[AKHMIS User Levels](#)

[New Report Requests & Reporting Priorities](#)

[Request for New Alaska-Specific Data Elements](#)

[AKHMIS Data Quality Plan](#)

[AKHMIS System Quarterly Review Flowchart](#)

The [ICF AKHMIS Strategic Assessment](#), completed in April 2019, is the supporting document that began the AKHMIS Strategic Plan process.

<sup>1</sup> <https://www.hudexchange.info/programs/hmis/>

<sup>2</sup> <https://www.hudexchange.info/homelessness-assistance/data-strategy-usability/>

## Functional Zero

A definition for ending homelessness for a population

**Built for Zero uses functional zero to measure whether a community has measurably ended homelessness for a population.**

### What is functional zero?

Functional zero is a milestone, which must be sustained, that indicates a community has measurably ended homelessness for a population. When it's achieved, homelessness is rare and brief for that population.

Communities in Built for Zero are confirmed for achieving functional zero using their quality, by-name data, which is updated at least monthly.

### What does functional zero mean?



### **1. Homelessness is rare and brief.**

Every community has a functional zero threshold — the average number of people exiting homelessness in a month. When a community achieves functional zero for a population, it is keeping the number of people experiencing homelessness below this threshold. This means that the number of people experiencing homelessness at any time does not exceed the community's proven record of housing at least that many people.

This requires systems that are preventing homelessness, quickly detecting homelessness when it occurs, and permanently and promptly resolving those incidents of homelessness.

### **2. Cities and counties are operating off of a full accounting of homelessness at all times.**

They do this by maintaining [quality, real-time, comprehensive data](#) on who is experiencing it.

### **3. The community is working toward equitable systems, starting with a focus on race and ethnicity.**

Any system that is not designed to identify and respond to disparities risks perpetuating them. [Read more about the indicators communities track.](#)

#### 4. Finally, all of these achievements are sustained over time, even as local conditions change.

Communities reach functional zero once, and they must keep sustaining it. The numbers of people at risk of or experiencing homelessness may rise, due to any number of external factors. Functional zero tracks whether systems can continuously drive those numbers down.

### How is functional zero measured for chronic and veteran homelessness?

Communities in Built for Zero focus on achieving functional zero for one population, as a step on the way toward ending homelessness for all populations. A [study by the Urban Institute](#) found that this focused approach can accelerate a community's progress on subsequent populations.

#### Functional zero for veteran homelessness

Functional zero for veteran homelessness means that fewer veterans are experiencing homelessness than can be routinely housed in a month, with a minimum threshold of 3 veterans.



**FUNCTIONAL ZERO (VETERAN):**

**# ACTIVELY HOMELESS VETERANS**



**AVERAGE MONTHLY HOUSING RATE (MINIMUM 3)**

#### Functional zero for chronic homelessness

The definition for ending chronic homelessness accounts for the long-lasting nature of chronic homelessness, which can be more readily anticipated and prevented. As a result, functional zero for chronic homelessness means there are fewer than 3 people experiencing chronic homelessness at any given time (or .1% of the total number of individuals reported in the most recent [point-in-time count](#), whichever is greater).



## FUNCTIONAL ZERO (CHRONIC):

**# ACTIVE  
CHRONICALLY  
HOMELESS** < **3** OR **0.1% PIT  
COUNT #**

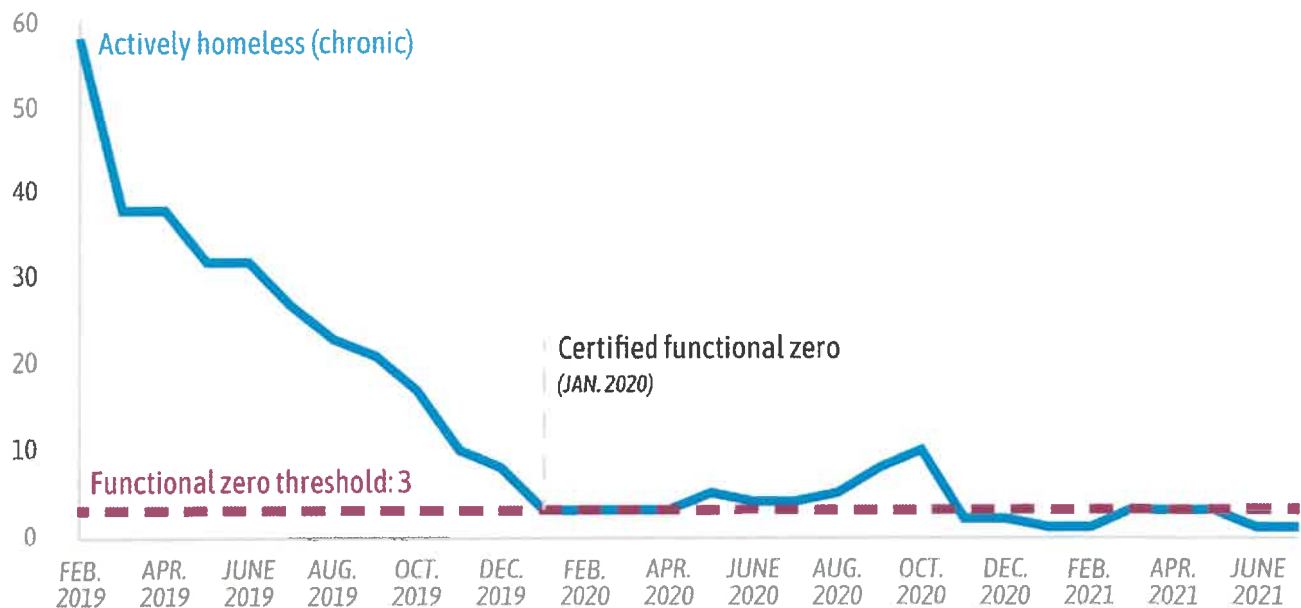
### How does Built for Zero confirm communities are at, and sustaining, functional zero?

Built for Zero confirms whether communities are at functional zero in three steps:

1. Making sure the community has shared at least six months of complete, [quality, reliable data](#) with Built for Zero
2. Verifying that the community's data reflects that they meet the functional zero definition
3. Working with the community team to account for any flags in the community's data

[All communities at functional zero will be reviewed annually to ensure they are sustaining](#) this dynamic end state for ending homelessness.

# Bakersfield/Kern County, CA reaches functional zero for chronic homelessness



Bakersfield/Kern County, California, reached functional zero for chronic homelessness in January 2020, and they have continued to sustain it. [Learn more about how communities track and visualize this data.](#)

## Why do we need a definition for ending homelessness?

**We use functional zero because communities need a definition for ending homelessness that is clear, measurable, and can be tracked over time.** We cannot compromise on the rigor of a definition for ending homelessness, because lives, communities, and the equity of our society is at stake.

### Learn more

Solving homelessness across an entire community is complex. It is virtually impossible if everyone is not clear on the end state they are trying to achieve, and able to objectively measure if they are moving closer to it. Despite this fact, policymakers and practitioners often define an end to homelessness differently, or [don't have a shared definition at all.](#)



Communities need a definition that creates accountability for the reality we want: fewer people experiencing homelessness, equitable outcomes, and for homelessness to be continuously rare and brief. This requires a standard that recognizes that ending homelessness isn't crossing a finish line, but sustaining a new reality, even as new people experience housing instability.

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## **Does functional zero mean zero homelessness?**

Nope. Functional zero does not mean nobody is experiencing homelessness, or that no one will experience homelessness. It does mean that a community has driven that number down toward zero, and is keeping it below the community's capacity to ensure positive exits from homelessness.

Imagine if the homeless system operated like a well-functioning hospital. That hospital will not necessarily prevent people from ever becoming sick. But it will ensure people are triaged appropriately, promptly receive the services they need, and address the illness, preventing further harm.

---

## **How is functional zero different from the federal government's benchmarks and criteria for ending homelessness?**

The federal government and Built for Zero use the same definition for confirming that communities have ended chronic homelessness. The two entities differ on their definitions of ending veteran homelessness.

The [Federal Criteria and Benchmarks for Achieving the Goal of Ending Veteran Homelessness](#) and the functional zero standard for veteran homelessness represent different approaches to measurement, but they are not exclusive.

We believe that achieving the Federal Criteria and Benchmarks and/or Mayor's Challenge criteria for ending veteran homelessness is an important milestone on the path to reaching functional zero, and a major accomplishment for a community.

The Federal Criteria and Benchmarks are complex and affirm whether a community has met valuable outcomes and system behaviors at the time that it was certified.

Built for Zero's definition of success, known as functional zero, lays out a standard that allows a community to measure objectively and in real time whether it has ended veteran homelessness and also whether it is sustaining this outcome over time.

To achieve functional zero, a community must have fewer veterans experiencing homelessness than routinely exit homelessness. This measures whether communities have built systems that can achieve and sustain functional zero, even if new veterans experience housing crises over time.

---

## What communities have reached functional zero?

**14 communities have achieved functional zero for at least one population**

**12 communities have ended veteran homelessness**

1. [Gulf Coast region, MS](#)
2. [Arlington County, VA](#)
3. [Montgomery County, MD](#)
4. [Rockford, Winnebago & Boone Counties, IL](#)
5. [Bergen County, NJ](#)
6. [Abilene, TX](#)
7. [Lake County, IL](#)
8. [Norman, Cleveland County, OK](#)
9. [Chattanooga, TN](#)
10. [Lynchburg Region, VA](#)
11. [Crater Region, VA](#)
12. [Fremont County, CO](#)

**5 communities have ended chronic homelessness**

1. [Rockford, Winnebago & Boone Counties, IL](#)
2. [Lancaster City & County, PA](#)
3. [Bergen County, NJ](#)
4. [Abilene, TX](#)
5. [Bakersfield, Kern County, CA](#)

### 3 communities have ended *both*

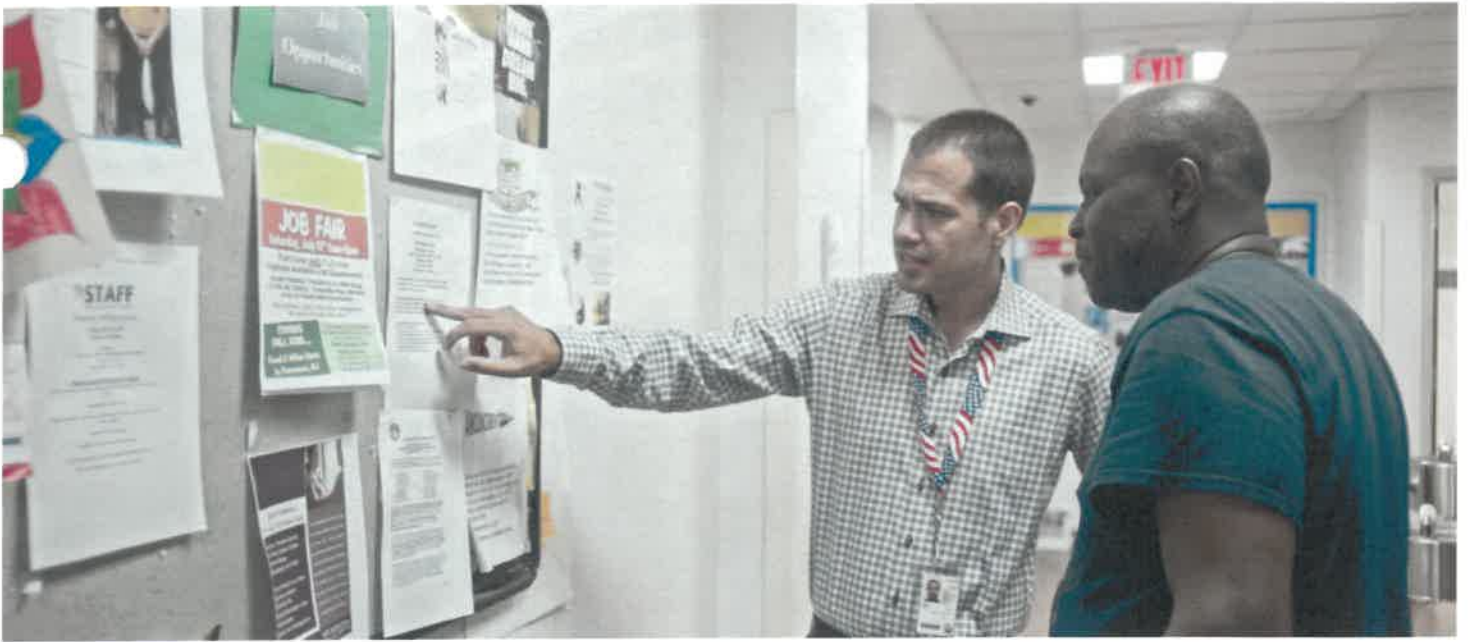
1. [Rockford, Winnebago & Boone Counties, IL](#)
2. [Bergen County, NJ](#)
3. [Abilene, TX](#)



### [Abilene, TX](#)

*Ended veteran (Nov. 2018) and chronic homelessness (Jan. 2020)*

---



## Bergen County, NJ

*Ended veteran (Aug. 2016) and chronic homelessness (April 2017)*



## Fremont County, CO

*Ended veteran homelessness (Feb. 2021)*



**Gulf Coast Region, MS**

*Ended veteran homelessness (Sep. 2015)*



**Norman, Cleveland County, OK**

*Ended veteran homelessness (Jan. 2017)*



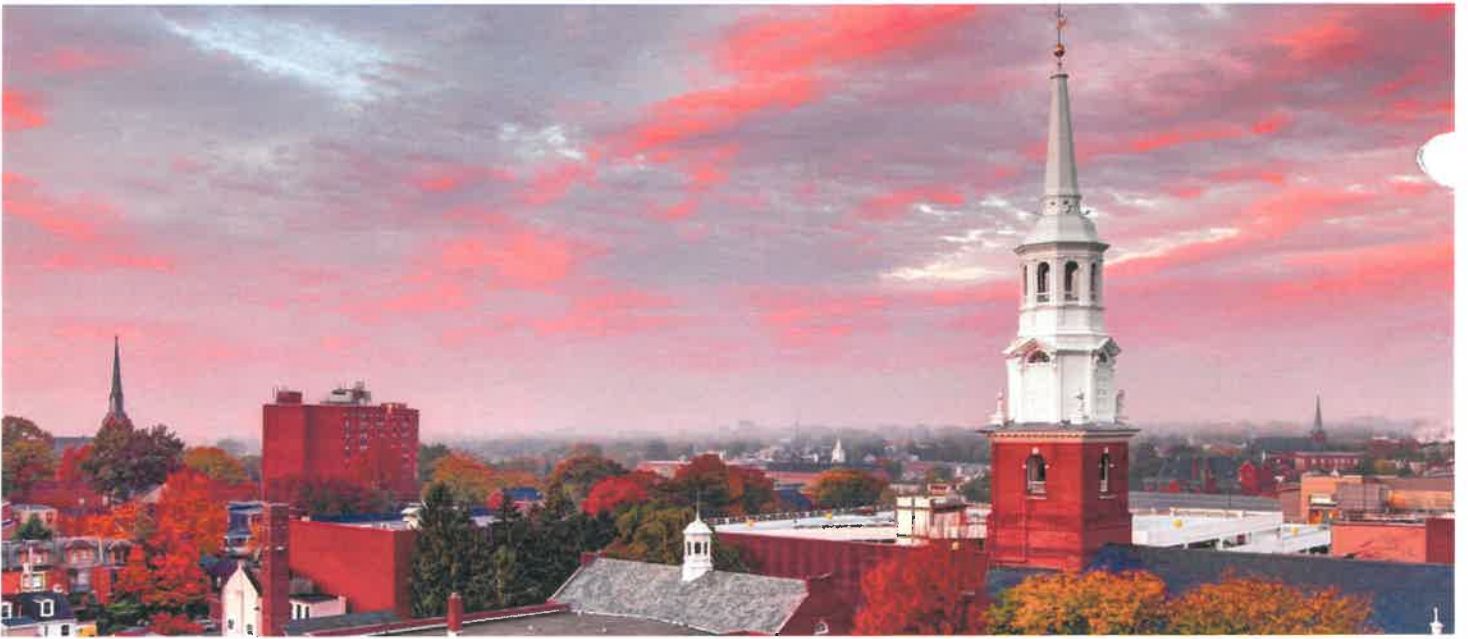
## Arlington County, VA

*Ended veteran homelessness (Dec. 2015)*



## Crater Region, VA

*Ended veteran homelessness (Feb. 2021)*



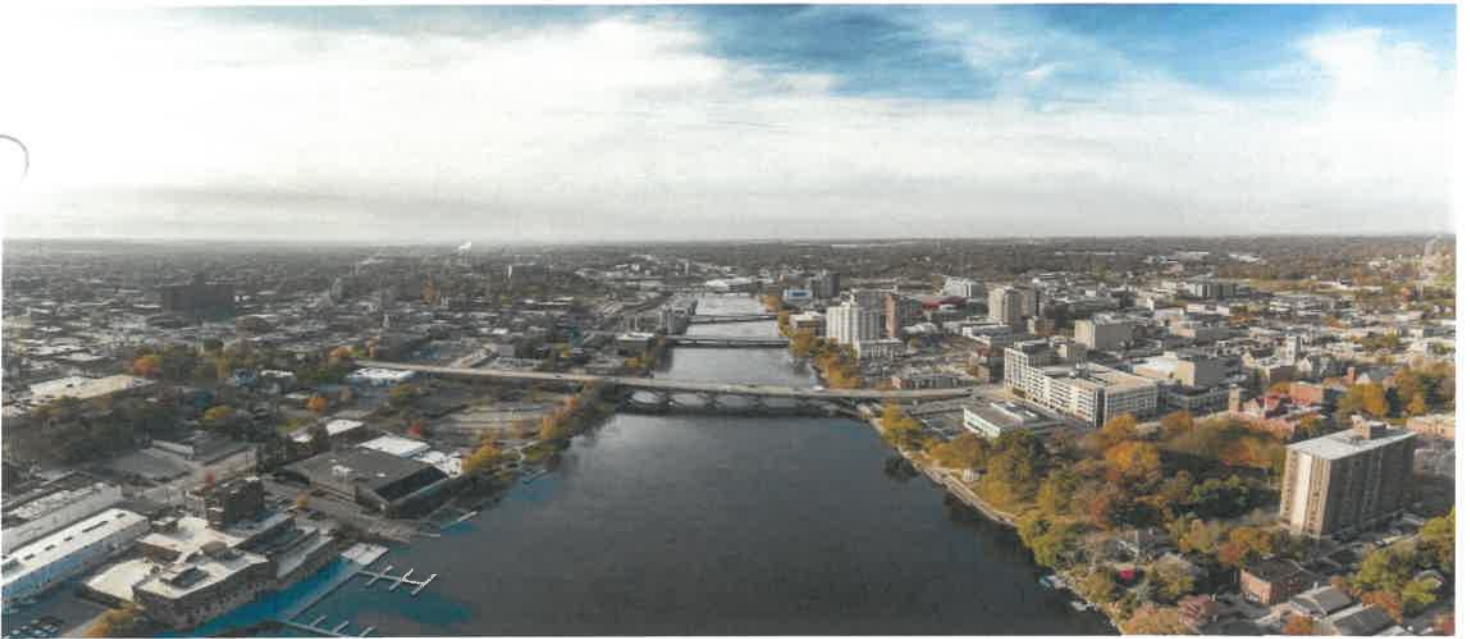
## Lancaster City & County, PA

*Ended chronic homelessness (March 2017)*



## Lake County, IL

*Ended veteran homelessness (Dec. 2018)*



## Rockford, Winnebago & Boone Counties, IL

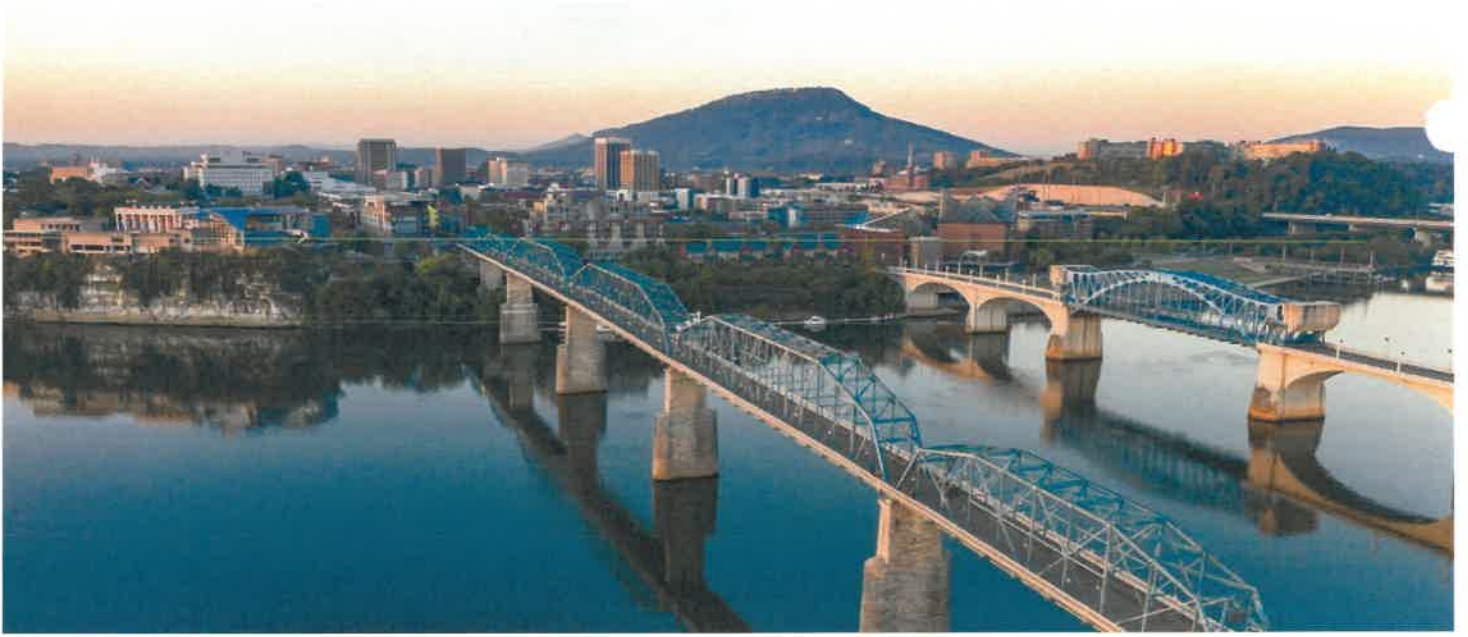
*Ended veteran (Dec. 2015) and chronic homelessness (Jan. 2017)*



## Bakersfield, Kern County, CA

*Ended chronic homelessness (March 2020)*





## Chattanooga, TN

*Ended veteran homelessness (Oct. 2019)*

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## Montgomery County, MD

*Ended veteran homelessness (Dec. 2015)*

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## [Lynchburg Region, VA](#)

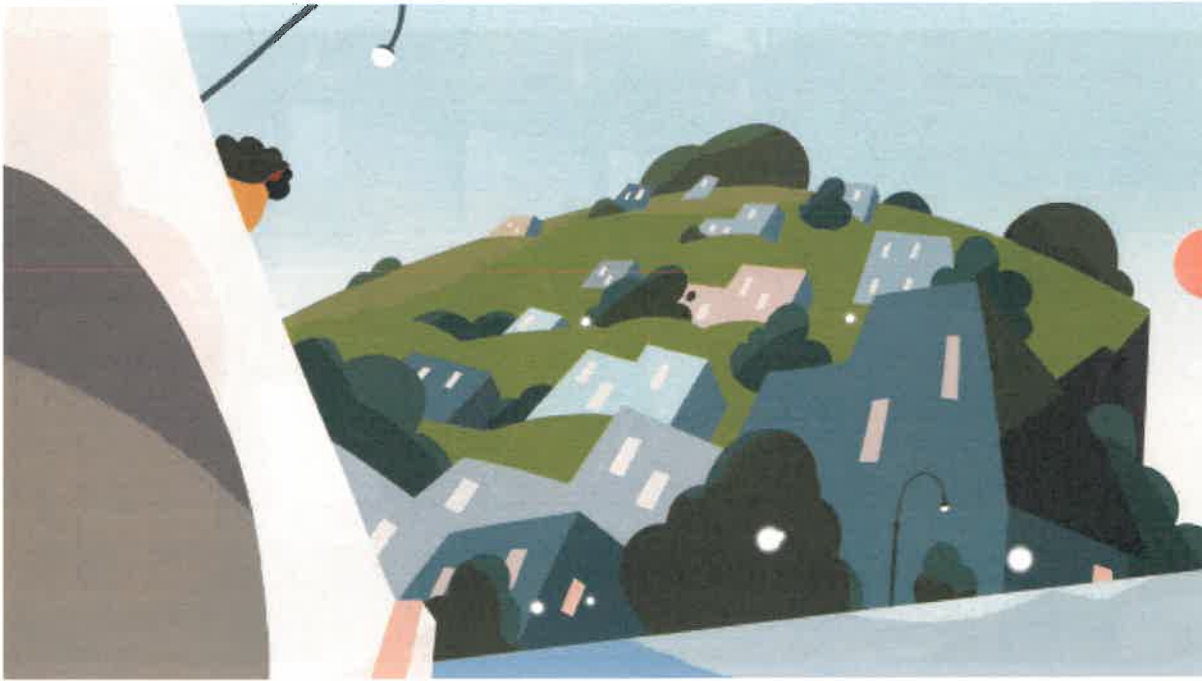
*Ended veteran homelessness (Feb. 2020)*

---

All communities at [functional zero](#) will be reviewed annually to ensure they are [sustaining this dynamic end state](#) for ending homelessness.

## Questions?

Reach out to [comms@community.solutions](mailto:comms@community.solutions).



## You can help more communities reach functional zero.

Take action

**COMMUNITY  
SOLUTIONS**

**Built  
For  
Zero.**

Community Solutions is a non-profit organization that works to achieve a lasting end to homelessness that leaves no one behind.

Our initiative [Built for Zero](#) is a movement of 90+ communities working to measurably end homelessness.

PO Box 3524 | Church St. Station | New York, NY 10008

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# NAVIGATION CENTER & SHELTER FACILITY Location Study

Prepared for:

Municipality of Anchorage  
October 3, 2021

Prepared by:

The Boutet Co.  
Icefall Architecture  
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Jernstrom Engineering, LLC  
Reid Middleton, Inc.  
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October 4, 2021

Mr. Tom Barrett  
Facilitated Collaborative Process for Mass Care and Long-Term Navigation Decisions  
Email: barrettj1233@gmail.com

RE: Location Study for Navigation Centers and Shelter Facilities in Anchorage, Alaska  
Revised Draft Report

Dear Mr. Barrett:

We are pleased to submit the attached **Location Study for Navigation Centers and Shelter Facilities in Anchorage, Alaska**. This location study is based upon the “screened extensive list of potential sites” and evaluation criteria developed in earlier work by the Facilitated Collaborative Process (FCP). It is noted that Anchorage’s current existential health crisis and the need for near-term implementation of an action plan imposed time constraints on the study team’s efforts and, by necessity, rendered the information provided in this study as overview in nature to inform the decision-making process.

In the FCP’s screening analysis, five (5) parcels were identified as potential locations for a Navigation Center and Shelter facility.

- 4501 Elmore Road
- 3400 E. Tudor Road
- 550 Bragaw Street
- 300 Calais Drive
- 630 E. Tudor Road

The location study of these sites is organized in three (3) volumes.

**Volume One: “Site Characteristics”**, presents an assessment of zoning regulations, existing site conditions, availability of utilities, environmentally sensitive areas, as well as limited Phase I Environmental Site Assessments. The intent is to assess the suitability of each site as a location for a Navigation Center and Shelter Facility and identify site characteristics that have a critical impact on project design, implementation, and operations.

**Volume Two: “Property Condition Assessments”**, presents an assessment of the three (3) existing buildings with the five (5) potential locations. These assessments are intended to evaluate the feasibility of converting the existing buildings into Navigation Centers and Shelter Facilities. To this effect, the project team performed a visual survey of specific components of the construction of the property and identified conditions which indicate the need for immediate and short-term repair, replacement, or further evaluation. The intent is to provide professional assessment of the general existing

condition of each property and to provide information which can be utilized in the budgeting and pre-purchase considerations as it relates to the physical condition of these properties.

**Volume Three: "Recommended Renovations"**, presents recommendations for renovations and schematic floor plans for each of the three (3) buildings assessed in Volume 2. In addition, Rough Order of Magnitude (ROM) total development cost estimates and pro forma development schedules were provided for the three (3) buildings and for two (2) unsolicited proposals received by the Municipality for new structures that would provide comparable services.

For purposes of facilitating a comparison of alternative locations, it was assumed that each facility would operate as a stand-alone Navigation Center and Shelter Facility. This allows a more consistent comparison of development requirements and costs. It is recognized that further assessment may determine that some facilities are better utilized for a more limited array of functions.

Again, it is emphasized that the limited time-schedule and data made available for these location studies make our analyses and conclusions conceptual in nature. It is also noted that additional potential locations continue to be brought forward to the FCP's attention and these five (5) properties do not necessarily comprise an exhaustive list of options for facility development.

We appreciate the opportunity to have been of service and look forward to further discussion and commentary.

Sincerely,

THE BOUTET COMPANY, INC.



Jacques Boutet, P.E.  
President



# PROPERTY CONDITION ASSESSMENT

**Salvation Army**  
660 E. 48<sup>th</sup> Avenue  
Anchorage, AK  
29 October 2021

Prepared for:  
Municipality of Anchorage

Prepared by:

The Boutet Co.  
Icefall Architecture LLC  
EIC Engineers  
Reid Middleton, Inc.  
RSA Engineering, Inc.



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01 November 2021

Municipality of Anchorage,  
650 W. 6<sup>th</sup> Avenue  
Anchorage, Alaska 99519

Attn: Housing & Homelessness Working Group:

Re: Property Condition Assessment  
Salvation Army – 660 E. 48<sup>th</sup> Avenue

Dear Housing & Homelessness Working Group:

At your request, a visual inspection of specific components of the property located at 660 E. 48<sup>th</sup> Avenue was conducted on 12 October 2021.

The assessment was limited to observing major components and systems of the property. The intent of this document is to provide a listing of observations of conditions requiring repair, replacement, or further evaluation to these major components. The information provided is overview in nature to inform the Working Group of the rough order of magnitude (ROM) repairs and associated costs necessary to return the property to its previous use as a transitional living facility and treatment center. Enclosed in this report is more detailed information on the scope and purpose of this assessment.

This Property Condition Assessment (PCA) was guided by ASTM International Standard Guide for Property Condition Assessments: Baseline Property Condition Assessment Process (E2018-15) and generally accepted industry standards.

If you have any questions regarding this assessment, please contact me.

Sincerely,

THE BOUTET COMPANY, INC.

Jacques Boutet, P.E.  
President

660 E. 48<sup>th</sup> Avenue  
Anchorage, AK



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## 1.0 Purpose and Scope

At the request of the Municipality of Anchorage, The Boutet Company along with the team of consultants performed a Property Condition Assessment (PCA) of the property located at 660 E. 48th Avenue, Anchorage, AK, herein referred to as the "Property". This assessment is intended to evaluate the feasibility of renovating the existing building to return it to its previous use as a transitional living facility and treatment center. The project team performed a visual survey of specific components of the construction of the property and identified conditions which indicate the need for immediate and short-term repair, replacement, or further evaluation. Recommendations for renovations and a rough order of magnitude (ROM) cost estimate are also included.

The intent is to provide professional assessment of the general condition of the property and to provide information which can be utilized in the decision-making process as it relates to the physical condition of this property and its feasibility for use as a transitional living and treatment facility. This assessment is intended to provide information which is overview in nature.

The assessment and accompanying report are intended as confidential and for the exclusive use of the Municipality of Anchorage. They cannot be relied upon by third parties including, but not limited to: future owners, prospective, current, or past purchasers, tenants, and service or repair companies.

The scope of the survey was limited to visual observations of the following specific components of the building: exposed foundation, exposed structural framing, roof surface, building shell, site features, HVAC equipment, electrical components, and general interior components only. Inspection and testing of life safety, fire protection or security systems were not included in this scope of work.

The observations were limited to those components that were safely accessible and readily visible without moving or removing any items causing visual obstruction, such as furnishings, vegetation, walls, insulation, stored items, etc. Electrical and mechanical components were observed visually; they were not disassembled. Functional equipment was operated with user controls. Mechanical systems which were shut down at the time of the assessment were not operated.

## 2.0 Facility Description

The property is located in an urban area in the Midtown Community District at the south end of the intersection of E. 48<sup>th</sup> Avenue and Gambell Street in Anchorage, Alaska. The site is currently owned by the Salvation Army. The property consists of one rectangular shaped lot with a total area of approximately 1.47 acres, or 64,218 square feet. The Parcel ID is 009-211-24 and is legally described as INTERAIR Block 1 Lot 9A. The current zoning designation is B-3: General Business District. It is bounded by commercial properties (B-3 zoning) on the north and east and light industrial properties (I-1) on the south and west.

The existing building was originally constructed in 1977 with an area is 34,628 square feet. The facility was previously operating as an Adult Rehabilitation Center for homeless men. It contains dormitories capable of housing 64 - 68 people, a full commercial kitchen with walk-in freezer and cooler, a dining room, a common room, offices, and a 2-story

warehouse that supported the live-work program. Damage revealed after the 2018 earthquake to the residential wing of the building rendered the dormitories unoccupiable, therefore the residential program was discontinued. The warehouse is still presently in operations as retail support space for the Salvation Army's other programs.

A Property Summary Report with location map is included in Appendix A. A current property boundary plat and updated site plan were not available on the day of assessment.

### 3.0 Findings

Table 3-1 indicates the general condition of major components and infrastructure on the property with remaining estimated useful life expectancies in years. The estimated remaining life expectancies will be influenced by current and future maintenance, repairs, improvements, and management of components on the property. The following terms are used for the ratings and are defined as follows:

**Good:** Average to above-average condition for the building system or material assessed, with consideration of its age, design, and geographical location. Generally, other than normal maintenance, no work is recommended or required.

**Fair:** Average condition for the building system evaluated. Satisfactory, however some short term and/or immediate attention is required or recommended, primarily due to the normal aging and wear of the building system, to return the system to a good condition.

**Poor:** Below average condition for the building system evaluated. Requires immediate repair, significant work or replacement anticipated to return the building system or material to an acceptable condition.

Table 3-1: Conditions and Remaining Useful Life Expectancy of Major Systems

Component	Condition	Remaining Useful Life	Comments
Storm Water Drainage	Poor	0	Grade/repave rear parking area
Ingress/ Egress and Building Circulation	Fair / Poor	N/A	Building Ingress/Egress: <ul style="list-style-type: none"> <li>Remove padlock hardware from the exit door at south-western stair enclosure.</li> <li>Replace exterior grate outside Dining room north exit door. Remove keyed lock preventing panic bar from unlocking the door.</li> <li>Replace handrail at exterior ramp.</li> </ul> Replace Dining room's south vestibule exit door and frame, provide appropriate exiting hardware and weather seals.
Paving/ Curbing/ Parking	Poor	0	<ul style="list-style-type: none"> <li>Remove all unusable equipment, items &amp; trash.</li> <li>Demolish &amp; remove storage structure</li> <li>Grade/repave rear parking area</li> </ul>
Flatwork/ Sidewalks	Fair	5-10 years	Repair cracks, clean and remove overgrowth & debris
Landscaping	Fair/Poor	0	Repair rear retaining wall. Develop overall site landscaping & maintenance plan.

Table 3-1: Conditions and Remaining Useful Life Expectancy of Major Systems

Component	Condition	Remaining Useful Life	Comments
Structural Gravity & Lateral Framing	Building 1 (warehouse)	25 years	Building 1 (warehouse): <ul style="list-style-type: none"> <li>• Repair EIFS</li> <li>• Replace Loading Dock Canopy</li> </ul> Building 2 (residential): <ul style="list-style-type: none"> <li>• Strengthen 2<sup>nd</sup> Floor Trusses</li> </ul> Building 2 & Infill: <ul style="list-style-type: none"> <li>• Evaluate and strengthen bottom of exterior bearing wall issue at 2<sup>nd</sup> floor.</li> </ul>
	Building 2 (residential)	0 years (currently yellow tagged)	
	Infill (offices / residential)	15 years	
	Exterior CMU (all)	20 years	
Exterior/ Bldg. Envelope	Fair / Poor		Exterior Walls: <ul style="list-style-type: none"> <li>• Repair stucco, or replace with a different, durable siding and water-tight assembly.</li> <li>• Replace bowed wood siding on the south side of the dormitory wing.</li> </ul> Exterior Windows: <ul style="list-style-type: none"> <li>• Replace missing operator hardware in vinyl windows. Replace warped window panel in TV room. Replace damaged insect screens.</li> <li>• Replace fogged and broken double-glazed units in wood windows.</li> </ul> Exterior Doors: <ul style="list-style-type: none"> <li>• Replace Kitchen door and frame.</li> </ul> Exterior Stairs: <p>Remove rust, repaint exterior stairs and railings.</p>
Roof	Warehouse: Fair Residential: Poor		<ul style="list-style-type: none"> <li>• Reroof residential wing with increased slopes to drain as part of Level 2 truss repair.</li> <li>• Add overflow drains – see Plumbing</li> </ul>
Plumbing Residence Area	Poor	2-3 years	Systems shows evidence of many repairs at the main restroom group. Some of these may have been piping reconfigurations for other purposes.
Plumbing Warehouse Area	Fair	5-10 years	There are only a couple small restrooms in the warehouse, they appear to be in ok condition. The water service entrance is in this portion of the building.
Heating Residence Area	Poor	1-2 years	Boiler and piping need replaced. Baseboard would work better in some locations if it were replaced. New baseboard control valves are needed.
Heating Warehouse Area	Fair	2-5 years	One RTU is 24 years old and will need to be replaced in the near future. The other RTU has recently been replaced and is less than 5 years old.
AC/ Ventilation Residence Area	Poor	0 years	The kitchen exhaust fan and makeup air unit need to be replaced to make a functional kitchen.
AC/Ventilation Warehouse Area	Fair	2-5 years	One RTU is 24 years old and will need to be replaced in the near future. The other RTU has recently been replaced and is less than 5 years old.

Table 3-1: Conditions and Remaining Useful Life Expectancy of Major Systems

Component	Condition	Remaining Useful Life	Comments
Electrical Systems	Warehouse – Good Residential – Fair to poor	Warehouse – 15 to 20 years Residential – 10 to 0 years	<ul style="list-style-type: none"> <li>The warehouse electrical systems are in good usable condition.</li> <li>The residential electrical systems are at the end of their useful life and many do not meet current code requirements.</li> </ul>
Fire Protection / Life Safety	Fair	20 years	Generally in good condition, but Poz-Lok piping on 2 <sup>nd</sup> floor in the residence area cannot be modified without replacing the piping system.
Interior	Warehouse: Fair  Residential: Poor		<p>General:</p> <ul style="list-style-type: none"> <li>Repair, replace and refinish damaged walls, ceilings and floors after structural repairs are completed. Paint areas affected by renovations.</li> </ul> <p>Ceilings:</p> <ul style="list-style-type: none"> <li>Residential wing: remove level 1 ceilings as required for structural repairs. Reinstall or replace ACP ceilings once repairs are completed.</li> <li>Residential wing: investigate and fix leaks at level 2 gypsum board ceilings, patch and refinish ceilings.</li> <li>Replace water-damaged suspended ACP ceiling, fix leaks.</li> </ul> <p>Flooring:</p> <ul style="list-style-type: none"> <li>Replace VCT flooring in Day/Billiard, Dining room and service corridor.</li> <li>Replace ceramic tile flooring in the Kitchen.</li> <li>Complete level 2 communal bathrooms remodel after structural repairs are concluded.</li> <li>Replace carpet flooring in warehouse offices.</li> </ul> <p>Interior Stairs:</p> <ul style="list-style-type: none"> <li>Repaint handrails, repaint wooden stair, and replace worn carpet on the main stair.</li> </ul> <p>Interior Doors:</p> <ul style="list-style-type: none"> <li>Provide missing door hardware at doors in rated assemblies (sleeping rooms): lever handles, automatic closers and smoke seals.</li> <li>Replace damaged doors in Dorm room 5 and Kitchen.</li> <li>Adjust Chapel double-doors to fully close.</li> </ul> <p>Bathrooms:</p> <ul style="list-style-type: none"> <li>Complete level 2 communal bathrooms, showers and laundry facilities remodel after structural repairs are concluded.</li> <li>Provide water closet clearance to meet ADA in single-user accessible bathrooms, where possible. Add vertical grab bars.</li> <li>Replace sheet vinyl flooring in Women's bathroom in the warehouse level 2.</li> </ul> <p>Kitchen:</p> <ul style="list-style-type: none"> <li>Remodel and reassemble commercial kitchen, meeting health code standards.</li> </ul>

Table 3-1: Conditions and Remaining Useful Life Expectancy of Major Systems

Component	Condition	Remaining Useful Life	Comments
Interior (con't)			Built-in Casework: <ul style="list-style-type: none"> <li>• Replace or refinish reception desk.</li> </ul>
ADA Compliance	Fair / Poor		<ul style="list-style-type: none"> <li>• Repair passenger elevator,</li> <li>• Provide lever handle door hardware in bathrooms,</li> <li>• Provide water closet clearance to meet ADA in single-user accessible bathrooms, where possible.</li> <li>• Add vertical grab bars.</li> <li>• Reconfigure the accessible parking spaces and curb stops to accommodate a compliant accessible route.</li> <li>• Restripe and sign the front parking lot.</li> </ul>

It is recommended to consult with professional repair contractors, service companies, and others to provide adequate analysis, cost estimates, and specifications for the exact nature and scope of required repairs identified in this report. Specific assessment findings along with other deferred maintenance items, defects, and depreciated items at the property are discussed in more detail in the appropriate sections of this report, including conclusions with suggested actions for repair, replacement, or further evaluation of components.

## 4.0 Topography and Storm Water Drainage

### ***Description of Existing Conditions, Equipment and/or Systems***

The property is located on relatively flat ground that is approximately 125 feet above mean sea level. The property slopes gradually to the south-east. No manholes, catch-basins or other subsurface drainage were observed anywhere on the property or adjacent streets. Storm water drainage for the impervious asphalt surfaces is by positive grading and gravity run-off. Generally, there appears to be adequate slope to facilitate drainage away from the building. The storm water from the front of the building flows directly to 48th and then eastward along the curb towards Old Seward Highway. (Photo 4.0-1) There does not appear to be any organized provisions for drainage from the rear (south) area. (Photo 4.0-2 & 3) Most of the rear area storm water appears to flow to the neighboring properties. Neighboring properties are using similar drain techniques and it seems to be adequate for all involved.

### ***Observations, Conclusions & Suggested Actions***

- Recommend investigating past and current codes to determine what, if any, liability the property owner has by utilizing the current drainage system.
- There is a roof drain downspout (a portion of which is currently missing) that drains across the north parking lot. This drainpipe may be for overflow scuppers. If this drain is active during freezing weather, a safety issue could develop on the pavement. A maintenance procedure with available supplies should be implemented.

## 5.0 Ingress/Egress

### 5.1 Vehicular Ingress/Egress

#### ***Description of Existing Conditions, Equipment and/or Systems***

Vehicular access to the property is provided on E. 48<sup>th</sup> Avenue. The entire northern frontage along 48<sup>th</sup> Avenue is AC pavement dedicated to vehicle parking with a concrete gutter at the roadway edge. There are no existing curbs, sidewalks, or landscaping. Access to parking spots seems adequate.

The rear area is accessible via a paved driveway on the east side of the building. Dock high warehouse doors face the east driveway. (Photo 5.1-1) A combination parking, truck access and storage area is at the back side of the building. The rear area provides access to dock high warehouse doors located on the southeasterly portion of the building, a pad mounted trash compactor and a makeshift storage / maintenance shed. (Photos 5.1-2)

The entire rear area is enclosed by chain link fence of various configurations. Entry to the enclosed area is controlled by an electric sliding security gate. No emergency access controls were noted. The electrical meter is within the fenced rear area.

In the rear parking area, there are various vehicles, storage containers, used/discarded furniture, and other miscellaneous items, most of which are damaged or broken. There is a large structure used for storage, which does not appear to be structurally sound. These items could potentially pose a safety hazard to residents and staff and may encroach upon the required access and turning radii for emergency vehicles and equipment.

There are two (2) public transportation bus routes within 0.5 miles of this site:

- Tudor (0.5 mi)
- Old Seward (0.2 mi)

#### ***Observations, Conclusions & Suggested Actions***

- Clear-out and dispose of all excess and unusable items and equipment.
- Demolish and remove the storage structure.
- Provide adequate space for emergency vehicle access in accordance with fire codes and recommendations.
- An emergency access control box should be installed at the vehicle entry gate.

### 5.2 Building Ingress/Egress and Circulation

#### ***Description of Existing Conditions, Equipment and/or Systems***

Ingress/egress and building circulation components observed during the survey included exit doors, stairs, and freight entrances. Refer to sections 10 and 17 of this report for the condition assessment of doors and stairs.

The 2-story building is made of two wings, one of them is a warehouse and the other wing includes: dormitories, caretaker suites, commercial kitchen, dining and living rooms, a chapel, offices, and accessory rooms. Two exit stair enclosures are located at

opposite ends of the building, and an open interior staircase is centrally located next to the main entry. There are two small exterior stairs at the first-floor warehouse. All stairs appear to be serviceable.

The western exit stair enclosure has a newer steel and concrete stair, with exit door opening to the outside, in working condition. The south-western stair enclosure has an older wooden stair. Exit door at the bottom of this stair is presently padlocked, preventing the door from opening to exit outside. Padlock hardware should be removed. (Photograph 5.2-1)

An emergency exit door from the Dining room exiting to the north has a keyed lock and the door does not unlock when the panic bar is pressed. Outside this door, there is a warped exterior grate which needs to be replaced. (Photograph 5.2-1)

Another emergency exit door from the Dining room exiting to the south opens into a vestibule addition accessing the grassy outdoor area. The exterior exit door of the vestibule is dead-bolted and lacking appropriate exit door hardware and weather seals. The door is undercut with a 2-inch gap at the base, and the frame is rusted through. Door and frame are recommended to be replaced, with appropriate exit hardware provided. (Photograph 5.2-2) The stairways located at the south grassy area and routes to them from the building are significantly deteriorated and do not meet ADA accessibility standards. (Photograph 5.2-3)

There is a loading dock with dock seals and sectional overhead doors at the south end of the warehouse. Freight loading entrances appear in fair condition, though the doors were not able to be tested for operations.

A concrete service ramp leads to the warehouse at the south-west corner. The ramp needs a new handrail – existing handrail has rusted through. Asphalt at the bottom of the ramp has subsided, refer to section 6 for recommendations. (Photograph 5.2-4)

There is a freight elevator and a passenger elevator at the west side of the warehouse. According to the property manager, the freight elevator is operational, but the passenger elevator is broken and not currently in service. Elevators were not inspected during this survey.

Some of the exit signs throughout the building are not clearly visible or are missing – refer to section 16 of this report for exit signs recommendations.

With the exception of repairable issues noted above, the building appears to have adequate egress capacity.

### ***Observations, Conclusions & Suggested Actions***

- Remove padlock hardware from exit door at the south-western stair enclosure.
- Replace exterior grate at dining room exit door. Remove keyed lock preventing panic bar from unlocking the door.
- Replace handrail at exterior ramp.
- Remove exterior vestibule at the south dining room exit.



## 6.0 Paving/Curbing/Parking

### ***Description of Existing Conditions, Equipment and/or Systems***

The property drive lanes and parking areas – front and rear – encompass approximately 3,480 sq. ft. in total. Information regarding the thickness of the AC pavement and other pavement components was not available.

The property is comprised of a front, paved, parking area with continuous accessibility directly from E. 48<sup>th</sup> Avenue. The north parking area at the front of the building is surfaced with AC pavement and contains a total of 19 standard parking spaces and 1 van accessible parking space. The condition of the asphalt paving at the front of the building is fair, but serviceable. Separation of vehicles from the building is accomplished by concrete curb stops, one at each space. These curb stops create a walkway adjacent to the building. There are valve box covers within the walkway that are not properly set and pose a tripping hazard and encroach upon the accessible route to/from the main building entrance. Parking space striping is severely faded and in poor condition. The accessible parking markings are non-compliant. (Photograph 6.0-1)

The rear area is accessible via an AC paved driveway on the east side of the building. A combination parking, truck access and storage area is at the back side (south) of the building. The rear area provides access to six (6) dock high warehouse doors located on the southeasterly portion of the building, a pad mounted trash compactor and a makeshift storage/maintenance shed. The surface of the rear area is partially pavement and partially gravel.

The asphalt parking lots and driveways have significant deterioration of asphalt with heavy alligator cracking, potholes, and heaving. Asphalt at the bottom of the warehouse service ramp has subsided. The gravel areas have several potholes with standing water. There is no organization to the parking in the rear area.

### ***Observations, Conclusions & Suggested Actions***

- It is recommended that the areas with the most severe deterioration be repaired or repaved.
- The gravel area should be graded.
- Repair the asphalt at the bottom of the warehouse service ramp.
- Recommend that the parking spaces be restriped and signed in compliance with AMC Title 21.07.090 and ADA standards.
- Valve covers within the walkway should be properly set.

## 7.0 Flatwork and Sidewalks

### ***Description of Existing Conditions, Equipment and/or Systems***

Flatwork and sidewalk components observed during the survey include Portland cement concrete (PCC) exterior sidewalks and ramps at the main entry and warehouse man-door, sidewalk at the northwest building exit, warehouse service ramp, and the south dining room exits. (Photographs 7.0-1, 2, & 3)

### ***Observations, Conclusions & Suggested Actions***

- The concrete and flatwork are in fair condition for the age and use of the building. Recommend repairing cracks that pose tripping hazards. Regular cleaning and removal of weeds, trash and debris should be performed.
- All exterior concrete ramps and sidewalks accessing building entrances/exits are non-compliant with ADA standards, refer to Section 18.

## **8.0 Landscaping**

### ***Description of Existing Conditions, Equipment and/or Systems***

There is a small, landscaped area near the front warehouse man-door at the north-east corner of the building. (Photograph 8.0-1) Within the rear area, directly adjacent to a portion of the south side of the building, is a grassy area, accessible from the south dining room exit with stairs leading to the rear parking and storage area. (Photograph 8.0-2 & 3) It is assumed that this area is intended to serve as an outdoor communal area. Some portions of this grassy area are enclosed by a chain link fence and adjacent bushes. This area is at the same elevation as the main floor level which is higher than the parking area and is retained by what appears to be a railroad tie retaining wall. Two stairways exist to provide access/egress, also constructed of railroad ties. (Photographs 8.0-4, 5, 6)

### ***Observations, Conclusions & Suggested Actions***

- The landscaping does not appear to be maintained. Given the time of year of the inspection, it was difficult to determine the condition of the bushes. The plants and grass should be inspected in the spring and a proper maintenance program established.
- Only a portion of the grass area is fenced. The railroad tie retaining wall is failing and in need of repair. A plan for the use of this area should be developed and improvements made in accordance with that plan.

## **9.0 Structural Gravity and Lateral Framing**

### ***Description of Existing Conditions, Equipment and/or Systems***

The building has been built and renovated in many phases. Limited drawings are available for the 1983 Addition/Renovation and for the 1997 Post-Fire Rebuild.

The original building (1977, labeled Building 1 in 1983 drawings) is the eastern portion of the building, now used as a warehouse, 50' x 160', oriented north-south. The original structure includes CMU exterior walls and a concrete slab on grade. A covered loading dock was also added on the south end in the 1983 renovation. In 1997, a fire destroyed both floors on the north end and the loading dock, and the firefighting efforts induced water damage to the remainder of the building. In 1997, a major remodel of the warehouse portion of the building was completed – drawings were available for review for this renovation. The revised structure utilized the original exterior CMU walls but replaced the second floor with wood I-joists bearing on the exterior CMU and an interior steel bearing line, and the roof is framed with clear-span (full building width, 50' span) open-web wood joists. A steel braced frame was added at the interface between the original building and the new portion, oriented in the east-west direction. A new one-story, enclosed, wood loading dock was added at the south end. At an unknown date, a second floor was added over this loading dock area. The 1997 structural drawings

confirm that the warehouse fire renovation was designed to the 1994 UBC for 40 psf snow load, drifting snow load, 125 psf floor live load (warehouse, light storage), 100 psf in the corridors, 100 mph exposure B wind load (25.6 psf) and Zone IV seismic loads ( $Z=0.4$ ,  $S=1.5$ ,  $C=2.75$ ,  $R_w=6$ ).

The next oldest building (unknown year, labeled Building 2 in 1983 drawings) was the western portion of the first floor, 60' x 100', oriented east-west. What would have been the original roof trusses still show signs of insulation. This building is constructed with 16' tall CMU exterior walls, a concrete slab on grade and wood trusses bearing on the exterior walls and a single interior bearing line. At some later date, the second floor was added on top of this original construction, and a concrete leveling compound was added on top of the roof-cum-floor trusses. New exterior wood walls and an interior wood bearing line was added to support the new roof. The new roof is similar wood trusses. The newer wood walls sit outboard of the original CMU walls and appear to bear on top chord extensions of the original trusses.

The newest portion of the building (other than the fire renovation of the warehouse) is the 60' x 60' infill between the western residential section and the eastern warehouse section, completed in 1983 – partial drawings were available for review for this renovation. This construction matched the Building 2 construction of exterior CMU walls and wood trusses at the second floor and roof, both bearing on the exterior walls and an interior bearing line. This infill section is built integral to Building 2 but appears to have a limited seismic joint separating it from Building 1 (the warehouse). This infill section was also heavily renovated after the 1997 fire.

### ***Observations, Conclusions & Suggested Actions***

#### **Building 1 (warehouse):**

- On the west side of the loading area, behind the warehouse section, there is a small (8'x8') wooden canopy over the overhead door. This canopy is undesigned and could be unsafe. It should be removed and replaced with a code compliant canopy.
- On the north side of the southern stair out of the warehouse, and along the southern wall of the warehouse, the Acrylic Stucco is damaged. This should be repaired.

#### **Building 2 (residential):**

The Building 2 area (western section) was undergoing renovations during the 2018 M7.1 Anchorage Earthquake, and sustained significant damage either prior to or during the earthquake. (Photograph 9.0-1) This portion of the building was 'yellow tagged', requiring renovation prior to being reused. The remainder of the building apparently did not see any damage from this earthquake. The remainder of the floor of building 2 is unlevel and shows many signs of potential failure. PND Engineers, Inc provided preliminary concept repair drawings along with a short narrative on 7/29/2019, but no stamped & permitted renovation drawings have been completed. The issue identified is that the 2<sup>nd</sup> floor trusses have severely cracked chords and/or webs, likely caused by an overload condition. This overload could have been due to excessive vertical load (concrete overlay, too many people, heavy storage) or due to the earthquake. The recommended repair in the PND memo is to remove the second floor entirely and add new trusses from above. This recommendation is sufficient, but overly intrusive. We recommend reinstalling the floor sheathing in the bathroom (where it has been removed) and removing the gypsum ceiling from the bottom of the trusses over the entirety of Building 2 (60' x 100'). Once accessible, the chords, webs and gussets of the existing trusses can be jacked to a level condition and upgraded for the current loading condition. This is a required repair that must occur before this portion of the building can be occupied.

- Ponding water was identified at three locations over Building 2. It is unclear whether this ponding is due to the second-floor truss issues. Once the second-floor trusses are repaired and leveled, the roof in this area should be re-evaluated.
- Outside the egress door south of the dining area, there is a wood vestibule. The origins and quality of this vestibule are questionable. This structure is subject to significant snow drift loading, for which it was likely not designed. This structure should be demolished and removed.
- The upper floor exterior wood walls of Building 2 and the Infill appear to bear on the top chord of the floor joists. This can be an unsafe condition if not reinforced by a steel angle or other reinforcement. Demolish finishes to verify connection and strengthen if needed.

## 10.0 Exterior and Building Envelope

The building exterior is worn but in serviceable condition for building reopening, except for several items noted below. Long-term recommendations for repair and upgrades include repairing or replacing water and impact damaged stucco, repairing and repainting damaged wood siding, and reroofing Residential wing to improve roof drainage.

### 10.1 Exterior Walls

#### ***Description of Existing Conditions, Equipment and/or Systems***

Exterior walls and building siding include the following:

- Painted cement masonry unit (CMU) – in fair condition. (Photograph 10.1-1)
- Painted stucco (STUC-O-FLEX) – worn and failing at the south-west side of the warehouse, and at the south-west stair enclosure. At the stair enclosure, it appears that the stucco is water damaged and the wall is leaking. Further leak investigation is recommended. There are several impact-damaged stucco areas at the warehouse and main entry column. Wood trim at stucco has deteriorated and fallen off in several areas, exposing building envelope to water penetration. Stucco is recommended to be repaired, or replaced with a different, durable siding as part of Tier 2 renovations. (Photographs 10.1-2,3)
- Painted T1-11 wood siding – worn, but serviceable. Recommend replacing bowed wood siding on the south side under the roof drain pipes. (Photograph 10.1-4)

#### ***Observations, Conclusions & Suggested Actions***

- Repair stucco or replace with a different, durable siding and water-tight assembly.
- Replace bowed wood siding on the south side of the dormitory wing.

## 10.2 Exterior Windows

### ***Description of Existing Conditions, Equipment and/or Systems***

Exterior windows in the dormitories are sliding vinyl windows, appearing in overall fair condition. Some of the windows are missing operator hardware, which needs to be provided. An operable window in TV room is warped and does not fully close, recommended to be replaced. Operable windows in sleeping rooms appear to meet code requirements for emergency egress unit size and sill height.

Aluminum storefront windows appear in good condition. Wood-clad windows in the warehouse have several fogged glazing units with failed seals. A few windows have broken glass and damaged insect screens. (Photographs 10.2-1,2)

### ***Observations, Conclusions & Suggested Actions***

- Replace missing operator hardware in vinyl windows.
- Replace damaged insect screens.
- Replace warped window panel in TV room.
- Replace fogged and broken double-glazed units in wood windows.

## 10.3 Exterior Doors

### ***Description of Existing Conditions, Equipment and/or Systems***

Exterior doors are painted hollow metal doors set in hollow metal frames, and aluminum storefronts with double-pane insulated glass units. Aluminum storefronts, including main entry doors are equipped with automatic closers and panic bars, appear in fair condition. (Photograph 10.3-1)

Exterior metal doors in the warehouse are due for a fresh coat of paint, but are in overall fair condition. In the residential wing, two ground level doors and frames on the south side (Kitchen door and Dining room south exit door, mentioned in section 5.2) are rusted through and are recommended to be replaced. (Photograph 10.3-2)

### ***Observations, Conclusions & Suggested Actions***

- Replace rusted-through exterior metal door and frame in the Kitchen. Replace Dining room south door – see section 5.2.

## 10.4 Exterior Stairs

### ***Description of Existing Conditions, Equipment and/or Systems***

Two small exterior stairs at the warehouse have rusted galvanized grating landings and treads, and painted metal railings. The stairs appear to be serviceable, recommended to be cleaned from rust and the railings and stringers repainted. (Photograph 10.4-1) The guardrail at the service ramp is rusted, recommended to be cleaned and repainted. (Photograph 5.2-3)

### ***Observations, Conclusions & Suggested Actions***

- Remove rust and repaint exterior stairs and railings.

## 11.0 Roof

### ***Description of Existing Conditions, Equipment and/or Systems***

Roof components observed during the survey included roofing, flashings, fascia and soffits.

Warehouse roof is EPDM membrane, likely installed in 1997 as part of the fire restoration project. Roof, flashings and seals appear in fair condition and the roof appears to be draining well. (Photograph 11-1)

Residential wing has an older, what appears to be a torch-down roof, and short sections of metal roofing over slanted fascia, with painted plywood soffits. The roof has 3 areas of shallow ponding and some blistering. Roof overflow drainage currently relies on exterior sidewall drains and short scuppers. This appears to be leading to water damage on the exterior wall surfaces below. Signs of water leaks were observed in dorm rooms 4 and 5, and laundry room. Recommend to re-roof Residential wing with overflow drains and increased slopes to drain as part of Level 2 truss repairs. (Photograph 11-2)

### ***Observations, Conclusions & Suggested Actions***

- Reroof residential wing with increased slopes to drain as part of Level 2 truss repairs.
- Add roof overflow drains, see plumbing.

## 12.0 Plumbing

### ***Description of Existing Conditions, Equipment and/or Systems***

The existing water service is a combined service for domestic plumbing and fire sprinkler. It is a 6-inch service. It appears to be a galvanized line connected to a galvanized pipe above the floor. The domestic plumbing piping is a 2 ½" copper pipe going out to serve the restroom groups and the kitchen with a double check valve in the domestic water line. The water service entrance was relocated and consolidated to the warehouse facility during the 1997 renovation. All domestic water piping is copper insulated with fiberglass. The piping on the warehouse end appears to be in serviceable condition. The piping in the restrooms and kitchens on the west end of the facility is original to the 1983 renovation of the facility. In many places under the restrooms the insulation is missing, and piping leaks and repairs are evident. Given the age of this pipe of almost 40 years, it is not recommended to be retained for any renovation of the facility.

The waste piping in the facility is cast iron no-hub and appears to be serviceable. There are at least two waste lines exiting the building.

There are two existing water heaters, one electric unit in the warehouse that was installed sometime after the 1997 renovation, and one gas-fired unit in the original boiler room by the kitchen. The water heater in the boiler room was replaced in 2013 and is assumed to be in serviceable condition. It is a 300 MBH unit with a 119-gallon tank, so it should be sufficient for a commercial kitchen and the showers in the restroom group.

The existing kitchen is in a state of disassembly with much of the equipment disconnected. (Photograph 12.0-1) The three-compartment sink is drained to a floor sink, which is not in conformance with current plumbing code. The 1983 plans note a grease interceptor to be installed, but the location of the grease interceptor was not determined. If it exists, it likely

needs replaced as the units from that time period were made of metal and is likely corroded.

Much of the central restroom piping is exposed and the fixtures removed as part of the investigation of the floor joist structural issues. The smaller restrooms have old plumbing fixtures, but they appear to be functional and only in need of caulking.

The rain leader piping in the warehouse area is insulated cast iron. The system is a combined overflow system where the overflow drains are connected to the same pipe as the primary drains. The rain leader exits to daylight on the east side of the building.

The residential end of the facility did not appear to originally have roof drains. It primarily drained through scuppers in the small parapet. There are currently a few roof drains that have been added in the low spots of the roof. (Photograph 12.0-2) On the south side these are piped through the soffit and drain over the ground. On the north side there is an ABS pipe mounted on the outside of the building that routes the connected roof drains from under the soffit to the west end where a vertical pipe discharges to grade.

### ***Observations, Conclusions & Suggested Actions***

- Much of the water and waste piping in the major restroom group in the residential wing will need to be replaced in order to complete the structural repairs necessary in this area. Given the age of this piping and its observed condition, it should all be replaced in this wing of the facility.
- The roof drainage should be reconstructed to accommodate the roof work to be accomplished.
- The water heater is only 8 years old and in good condition, so it may be reused.
- A grease interceptor should be added, and the plumbing fixtures should be correctly connected to the waste system.

## **13.0 Heating, Air Conditioning and Ventilation**

### ***Description of Existing Conditions, Equipment and/or Systems***

The warehouse is served by two 15-ton rooftop units with gas heat and DX cooling, one for each floor. The unit for the second floor was replaced in 2017 and has many years of serviceable life left in it. The unit for the first floor is original from the 1997 installation and consequently is at its expected life span of 20 - 25 years. The loading dock of the warehouse also has two gas-fired unit heaters that appear to be in serviceable condition. The stacks for these unit heaters are missing their caps.

The residential wing is served by a 399 MBH gas-fired copper fin boiler. (Photograph 13.0-1 & 2) This unit was installed during the 1982 addition and has far exceeded its expected service life. The boiler primary pump and the secondary heating pumps all appear relatively recent installations and in serviceable condition. The heating piping in the boiler room is in poor shape and poorly supported. The system uses water as a heat transfer medium.

The boiler serves baseboard fin tube around the periphery of the residential wing. (Photograph 13.0-3) The original part of the building has a monoflo tee system, and the 1983 addition has a

conventional supply and return. The piping is in poor shape and shows evidence of leaking.

The heating controls for the baseboard are primarily pneumatic. (Photograph 13.0-4) Only a few of them appeared to function correctly. Most did not have air pressure on them. On the second floor many of the pneumatic control valves had been replaced with self-contained thermostatic valves.

The air compressor and air dryer serving the controls appeared to be relatively new and in good condition. However, the pneumatic tubing serving the controls is in poor condition and several leaks were noted. Pneumatic controls are obsolete and take more maintenance than any other controls. There are few service technicians left that understand them and can keep them operating correctly.

The Type 1 kitchen hood appears to be serviceable, however the exhaust fan and makeup air unit are original to the 1983 project and are not in serviceable condition. (Photograph 13.0-5) The makeup air unit is a 3,348 CFM indirect fired unit. The hood exhaust fan is a centrifugal utility set and does not meet current code listings. The kitchen equipment under the hood does not fit within the required 6 inches of hood overhang.

There is an additional ventilation unit near the kitchen that serves the dishwashing and food prep area. It was not accessible, but is assumed to be in need of replacement due to its age. It only consists of a fan and mixing box to be used for economizer cooling of the kitchen area.

Many of the interior offices do not have any of the code-required ventilation. Two are served by an old ventilation fan from the 1983 renovation that likely does not operate, and the rest do not have any ventilation.

The residential rooms are ventilated by operable windows only, which is code legal, but not very effective in the winter.

### ***Observations, Conclusions & Suggested Actions***

- The boiler in the residential wing and most of the hydronic piping in the mechanical room is beyond its serviceable life and should be replaced. Additionally, the hydronic piping in the original wing will be in the way of the joist replacement and will need to be replaced for that reason as well. The monoflo tee system is an older system no longer used that does not work well by its nature and should be replaced with something more functional.
- Since the hydronic piping should be replaced, the baseboard heat should also be replaced with a completely new system. The pneumatic controls should be replaced with electric thermostats and control valves for a complete functional system.
- The older rooftop unit on the warehouse is due to be replaced, but it may have a few good years left in it. It should be replaced in the near future to assure it does not fail at a critical time.
- The kitchen hood exhaust fan and grease duct should be replaced. The kitchen hood will need to be evaluated for its capabilities depending upon what kitchen equipment ends up underneath it.



- The kitchen hood makeup air unit should be replaced with one to match the exhaust fan. The ventilation fan system should be demolished and the supply ductwork from the makeup air unit should be ducted around the kitchen.
- A new, small heat recovery ventilator (approximately 150 CFM) should be installed in the office area and ducted to all the interior offices.

## 14.0 Electrical Systems

### *Description of Existing Conditions, Equipment and/or Systems*

The existing building has two electrical services (Photos 14.0-1 & 2). The electrical service on the residential wing is rated at 400 amps 208/120V and appears to be in fair condition. This 208V electrical service was most likely installed in 1983 or earlier, making it at least 40 years old. The electrical service on the warehouse is rated at 400 amps 480/277V and appears to be in good condition. This 480V electrical service was installed in 1997 as part of the warehouse fire repair project making it 24 years old.

The residential wing electrical service is an exterior 400-amp, 208/120 volt, CT, meter and fused disconnect connected to an interior main electrical distribution panel 'MDPL' (Photos 14.0-3 & 4). The distribution circuit breakers in the MDPL protect feeders to various branch panels spread throughout the residential wing. They are in fair condition but usable with exception of the dishwasher panel. The dishwasher panel is located under the dishwashing sink in the kitchen which is a code violation due to the panel not having adequate NEC working clearance. This dishwasher panel will need to be relocated to correct these code violations. The 'WEST' branch panel serves the kitchen and recreation room. The 'EAST' Branch panel serves the dormitory level 1 office area. The 'EX' panel is a single-phase load center which powers branch circuits in the level 2 dormitory rooms. The 'EAST II' panel could not be located. All of these panels appear to be about 40 years old, putting them at the end of their recommended useful life (Photos 14.5 thru 8).

The warehouse electrical service is an exterior 400-amp, 480/277 volt, CT, meter and fused disconnect connected to an interior main electrical distribution panel 'MDPH'. MDPH is in good condition and is 24 years old, giving it about 16 more years of reliable operation. It was installed as part of the 1997 warehouse fire repair project and serves mostly the warehouse building (Photo 14.0-9). The distribution circuit breakers in the MDPH protect the feeders to one 480V branch panel 'HV1', one 75KVA stepdown transformer which powers three 208V branch panels 'LV1', 'LV2' and 'R2', the two 480V elevators and two 480V roof mounted RTU's. Panel 'HV1' powers the interior and exterior lighting, an interior bailer, an air compressor, and an exterior trash compactor and exterior 480V freezer van receptacle. Panels 'LV1' 'LV2' and 'R1' power various loads including receptacles, a range outlet, dryer outlet, welder outlet, conveyor, dust collector, and heat trace (Photos 14.0-10 thru 14). All the electrical equipment and devices in the warehouse appear to meet current electrical code requirements and are in good usable condition with exception of the elevators. See Section 15 of this report for additional information.

The normal lighting appears to be in good to fair condition. The lighting in the warehouse is all T8 fluorescent lights. The lighting in the residential wing is a mixture of T8 fluorescent lights and T12 fluorescent lights. The exterior lighting is HID wall pack building mounted lights. Although the existing lighting is not the most energy efficient, it all appears to be functional with exception of a few lamps that need replacement (Photos 14.0-15 thru 18).

The warehouse mechanical equipment disconnects appear to be in good operable condition (Photos 14.0-19 & 20). The residential wing mechanical equipment disconnects to be in fair to poor condition and will require repair or replacement. For example, the roof mounted exhaust fan and makeup air unit for the existing kitchen is rusted and does not have a code required convenience receptacle within 25 feet. (Photos 14.0-21 & 22)

The convenience receptacles throughout the warehouse are in good condition. The residential wing convenience receptacles are in good to fair condition. The dishwasher and walk-in cooler and walk-in freezer in the kitchen are in fair to poor condition (Photos 14.0-23 thru 26). The code required while-in-use receptacle covers and weather resistant receptacles were not observed for the exterior electrical receptacles. The sleeping room outlets are not of adequate quantity, are not tamper-resistant and are not protected by AFCI circuit breakers as required by current code. Any future electrical work to support renovation to these rooms will need to meet current code requirements.

The conduit and wire for all panel feeders and receptacles, lighting and equipment branch circuits appear to have been installed properly and in good condition.

The buildings telecom system appears to have been installed in 1997 and although it is dated and does not meet the current CAT6 cabling standard, it appears to be in good condition. There is a telephone terminal backboard in the warehouse with the telecom utility demark equipment. And there is a wall mounted telecom rack in the dormitory office area with horizontal ethernet cabling routed to both the warehouse and the residential wing. (Photos 14.27 and 14.28)

The intercom system head-end equipment was found disconnected at the residential wing reception desk. (Photos 14.0-29 & 30) Signage indicates that it served the dormitory dining area and dormitory level 2 sleeping rooms.

There are two entry door intercoms/doorbells, one of which appeared to not work (Photos 14.0-31 & 32). There is one motorized gate providing vehicle access to the rear of the building with a remote-control station located at the dormitory reception desk.

### ***Observations, Conclusions & Suggested Actions***

- Remove and relocate panel 'DISHWASHER' for proper working clearance and replace as needed to support kitchen renovations.
- Provide new panel on level 2 of residential wing for new AFCI circuit breakers to support all bathroom and laundry room renovations.
- Remove and reinstall all ceiling mounted devices, wiring and lights on level 1 as needed for access to Level 2 floor joists for structural upgrades. Consider LED upgrade for level 1 lighting at the same time.
- Plan for the future replacement of MDPL and all connected branch panels.
- Plan for the future replacement of the existing intercom system.

## **15.0 Elevators**

### ***Description of Existing Conditions, Equipment and/or Systems***

There are two existing elevators in the building which were installed in 1997 (Photos 15.0-1 & 2). The existing freight elevator is a 25hp hydraulic elevator with two stops that serve level 1 and level 2 of the warehouse area. The existing passenger elevator is a 20hp elevator with

doors on two sides. The passenger elevator's east door serves level 1 and level 2 of the warehouse and the passenger elevator's west door serves level 1 and level 2 of the dormitory.

### ***Observations, Conclusions & Suggested Actions***

- The existing freight elevator appears to be functional. It is recommended that the freight elevator is modernized with a new power unit, new oil, new controller and all new door operators and devices to extend its useful life.
- 
- The existing passenger elevator appears non-functional, and it is assumed that repairs are required to return it to service. It is recommended that the passenger elevator is modernized with a new power unit, new oil, new controller and all new door operators and devices to make it functional and extend its useful life.

## **16.0 Fire Protection & Life Safety**

### ***Description of Existing Conditions, Equipment and/or Systems***

The building fire alarm system control panel is an Edwards #EST1-2Z6 panel which is discontinued and no longer supported by the manufacturer (Photo 16.0-1). There have been smoke detector recalls by the manufacturer which may affect the existing fire alarm devices. The residential wing fire alarm strobe coverage does not meet current code requirements. The residential wing appears to have the code required coverage for smoke detectors (Photo 16.0-2) and for smoke alarms, but the smoke alarms in the dormitory sleeping rooms are expired and will need to be replaced (Photo 16.0-3). The warehouse building appears to be separated from dormitory building by a 1-hour fire wall and has the required manual pull stations, horn/strobe fire alarm system devices and sprinkler flow and tamper switches (Photo 16.0-4). Although the fire alarm system appears to be functional and has an inspection tag dated November 2020, because it is no longer supported by the manufacturer, long term maintenance will be an issue and a full fire alarm system replacement would be advised.

The entire facility is protected by a wet pipe fire sprinkler system with a single 4" riser located in the warehouse. The portion serving the warehouse was installed during the 1997 renovation and is black steel pipe with grooved fittings. It's not clear when the sprinklers were installed in the residential wing, but they were connected to the new riser in 1997. The sprinklers in the upstairs portion of the residential wing are a Poz-Lok system. This was a proprietary system of schedule 5 sprinkler pipe and fittings that was on the market briefly before suffering a number of leakage failures and resulting lawsuits. It is no longer manufactured and cannot easily be retrofitted or modified.

The warehouse emergency egress lighting is provided by wall mounted thermoplastic emergency lighting units and thermoplastic exit signs. The existing emergency lighting and exit signage in the warehouse (Photos 16.0-5 & 6) appears to be in good condition and appears to meet current code requirements with exception of there being no exterior emergency lighting at the exterior egress doors.

The residential wing emergency lights and exit signs are inconsistent and do not meet current code requirements. Some doors have not exit signs, some exit signs are expired nuclear type, some exit signs are photoluminescent type. The emergency lighting does not provide adequate coverage of the existing egress paths, electrical rooms, mechanical rooms, bathrooms over 300 square feet and exterior exits (Photos 16.0-7 thru 10).

The building security equipment includes one standalone audible intrusion alarm on one rear door in the dormitory office area, and a 16 channel DVR (Photo 16.0-11) located in the dormitory office area connected to various security cameras throughout the property. The type and quality of the existing security cameras is inconsistent (Photos 16.0-12 & 13).

### ***Observations, Conclusions & Suggested Actions***

- The wet pipe system in the warehouse area is in serviceable condition and may remain. The Poz-Lok piping on the second floor of the residence wing should be replaced with a more reliable system. The fire sprinkler piping of the first floor of the residence wing will likely need to be replaced to accommodate the structural repairs.
- Replace expired smoke detectors/alarms in residential sleeping rooms.
- Install code compliant emergency lighting and exit signs in residential wing.
- Plan for the future replacement of the existing fire detection and security alarms, and camera systems.

## **17.0 Interior**

Interior components observed during the survey included interior wall, ceiling and floor finishes, interior doors and windows, interior stairs, bathrooms, kitchen, and built-in cabinetry.

### **17.1 Interior Wall Finishes**

Interior wall finishes in the building are predominantly painted gypsum wallboard, in overall fair condition except for a few cracks in the residential wing, and unfinished repair work related to structural damage. Some of the bathrooms are tiled.

### ***Observations, Conclusions & Suggested Actions***

- Repair, replace and refinish damaged walls after structural repairs are completed. Paint areas affected by renovations.

### **17.2 Ceilings**

Ceilings in the residential wing on level 1 are predominantly suspended acoustical ceiling panel system (ACP). Some of the panels are water stained and need to be replaced, though overall the ACP ceiling appears in fair condition, except for the Dining room and Chapel ceiling that has been partially removed during the last uncompleted remodel. As part of the recommended structural repairs in the residential wing, level 1 ceilings will have to be removed to allow access to level 2 floor framing. ACP ceilings will then have to be reinstalled or replaced, after structural repairs are concluded. (Photograph 17.2-1)

Level 2 ceilings in the residential wing are painted gypsum board. Signs of water damage were observed in dorm rooms 4 and 5, and laundry room; the leaks are likely coming from the roof. It is unclear whether the leaks are old and have been repaired, or ongoing. (Photograph 17.2-2)

Warehouse wing has exposed ceiling structure in the warehouse, and ACP system in bathrooms and offices. Women's bathroom has a water damaged ceiling panel, recommended to be replaced and the leak fixed. (Photograph 17.2-3)

### ***Observations, Conclusions & Suggested Actions***

- Residential wing: remove level 1 ceilings as required for structural repairs. Reinstall or replace ACP ceilings once repairs are completed.
- Residential wing: investigate and fix leaks at level 2 gypsum board ceilings, patch and refinish ceilings.
- Replace water-damaged suspended ACP ceiling, fix leaks.

### **17.3 Flooring**

Residential wing has different types of flooring, the majority being vinyl composite tile (VCT), ceramic tile, and carpet. VCT appears in various conditions, depending on the room use and flooring age. In the Residential wing, Level 1 Day/Billiard room, Dining room, and service corridor, have old and worn VCT flooring with some of the tiles missing, recommended to be replaced. Level 2 VCT flooring is newer, but the floor substrate is warped, and depending on the result of structural repairs and leveling of the floor, it may have to be replaced if damaged.

In the Main Lobby on level 1, 1'x1' ceramic tile flooring is in fair condition. Kitchen has ceramic tile flooring with many missing tiles, recommended to be replaced. Level 2 bathrooms undergoing repairs have ceramic tile floor and subfloor torn up and must be fully renovated after structural repairs are completed.

Dorm rooms on level 2, and Chapel room on level 1 have carpet flooring in fair condition. Warehouse flooring is unfinished plywood flooring on level 2 and concrete floor on level 1, both appear in fair condition. Carpet flooring in warehouse offices is old and recommended to be replaced. Offices in the residential wing were not accessible and could not be inspected. (Photographs 17.3-1,2,3)

### ***Observations, Conclusions & Suggested Actions***

- Replace VCT flooring in Day/Billiard and Dining rooms, and service corridor.
- Replace ceramic tile flooring in the Kitchen.
- Complete level 2 communal bathrooms remodel after structural repairs are concluded.
- Replace carpet flooring in warehouse offices.

### **17.4 Interior Stairs and Railing**

The facility has four interior stairs - two in fire-rated enclosures, an open main stair, and a single-run shorter stair leading to the dormitories on level 2. All stairs are serviceable. Wooden stair in the warehouse is quite worn and could use new paint. Basic maintenance items such as repainting handrails, repainting wooden stair, and replacing worn carpet on the main stair is recommended as part of Tier 2 renovations. (Photograph 17.4-1)

### ***Observations, Conclusions & Suggested Actions***

- Repaint handrails, repaint wooden stair, and replace worn carpet on the main stair as part of Tier 2 renovations.

## 17.5 Interior Doors

The majority of the interior doors appear to be solid core wood doors set in hollow metal frames. Some of the doors are painted hollow metal, and some doors have half-lite wired glass. Wired glass is no longer allowed per current codes, but would be allowed to remain as existing condition. Metal doors in fire-rated assemblies at stair enclosures and corridors are equipped with panic bars, automatic closers, and seals, in fair condition.

Dormitory rooms' doors are painted solid-core wood panels set in hollow metal frames, with 20-minute labels on most doors and frames. The majority of the dormitory doors are missing hardware which needs to be provided as part of Tier 1 remodel. Doors and frames are recommended to be repainted as part of Tier 2 renovation. (Photograph 17.5-1)

Kitchen wood door and frame are in poor condition, recommended to be replaced. A roll-up door at the Kitchen's serving window has not been tested for operations.

### ***Observations, Conclusions & Suggested Actions***

- Provide missing door hardware at doors in rated assemblies (sleeping rooms): lever handles, automatic closers, and smoke seals.
- Replace damaged doors in Dorm room 5 and Kitchen.
- Adjust Chapel double-doors to fully close when released.

## 17.6 Bathrooms

There are multiple single-occupant bathrooms throughout the building, and communal multi-fixture bathrooms and showers in the residential wing on level 2, partially demolished.

The majority of the single-occupant bathrooms are in fair condition and have been ADA retrofitted. Water closets in some single-user bathrooms are lacking a 5-foot-width clearance and vertical grab bars required by current ADA standards. In men's and women's single-occupant bathrooms next to the Dining room, removing sink cabinets and reinstalling the sinks 5-foot away from water closets, and adding vertical grab bars, would be an easy way to make the bathrooms fully ADA.

Women's bathroom on level 2 of the warehouse has damaged vinyl flooring, recommended to be replaced. Communal bathrooms, showers and laundry room remodel on residential level 2 need to be completed after Tier 1 structural upgrades are done. (Photograph 17.6-1)

### ***Observations, Conclusions & Suggested Actions***

- Complete level 2 communal bathrooms, showers and laundry facilities remodel after structural repairs are concluded.
- Provide water closet clearance to meet ADA in single-user accessible bathrooms, where possible. Add vertical grab bar at water closets, where lacking.
- Replace sheet vinyl flooring in Women's bathroom at warehouse level 2.

## 17.7 Kitchen

Commercial kitchen has been disassembled. To bring facility back into operation, kitchen needs to be remodeled and re-assembled, meeting health code standards.

There is stainless steel wall protection at cooking and washing areas, and painted walls elsewhere. It is recommended to install FRP or other type of washable wainscot on walls adjacent to prep areas. The walk-in flooring is completely rusted through and needs to be replaced. (Photograph 17.7-1)

***Observations, Conclusions & Suggested Actions***

- Remodel and reassemble commercial kitchen, meeting health code standards.

**17.8 Built-In Cabinetry**

Built-in casework in the facility is generally dated and worn. Reception desk is recommended to be replaced or refinished with new plastic laminate. Kitchenette in the warehouse is worn but serviceable. Caretaker suites have newer kitchen cabinets, in fair condition. (Photograph 17.8-1)

***Observations, Conclusions & Suggested Actions***

- Replace or refinish reception desk.

**18.0 Americans with Disabilities Act (ADA) Compliance**

The purpose of the ADA survey is to note the property's general compliance to ADA Title III provisions relative to their use as related to public accommodations up to the building entrances and common areas. Non-compliant items were observed and noted during the interior walk-through, however an in-depth review of all the individual rooms was not completed as a part of this scope of work.

Title II of the Americans with Disabilities Act applies to State and local government entities and protects qualified individuals with disabilities from discrimination on the basis of disability in services, programs, and activities provided by State and local government entities. It prohibits discrimination by entities to access and use of "areas of public accommodations" and "commercial facilities" on the basis of disability. Regardless of their age, these areas and facilities must be maintained and operated to comply with the Americans with Disabilities Act Accessibility Guidelines (ADAAG).

Buildings completed and occupied after January 26, 1992 are required to fully comply with ADAAG. Existing facilities constructed prior to January 26, 1992 must comply to the extent allowed by structural feasibility and the financial resources available, or a reasonable accommodation must be made.

A limited ADA guidelines review was conducted during the site visit. Items that do not comply with ADA standards were observed and noted, however an in-depth review of all the individual rooms was not completed as a part of this scope of work. The exterior site accessibility was observed for general compliance with ADA requirements. The general areas of the observations were site access, the front entry, main circulation paths, bathrooms.

***Description of Existing Conditions***

An ADA accessible route has the following characteristics:

- Maximum running slope = 1:12 (8.33%)
- Maximum cross slope = 1:48 (2.08%)

- Minimum width = 36", clear of obstructions, large cracks, vegetation, tripping hazards, etc.

All exterior concrete ramps and sidewalks accessing building entrances/exits are non-compliant with above mentioned ADA standards. There is no compliant accessible route between the parking lot and the main building entrance. The valve box covers within the front walkway are not properly set and pose a tripping hazard and encroach upon the accessible route to/from the main building entrance. The slopes leading to the access/egress doors exceed the maximums. The stairways located at the south grassy area and routes to them from the building are significantly deteriorated and do not meet ADA accessibility standards.

The building's main entry doors, stair, and main internal circulation paths appear to meet ADA.

The building is equipped with a passenger elevator connecting all levels. The elevator is currently inoperable and must be repaired/retrofitted for use of the building as an Adult Rehabilitation Center.

Water closet ADA clearances in single-user bathrooms mentioned in section 17.6 are recommended to be provided where possible. Doorknob hardware in some of the bathrooms needs to be replaced with lever handles.

#### ***Observations, Conclusions & Suggested Actions***

- The curb stops in the parking lot are placed such that there is no accessible route between the van accessible parking and the building entrance. Recommend reconfiguring the accessible parking and curb stops to accommodate a compliant accessible route.
- Properly set the valve boxes within the walkway.
- Reconstruct main entry access ramp and emergency exit exterior sidewalks in compliance with ADA standards.
- Recommend that the parking spaces be restriped and signed in compliance with AMC Title 21.07.090 and ADA standards.
- Repair passenger elevator.
- Provide lever handle door hardware in bathrooms.
- Provide water closet clearance to meet ADA in single-user accessible bathrooms, where possible. Add vertical grab bar at water closets, where lacking.

## **19.0 Environmental and Natural Hazards**

A limited Phase I Environmental Site Assessment (ESA) was conducted concurrently with this PCA. The purpose of a Phase I ESA is to identify potential or existing contamination or other environmental liabilities that originate on or near the property of interest.

TBC obtained the services of EDR, a firm that specializes in Phase I ESAs. EDR searched numerous governmental databases to identify past and current activities within a 1/8-mile to 1-mile radius of the target property, including contaminated sites and underground storage tank databases. The memorandum in Appendix C briefly summarizes those findings and provides opinions and conclusions based on the data contained in the report. The full EDR Phase I ESA documents will be provided to the Municipality of Anchorage electronically under separate transmittal.



Data contained in the EDR report, supported by TBC's review of State of Alaska Contaminated Sites, LUST, and UST databases, indicate that nearby properties present minimal risk of environmental liability to the subject property.

However, because the property is located within 1,500 feet of numerous sites that are designated "Active" or "Cleanup Complete with Institutional Controls", additional care must be taken if excavation activity requiring dewatering occurs on site. This is more fully addressed in Appendix C.

#### **Other Natural Hazard Considerations**

- FEMA Flood Zone: None
- Wind Zone: II – Minimum Design Speed 150 mph
- Seismic Zone (likelihood of ground failure in an earthquake): 3-moderate

## **20.0 Recommended Renovations**

Tier 1 renovations include items that are immediately required for minimum safety and code compliance and are necessary for daily functioning as a living facility (kitchen, bathing, laundry, sleeping, etc.)

Tier 2 renovations are items that are recommended for repair in the mid- to long-term, but do not pose a safety concern or are allowed by code to remain in-place.

### **20.1 Civil & Landscaping**

#### **20.1.a Tier 1**

- Clear-out and dispose of all excess and unusable items and equipment.
- Demolish and remove exterior Conex storage structure
- Provide adequate space for emergency vehicle access in accordance with fire codes and recommendations.
- Install an emergency access control box at the vehicle entry gate.
- Repair the asphalt at the bottom of the warehouse service ramp.
- Reconfigure the accessible parking spaces and curb stops to accommodate a compliant accessible route.
- Restripe and sign the front parking lot.
- Reset valve covers within the walkway.
- Clear-out all landscaped areas, remove all weeds, overgrowth, trash etc.

#### **20.1.b Tier 2**

- Parking areas should be repaved.
- The gravel area should be graded
- Reconstruct main entry access ramp and emergency exit exterior sidewalks in compliance with ADA standards.
- Repair failing railroad-tie retaining walls and stairs.
- Development an overall site grading, landscaping, and maintenance plan for all exterior areas.

## 20.2 Structural

### 20.2.a Tier 1

Building 2 (residential):

- Strengthen/Repair 2<sup>nd</sup> Floor Trusses.
- Demolish and remove exterior vestibule at the south dining room exit.

Building 2 & Infill:

- Evaluate and strengthen bottom of exterior bearing wall issue at 2<sup>nd</sup> floor.

### 20.2.b Tier 2

Building 1 (warehouse):

- Repair EIFS
- Replace Loading Dock Canopy

## 20.3 Architectural

### 20.3.a Tier 1

Building Egress:

- Remove padlock hardware from the exit door at south-western stair enclosure.
- Replace exterior grate at Dining room north exit door. Remove keyed lock preventing panic bar from unlocking the door.
- Replace handrail at exterior ramp.

Roof:

- Reroof residential wing with increase slopes to drain as part of Level 2 truss repairs.

Building Exterior:

- Replace missing operator hardware in vinyl windows. Replace warped windowpane in TV room. Replaced damaged insect screens.

Interior Finishes:

- Repair, replace and refinish damaged walls, floors and ceilings after structural repairs are completed. Paint areas affected by renovations.
- Residential wing; remove level 1 ceilings as required for structural repairs. Reinstall or replace ACP ceilings once repairs are completed.
- Replace VCT flooring in Day/Billiard and Dining rooms, and service corridor.
- Replace ceramic tile flooring in the Kitchen.

Bathrooms:

- Complete remodel of level 2 communal bathrooms, showers and laundry facilities after structural repairs are concluded.

Interior Doors:

- Provide missing door hardware at doors in rated assemblies (sleeping rooms): lever handles, automatic closers and smoke seals.
- Replace damaged doors in Dorm room 5 and Kitchen.
- Adjust Chapel doors to fully close when released.

Kitchen:

- Remodel and reassemble commercial kitchen, meeting health code standards.

Accessibility:

- Repair passenger elevator.
- Provide water closet clearance to meet ADA in single-user accessible bathrooms, where possible. Add vertical grab bar at water closets, where lacking.
- Provide lever handle door hardware in warehouse bathrooms.

**20.3.b Tier 2**

Building Exterior:

- Repair stucco, or replace with a different, durable siding and water-tight assembly.
- Replace bowed wood siding on the south side of the dormitory wing.
- Replace fogged and broken double-glazed units in wood windows.
- Replace rusted-through exterior metal door and frame in the Kitchen.
- Remove rust and repaint exterior stairs and railings.

Building Interior:

- Replace water-damaged suspended ACP ceiling, fix leaks. Repair water-damaged gypsum board ceiling in dormitories.
- Replace carpet flooring in warehouse offices.
- Repaint handrails, repaint wooden stair, and replace worn carpet on the main stair as part of Tier 2 renovations.
- Paint doors and frames.
- Replace sheet vinyl flooring in Women's bathroom in the warehouse level 2.
- Replace or refinish reception desk.

**20.4 Plumbing**

**20.4.a Tier 1**

- Replace plumbing piping as required to support joist repair effort.
- Replace plumbing piping in the main restroom group due to age and likely remodel of restrooms.
- Reconnect kitchen plumbing to various fixtures. Reinstall dishwasher and install new grease interceptor.

**20.4.b Tier 2**

- Provide proper roof drainage system on residential wing as part of roof repairs or replacement.

**20.5 HVAC**

**20.5.a Tier 1**

- Replace heating boiler in residential wing and re-pipe the boiler room.
- Replace heating piping in support of joist repair work.
- Replace monoflo tee piping with conventional supply and return piping for better temperature control.

- Replace pneumatic thermostats and control valves on baseboard in residential wing with low-voltage electric thermostats and electric control valves.
- Replace kitchen hood exhaust fan.
- Replace kitchen Makeup Air Unit.
- Replace kitchen area ventilation unit.
- Install new heat recovery ventilator in the office area for interior office ventilation.
- Repair the unit heater stacks in the loading dock.

#### **20.5.b Tier 2**

- Replace warehouse rooftop unit that serves the first floor.
- Replace the baseboard element, isolation valves, and balance valves in the residence rooms.

### **20.6 Electrical**

#### **20.6.a Tier 1**

- Support of Structural Recommendation: Remove and reinstall all ceiling mounted devices, lights and wiring as required to access second floor trusses from level 1 ceiling space.
- Level 2 Renovations: Complete renovation of level 2 restrooms, showers and laundry after structural upgrades are complete. Install new branch panel to support these renovations.
- Level 1 Renovations: demolish existing panel 'DISHWASHER' and install new panel in kitchen to support kitchen renovations.

#### **20.6.b Tier 2**

- Building Electrical Panels: Replace existing electrical panels in residential building that are beyond their useful life of 40 years.
- AFCI Receptacles: Provide AFCI circuit breakers for all branch circuits on level 2 of residential wing during panel upgrade. Reinstall associated branch circuit wiring with dedicated neutral conductors and ground wires.
- Tamper Resistant Receptacles: Replace all dormitory room receptacles with tamper resistant type.
- Normal Lighting: Building wide LED lighting upgrade.
- Intercom: Building wide Intercom upgrade.

### **20.7 Elevator**

#### **20.7.a Tier 1**

- Passenger Elevator Modernization.

#### **20.7.b Tier 2**

- Freight Elevator Modernization.

### **20.8 Fire Protection & Life Safety**

#### **20.8.a Tier 1**

- Emergency Lighting: Provide new emergency lights and exit signs in Residential Wing.

- Fire alarm system: Replace all expired smoke alarms in the sleeping rooms with new combination CO/smoke alarms. Replace any smoke detectors that have been recalled by the manufacturer. Test existing fire alarm system for proper functionality.
- Replace first floor piping as necessary in the joist repair area of the residential wing.

#### **20.8.b Tier 2**

- Fire Alarm: Building wide Fire Alarm System upgrade.
- Security: Building wide security alarm and CCTV system upgraded.
- Replace Poz-Lok piping system on second floor when renovations require modification of sprinkler piping.

#### **20.9 Hazardous Building Materials**

- Given the age of this building, there is a potential for the existence of hazardous building materials on-site (lead-based paint and/or asbestos-containing building materials). It is recommended to complete Hazardous Building Materials sampling and testing.

## 21.0 Cost Estimate

Table 1: Tier 1 Renovations

Component	Costs
Civil / Landscaping	\$50,000.00
Structural	\$250,000.00
Architectural	\$500,000.00
Plumbing	\$10,000.00
HVAC	\$50,000.00
Electrical	\$50,000.00
Elevator	\$200,000.00
Fire Protection & Life Safety	\$10,000.00
Hazardous Building Materials Mitigation	\$30,000.00
Construction Total	\$1,150,000.00
Soft Costs @ 20%	\$230,000.00
<b>Total Development Costs</b>	<b>\$1,380,000.00</b>

Table 2: Tier 2 Renovations

Component	Costs
Civil / Landscaping	\$90,000.00
Structural	\$50,000.00
Architectural	\$100,000.00
Plumbing	\$20,000.00
HVAC	\$100,000.00
Electrical	\$100,000.00
Elevator	\$200,000.00
Fire Protection & Life Safety	\$20,000.00
Hazardous Building Materials Mitigation	\$20,000.00
Construction Total	\$700,000.00
Soft Costs @ 20%	\$140,000.00
<b>Total Development Costs</b>	<b>\$840,000.00</b>

## 22.0 Limitations

Specific components of the construction of this property which were not surveyed include, but not limited to: fire suppression and sprinkler performance, alarms, smoke detectors, hoses, decorative landscaping; specific septic system and sewage components, interior furnishings; security equipment; geological faults; noise or air pollution; legal description of property such as boundaries, easements, right-of-way, and setbacks, egress/ingress etc.; detailed assessment of compliance with government codes or any state or local building

codes; detailed analysis of future renovations or tenant future requirements, future use of building and associated requirements, electrical and mechanical sizing or engineering, manufacturers specifications; legal requirements of all kinds or other specific or general property or area conditions not stated specifically to be included in this survey.

It is necessary and we recommend, that you consult with service companies and repair contractors in respective categories included in this inspection report to determine the exact scope and cost of work, submit firm bids for making required corrections, and any future use requirements for use of the building. All quantities and components identified in this report whether used as a basis for developing expected future costs or for other purposes are only approximate and cannot be relied upon as exact.

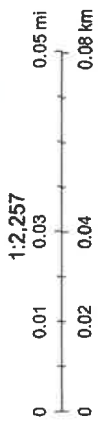
The efforts in performing this survey have been confined to problem identification. We have not analyzed the design of the building or mechanical systems, determined exact nature and scope of repairs, determined as-built construction to be in conformance with plans or specifications, nor have we determined whether or not the construction is in strict compliance with governing codes at this specific location or in the general area.

### **Disclaimers**

Opinions and comments stated in this report are based solely on observations of apparent performance. Performance standards are based exclusively on the knowledge and experience of the inspector. Neither this survey nor the Property Condition Report constitutes a guarantee or warranty, expressed or implied, on the condition or future condition of the property or any component surveyed. The opinions and conclusions presented in this report are based on the site conditions observed and information reviewed at the time of this assessment. Information pertaining to site conditions or changes may exist that The Boutet Company and its consultants are not aware of or which we have not had the opportunity to evaluate within the time available for this assessment.

## **APPENDIX A: Property Summary Report**





## 660 E. 48th Ave Salvation Army

-  Streets
-  Property Information
-  500 Scale Grid

Matanuska-Sustina Borough GIS, Municipality of Anchorage, State of Alaska, © OpenStreetMap contributors, Microsoft, Esri, HERE, Garmin, SafeGraph, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, Sources: Esri, Airbus DS, USGS, NGA, NASA, MOA, GDIC

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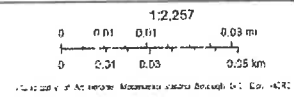


## Area of Interest (AOI) Information

Oct 4 2021 14:11:25 Alaska Daylight Time



Property Information



## Summary

Name	Count	Area(ft <sup>2</sup> )	Length(ft)
Property Information	1	N/A	N/A
Assembly Districts	1	N/A	N/A
Community Councils	1	N/A	N/A
Zoning	1	N/A	N/A
Tax Districts and Service Areas	1	N/A	N/A
Comprehensive Plan Information	1	N/A	N/A
Land Use Plans	1	N/A	N/A
Seismic Induced Ground-Failure Susceptibility	1	N/A	N/A
Wind Zones for Building Design	1	N/A	N/A
Deactivated Parcels	0	N/A	N/A

## Property Information

#	Property Tax #	Site Street Address	Current Legal Description	Grid #	Underlying Plat #	Lot Size (Sq Ft)	Property Information Map	City View Property Review Site	Area(ft <sup>2</sup> )
1	00921124000	660 E 48TH AVE	INTERAIR BLK 1 LT 9A	SW1831	No Data	64,218	<a href="https://maps.ancgis.com/AGOL_PropertyInfo?query=Property%20Information,Parcel_ID,00921124000">https://maps.ancgis.com/AGOL_PropertyInfo?query=Property%20Information,Parcel_ID,00921124000</a>	<a href="http://www.muni.org/CityViewPortal/Property/PropertyReview?searchKey=desc&amp;searchValue=00921124000">http://www.muni.org/CityViewPortal/Property/PropertyReview?searchKey=desc&amp;searchValue=00921124000</a>	N/A

## Assembly Districts

#	Assembly District	Assembly Districts Map	Area(ft <sup>2</sup> )
1	4	<a href="https://maps.ancgis.com/AGOL_AssemblyDistrictLinks">https://maps.ancgis.com/AGOL_AssemblyDistrictLinks</a>	N/A

## Community Councils

#	COUNCIL	Community Councils Map	Area(ft <sup>2</sup> )
1	Midtown	<a href="https://maps.ancgis.com/AGOL_CommunityCouncilDownload">https://maps.ancgis.com/AGOL_CommunityCouncilDownload</a>	N/A

## Zoning

#	Zoning	Zoning Map	Area(ft <sup>2</sup> )
1	B-3	<a href="https://maps.ancgis.com/AGOL_Zoning">https://maps.ancgis.com/AGOL_Zoning</a>	N/A

## Tax Districts and Service Areas

#	Tax District #	Police Service Area	Fire Service Area	Parks Service Area	Road Service Area	Streetlight Service Area	Building Safety Service Area	Tax Districts Map	Area(ft <sup>2</sup> )
1	003	Anchorage Metropolitan Police SA	Anchorage Fire Service Area	Anchorage Parks & Recreation SA	Anchorage Roads and Drainage SA	Anchorage Roads and Drainage SA	Anchorage Building Safety Service Area (ABSSA)	<a href="https://munio rg.maps.arcgis.com/apps/webappviewer/index.html?id=8839ce87392a4980a9f892363089405a">https://munio rg.maps.arcgis.com/apps/webappviewer/index.html?id=8839ce87392a4980a9f892363089405a</a>	N/A

### Comprehensive Plan Information

#	Land Use Designation	2040 Land Use Plan Map	Area(ft <sup>2</sup> )
1	Light_Industrial_Commercial	<a href="https://maps.ancgis.com/AGOL_2040LandUse">https://maps.ancgis.com/AGOL_2040LandUse</a>	N/A

### Land Use Plans

#	Plan Name	Plan Type	Plan Site	Area Specific Plans Map	Area(ft <sup>2</sup> )
1	Anchorage 2040 Land Use Plan	Comprehensive Plan	<a href="http://www.muni.org/Departments/OCPD/Planning/Publications/Pages/Ancorage2040LandUsePlan.aspx">http://www.muni.org/Departments/OCPD/Planning/Publications/Pages/Ancorage2040LandUsePlan.aspx</a>	<a href="https://maps.ancgis.com/Plan_Boundaries">https://maps.ancgis.com/Plan_Boundaries</a>	N/A

### Seismic Induced Ground-Failure Susceptibility

#	Seismic Type	Seismic Zone	Seismic Map	Area(ft <sup>2</sup> )
1	MODERATE	Zone 3 - Moderate Ground Failure Susceptibility	<a href="https://maps.ancgis.com/AGOL_HistoricSeismic">https://maps.ancgis.com/AGOL_HistoricSeismic</a>	N/A

### Wind Zones for Building Design

#	WindZone	IBC_Risk_Cat_I_vult	IBC_Risk_Cat_II_vult	IBC_Risk_Cat_III_I V_vult	Wind Zones Map	Area(ft <sup>2</sup> )
1	Zone II	135	145	150	<a href="https://maps.ancgis.com/AGOL_WindZones">https://maps.ancgis.com/AGOL_WindZones</a>	N/A

*This information is meant purely as a resource and the Municipality does not guarantee the complete accuracy of this data. Always verify any information with the department that is responsible for the data.*

*Area (ft<sup>2</sup>) is an auto created field by the software and should not be used for any analysis or interpretation.*



Back

Taxes

Next Building

Find Parcel Number

- 000

Submit Search

# Public Inquiry Parcel Details

Show Parcel on Map

PARCEL: 009-211-24-000 01/02 Commercial Recreation/Health 10/04/21

SALVATION ARMY THE INTERAIR  
BLK 1 LT 9A  
PO Box 101459  
Anchorage AK 99510 1459 Site 660 E 48th Ave

Lot Size: 64,218 ---Date Changed--- ----Deed Changed---- GRW: PIWt  
Zone : B3 Owner : 08/18/92 Stateid: 0582 0000779  
Tax Dist: 003 Address: 08/07/90 Date : 00/00/00  
Grid : SW1831 Hra # : Plat :  
GRW: PIWC REF #:

### ASSESSMENT HISTORY

	---Land--	--Building-	---Total---	
Appraised Val 2019:	689,000	2,115,000	2,804,000	
Appraised Val 2020:	703,200	2,104,700	2,807,900	--Exemption---
Appraised Val 2021:	0	0	0	-----Type-----
Exempt Value 2021:	0	0	0	Charitable
State Exempt 2021:			0	
Resid Exempt 2021:			0	
Taxable Value 2021:			0	

Liv Units: Common Area: Leasehold: Insp Dt: 01/86 Ext Ownr/Oc  
02/17 Quick Reinv  
10/11 Desk Edit

### BUILDING DATA

Name: SALVATION ARMY Bldg Area: 34,628 Yr Blt: 1977  
Eff Yr: 1977 Ident  
Bldg Type: Recreation/Health Grade : Average # Units: 001 Bldgs: 1

### INTERIOR FEATURES

Floor Level	Size Area:	Use Type:	Wall Hgt:	Wall Material:	Constrct Type:	Heat Type:	Air Phys Con Cond:	Funct Util:
01/01	1,600	Multi-Use	16	Conc. Block	Wood Joist	( Hot Air	0 Normal	Normal
02/02	1,893	Apartment	10	Frame T-11	Wood Joist	( Hot Water	0 Normal	Normal
01/01	6,603	Multi-Use	16	Conc. Block	Wood Joist	( Hot Air	0 Normal	Normal
02/02	6,773	Multi-Use	10	Frame T-11	Wood Joist	( Hot Water	0 Normal	Normal
01/01	5,900		16	Conc. Block	Wood Joist	( Hot Water	0 Normal	Normal
02/02	6,100		10	Frame T-11	Wood Joist	( Hot Water	0 Normal	Normal
01/01	2,129	Multi-Use	16	Block & Fra	Wood Joist	( Hot Water	0 Normal	Normal
02/02	3,630		10	Frame T-11	Wood Joist	( Hot Water	0 Normal	Normal

### OTHER BUILDING AND YARD IMPROVEMENTS

Yard Structure:	Size/Amt:	Units:	Yr/Blt:	Condition:	Funct/Util:
Paving Asphalt Pk	3,480	01	78	Normal	Normal
Canopy Economy	100	01	78	Normal	Normal

### BUILDING OTHER FEATURES-ATTACHED IMPROVEMENTS

Qty:	Structure Code:	Size1:	Size2:	Qty:	Structure Code:	Size1:	Size2:
1	Porch Enclosed	378	1	1	Loading Dk Stee	100	
1	Porch Open	286	1				

1	Ov'hd Dr Wood/M	10	8
1	Open Area Indus	349	1

Feedback E-mail: [wwfpa@muni.org](mailto:wwfpa@muni.org)

**APPENDIX B: Photographs**



Photograph 4.0-1 – E. 48<sup>th</sup> Ave. frontage



Photograph 4.0-2: Rear Parking/Storage Area





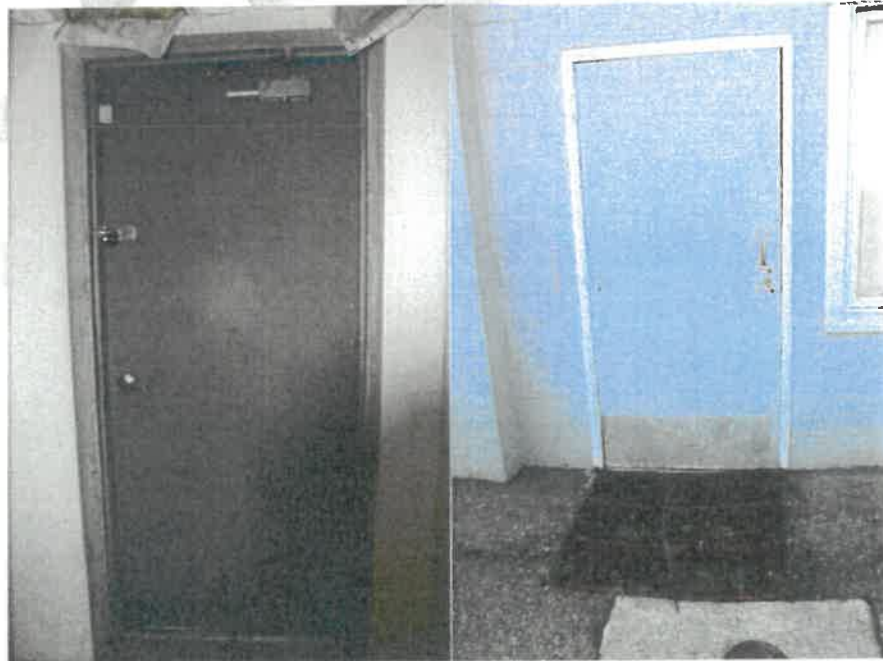
Photograph 4.0-3: Rear Parking/Storage Area



Photograph 5.1-1: East Driveway, Security Gate, Loading Dock



Photograph 5.1-2: Storage of Excess Materials



Photographs 5.2-1 – Padlocked south-west stair exit door (left), warped grate blocking Dining room’s north exit door (right)



Photograph 5.2-2 – Dining room's south vestibule exit door is undercut and dead-bolted



Photograph 5.2-3 – Service ramp: broken handrail, subsiding asphalt at bottom of ramp



Photograph 6.0-1: Non-compliant ADA parking spaces



Photograph 7.0-1: Main Entry



Photograph 7.0-2: Northwest Exit



Photograph 7.0-3: South Dining Room Exit



Photograph 8.0-1: Front Landscaping



Photograph 8.0-2: Rear Landscaping



Photograph 8.0-3: Rear Landscaping



Photograph 8.0-4 & 5: Railroad Tie Steps



Photograph 8.0-6: Railroad Retaining Wall

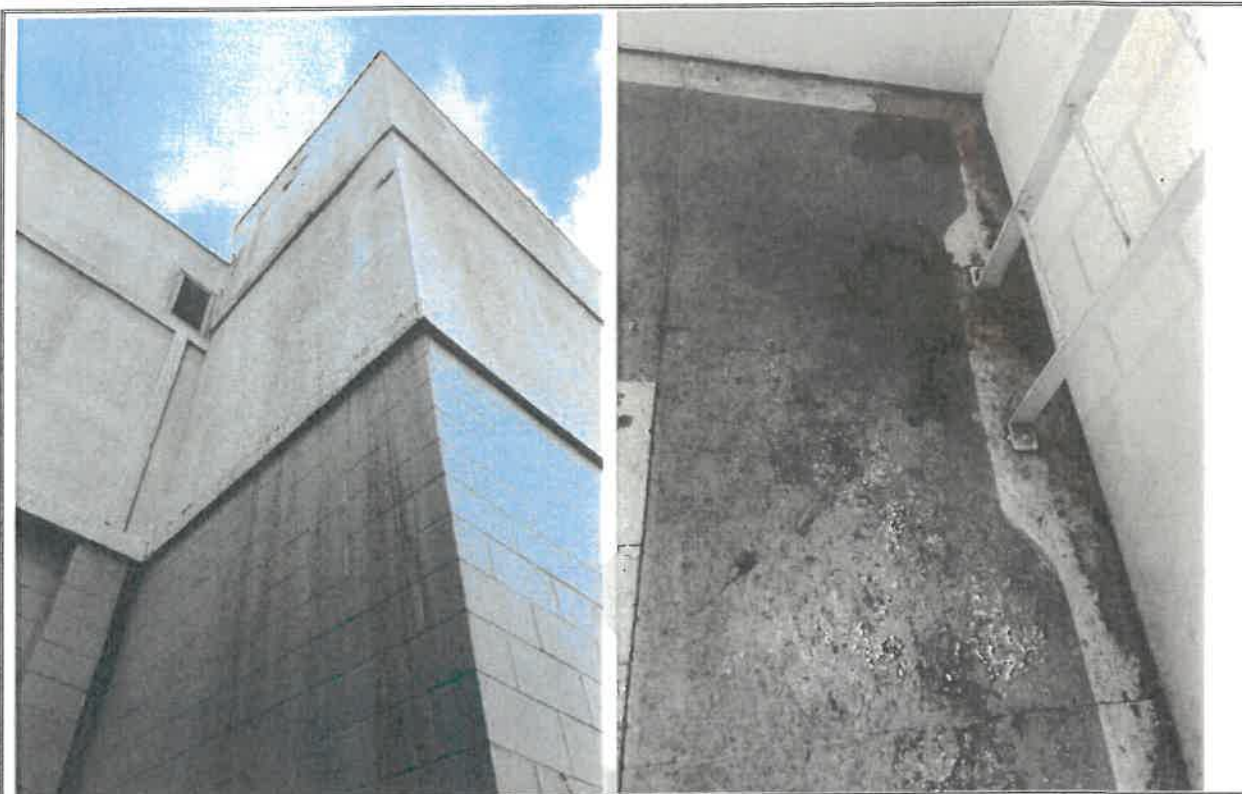


Photograph 9.0-1: Structural Damage, Residential Wing 2<sup>nd</sup> Floor



Photograph 10.1-1 – Building exterior, northeast corner





Photograph 10.1-2 – Water damaged stucco at south-west stair enclosure (left), signs of leak inside the stair enclosure (right)



Photograph 10.1-3 – Deteriorated / missing wood trim at stucco, impact damage at southeast building corner



Photograph 10.1-4 – T1-11 wood siding is stained and bowed next to drain pipes



Photograph 10.2-1 – Windows with broken glass in the warehouse



Photograph 10.2-2 – Vinyl windows missing operators (left), Day room window warped (right)



Photograph 10.2-3 – Main entry doors, in fair condition



Photograph 10.3-2 – Kitchen door and frame are rusted through



Photograph 10.4-1 – Exterior stair is rusted but serviceable, recommend repainting



12.0-1: Missing dishwasher in kitchen



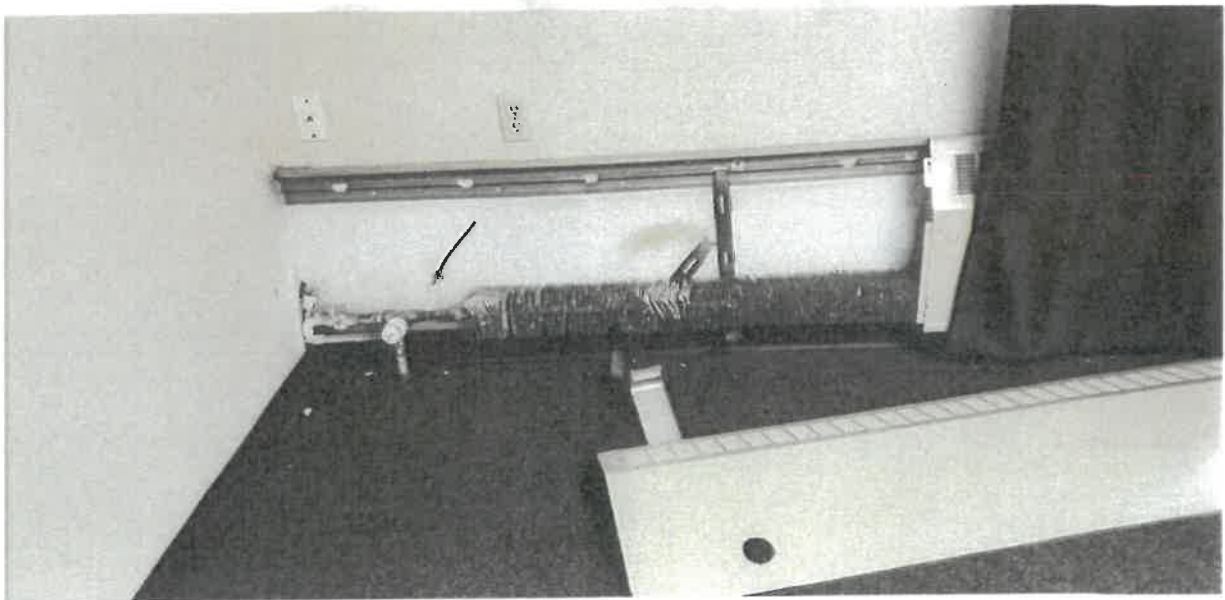
12.0-2: Retrofitted Roof Drainage on Building Exterior – north side



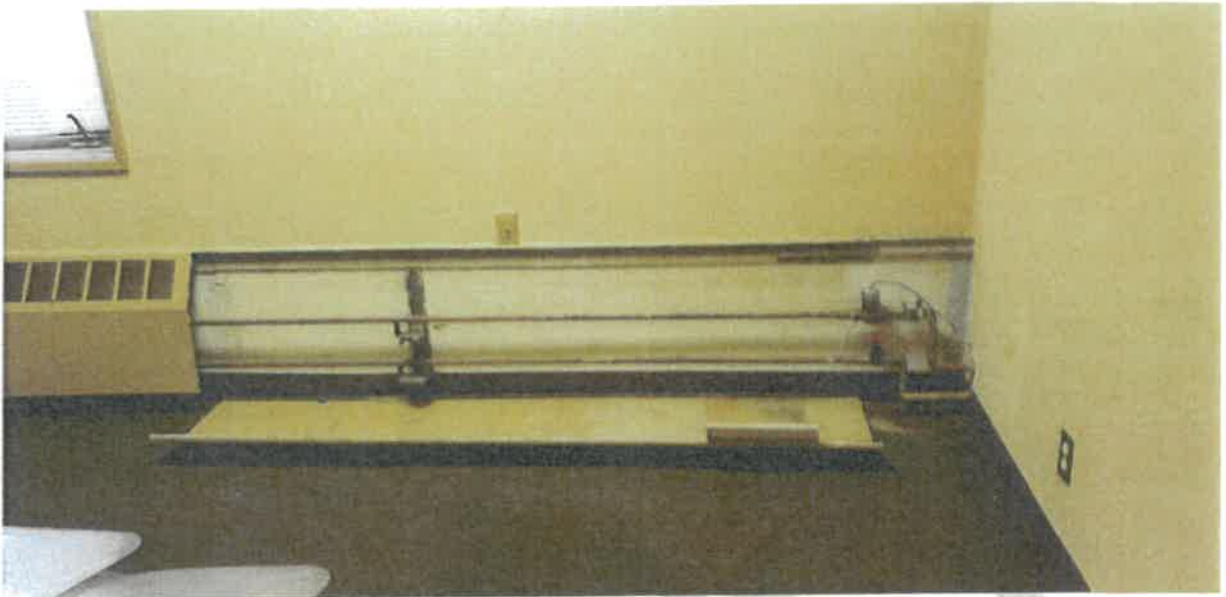
13.0-1: Existing Residential Wing Boiler



13.0-2: Existing Boiler Room Piping



13.0-3: Baseboard in Poor Shape with Retrofitted Thermostatic Valve



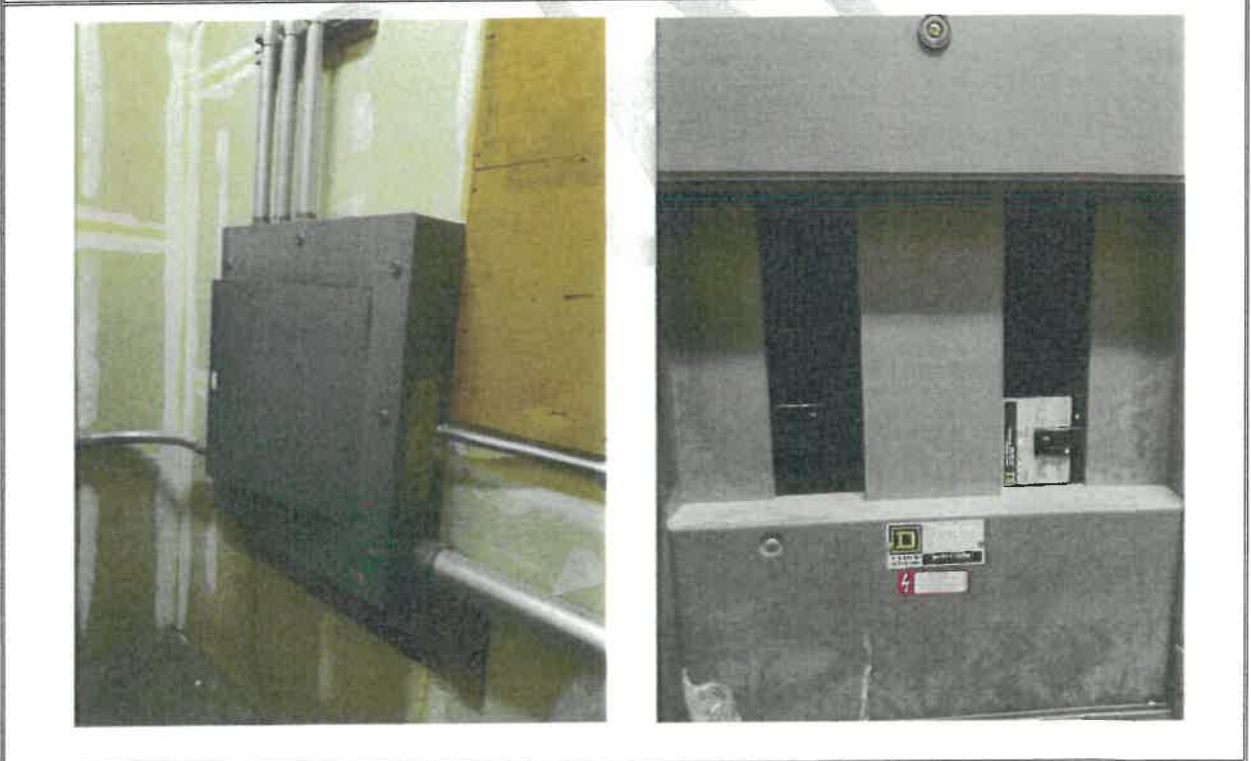
13.0-4: Baseboard Pneumatic Control Valve



13.0-5: Kitchen Makeup Air Unit and Exhaust Fan



Photos 14.0-1 & 2: 208V and 480V Electrical Service Equipment

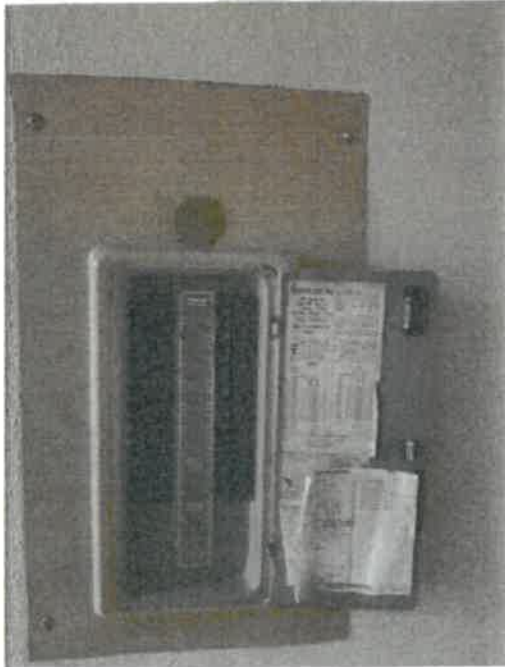


Photos 14.0-3 & 4: 208V MDPL

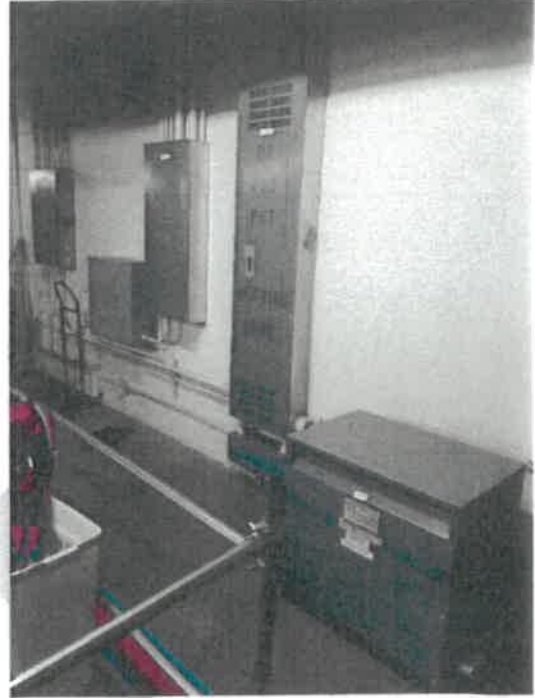




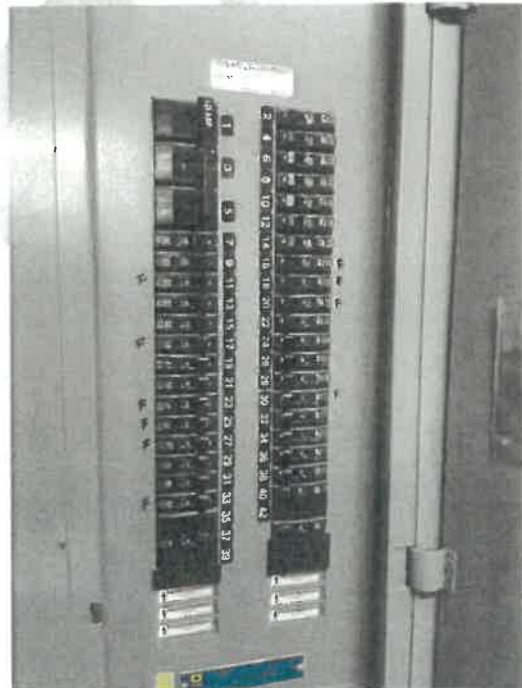
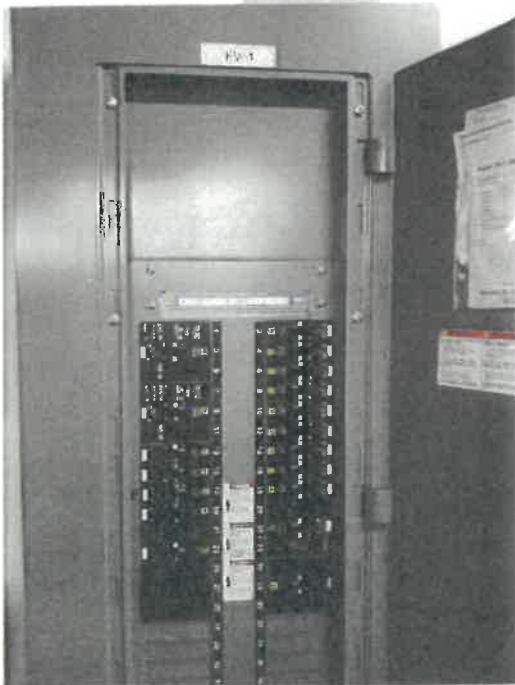
Photos 14.0-5 & 6: Panel 'WEST' and Panel 'EAST'



Photos 14.0-7 & 8: Panel 'EX' and Panel 'DISHWASHER'



Photos 14.0-9 & 10: 480V MDPH and Warehouse Branch Panels



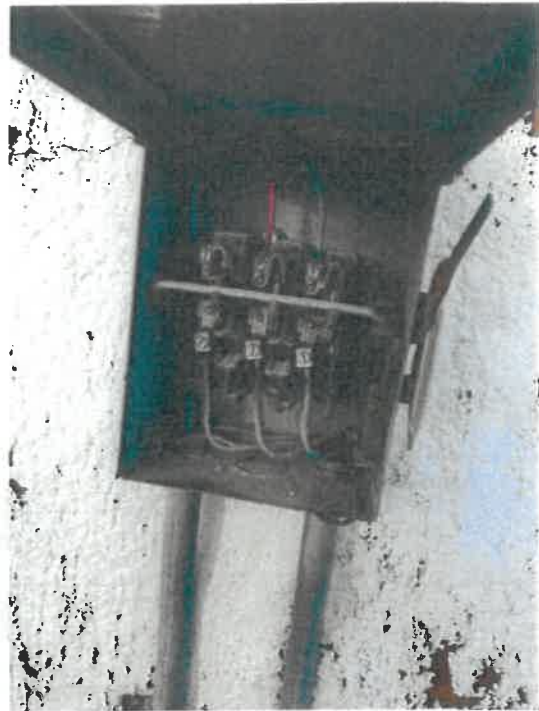
Photos 14.0-11 & 12: Panel 'HV1' and Panel 'LV1'



Photos 14.0-13 & 14: Panel 'LV2' and Panel 'R1'



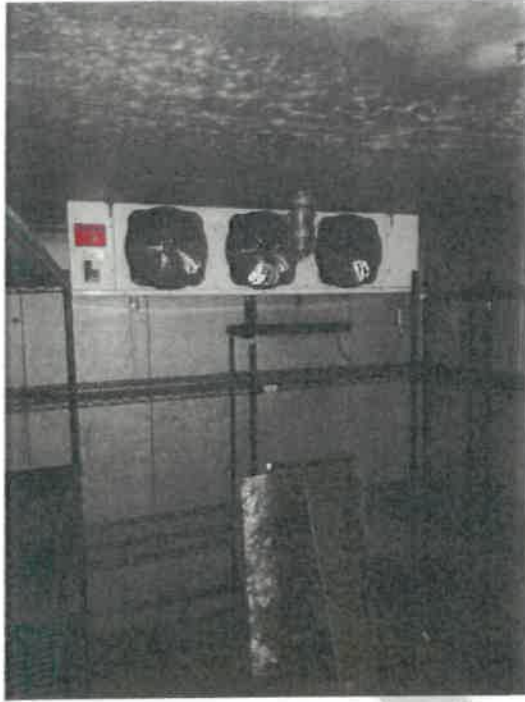
Photos 14.0-15 & 16: Interior Fluorescent Lighting



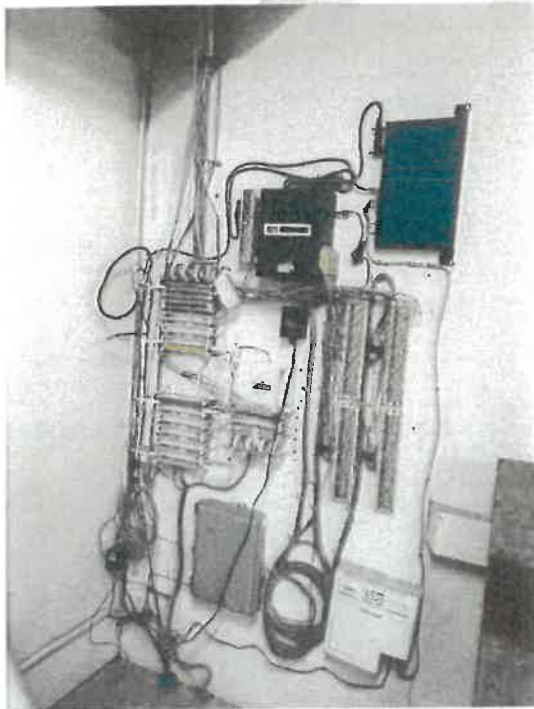
Photos 14.0-21 & 22: Mechanical Equipment Disconnects in poor Condition



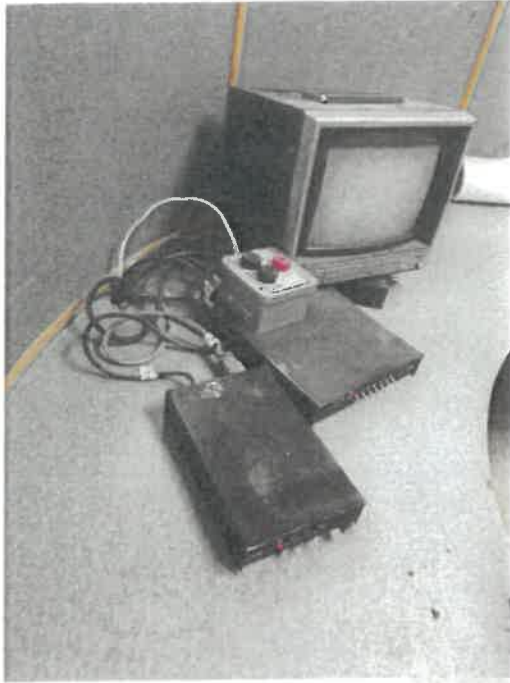
Photos 14.0-23 & 24: Kitchen Equipment in Poor Condition



Photos 14.0-25 & 26: Kitchen Equipment in Poor Condition



Photos 14.0-27 & 28: Telephone Service Demark and Telecom Rack



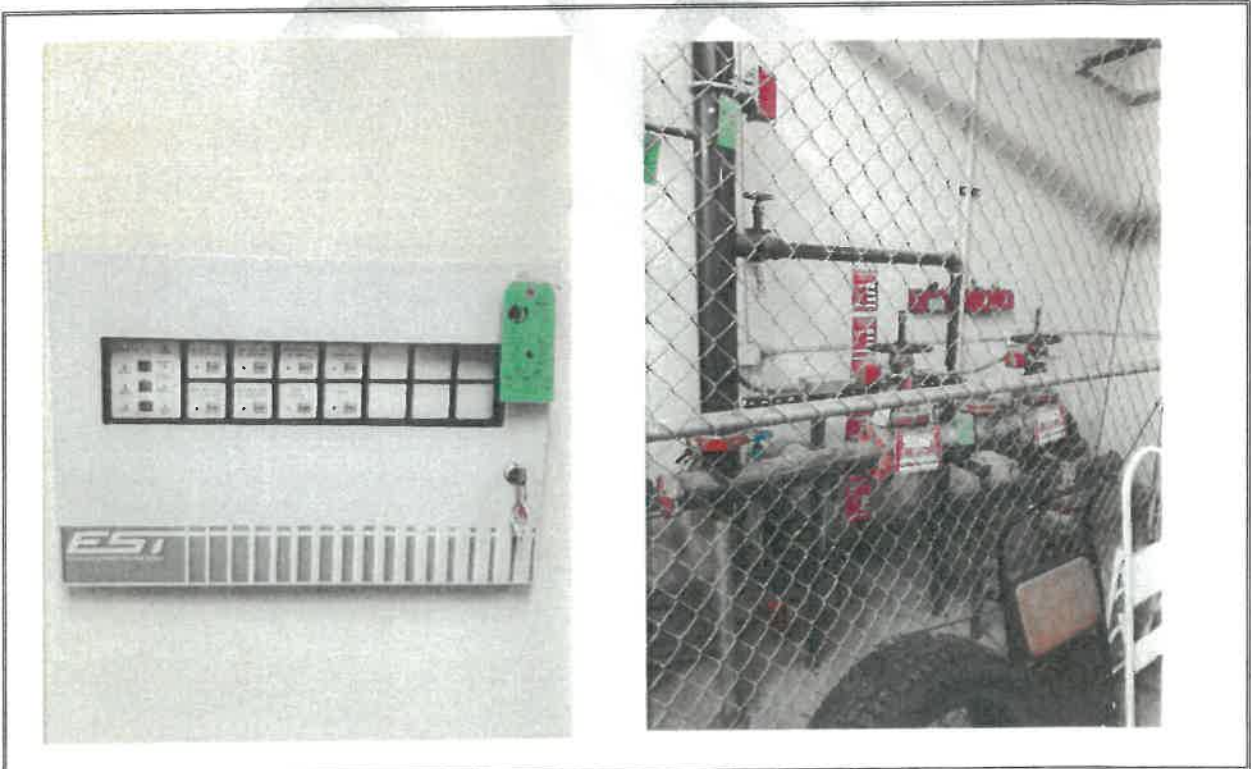
Photos 14.0-29 & 30: Motorized Gate Controller, CCTV Monitor and Intercom Headend



Photos 14.0-31 & 32: New Door Bell and Old Door Bell



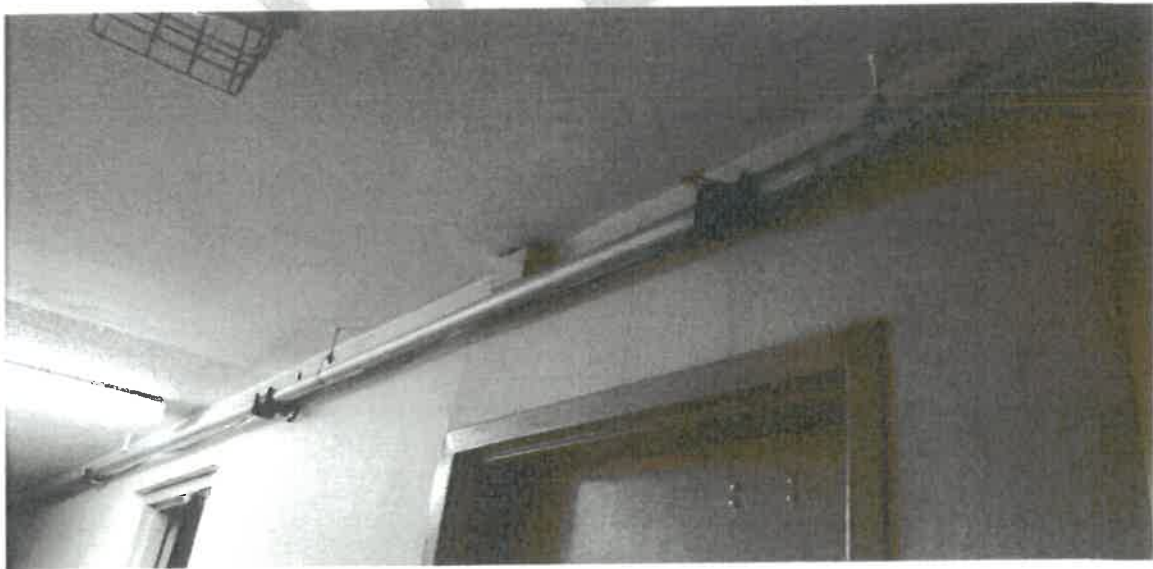
Photos 15.0-1 & 2: Passenger Elevator and Freight Elevator.



Photos 16.0-1 & 2: Fire Alarm Control Panel and Sprinkler Flow and Tamper Devices



Photos 16.0-3 & 4: Fire Alarm System Smoke Detector and Residential Smoke Alarm



Photograph 16.0-5: Residentail Wing Sprinkler System





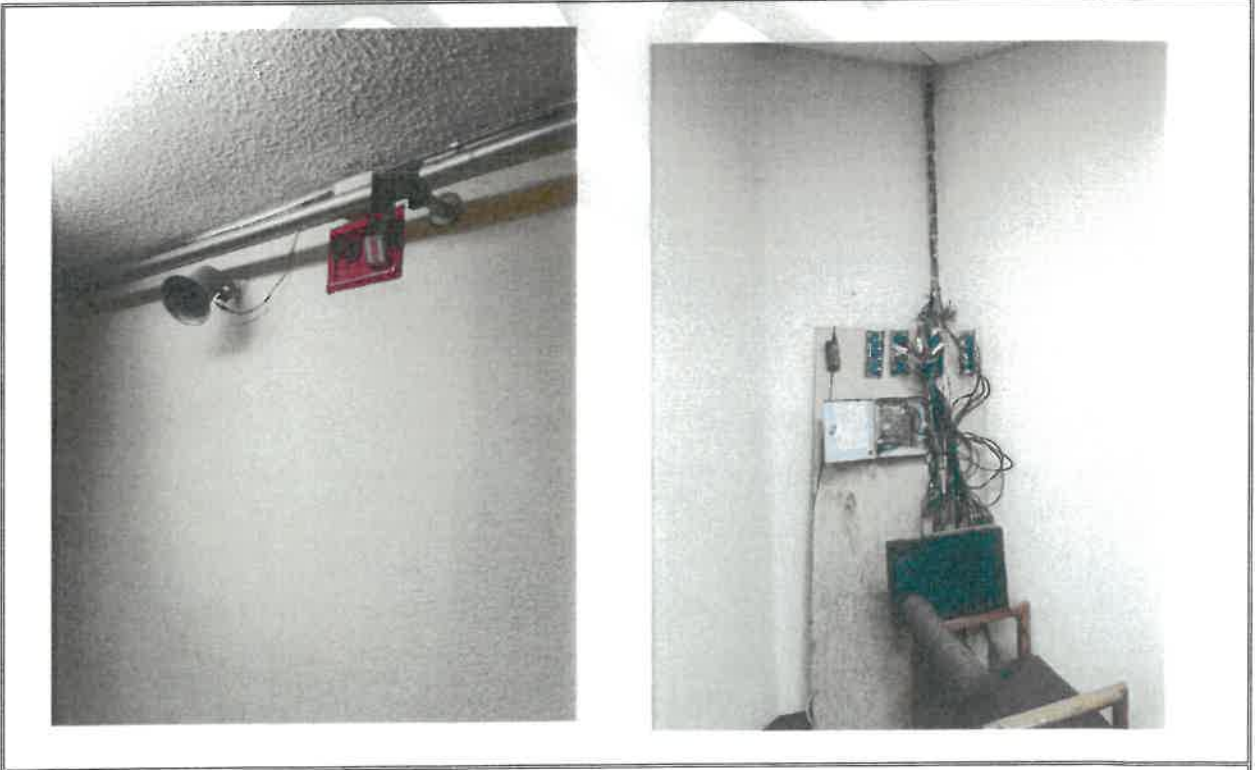
Photos 16.0-6 & 7: Warehouse Exit Signs and Warehouse EM Lights



Photos 16.0-8 & 9: Missing exit signs and non-illuminated exit sign.



Photos 16.0-10 & 11: Improper Photoluminescent Exit and Expired Nuclear Exit Sign.



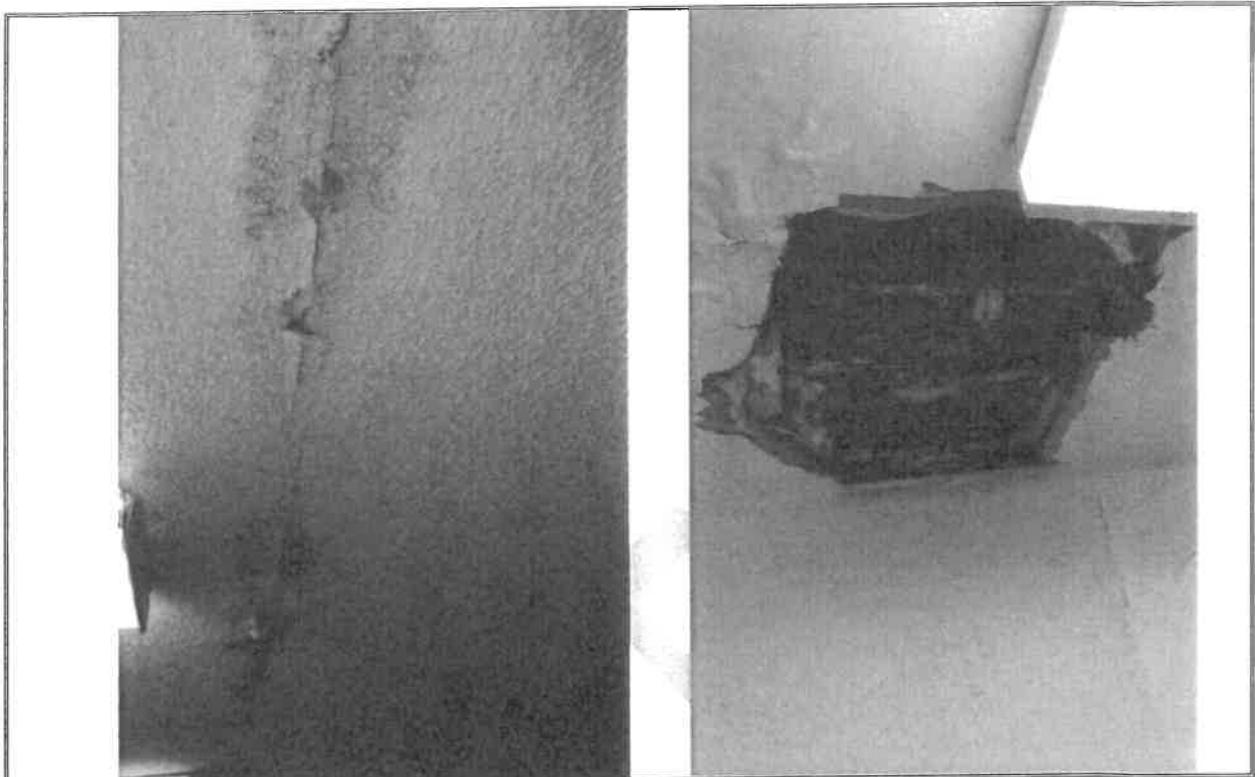
Photos 16.0-12 & 13: Intercom Speaker and CCTV DVR Recorder



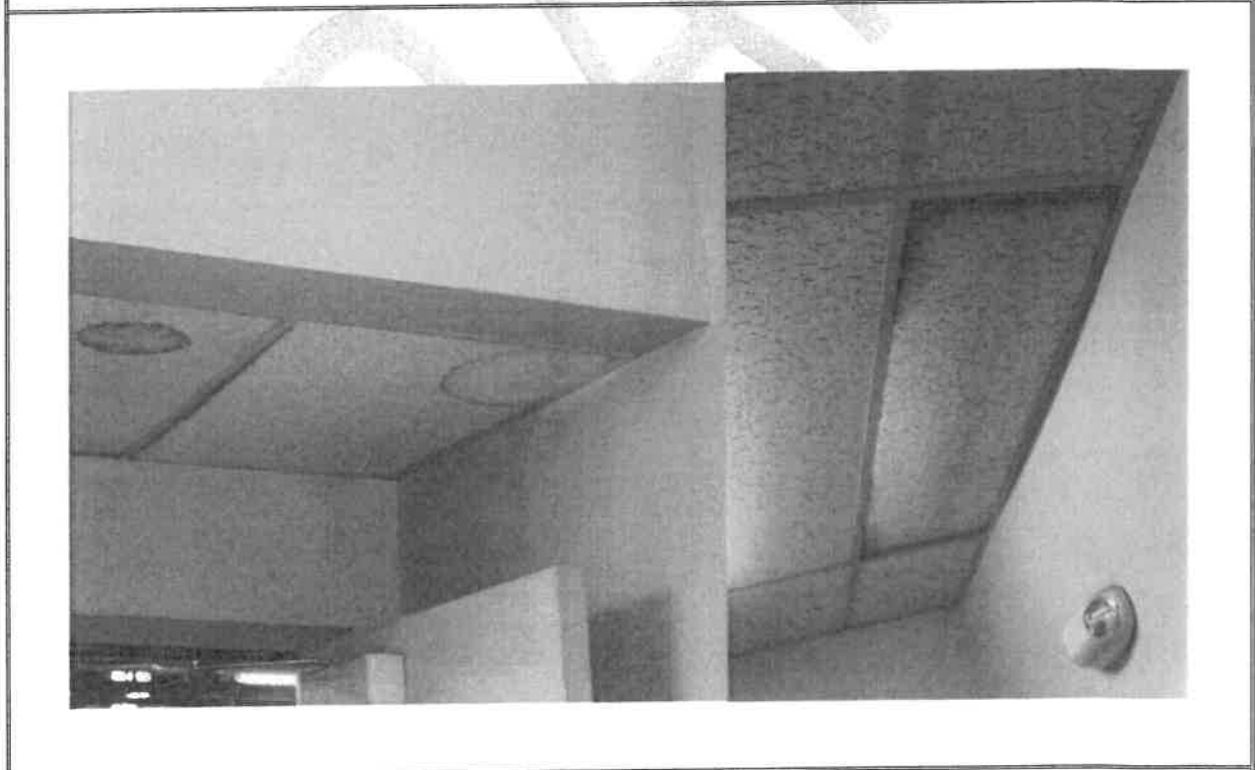
Photos 16.0-14 & 15: Various types of Security Cameras



Photograph 17.2-1 – ACP ceiling taken apart in Dining room



Photograph 17.2-2 – Water-damaged gypsum board ceiling in level 2 dorm (left) and laundry (right)



Photograph 17.2-3 – Water-stained ACP in main lobby (left) and women's bathroom (right)



Photograph 17.3-1 – Ceramic tile floor and walls in level 2 bathrooms



Photograph 17.3-2 – VCT flooring in Dining room (left) and Day/Billiard room (right)



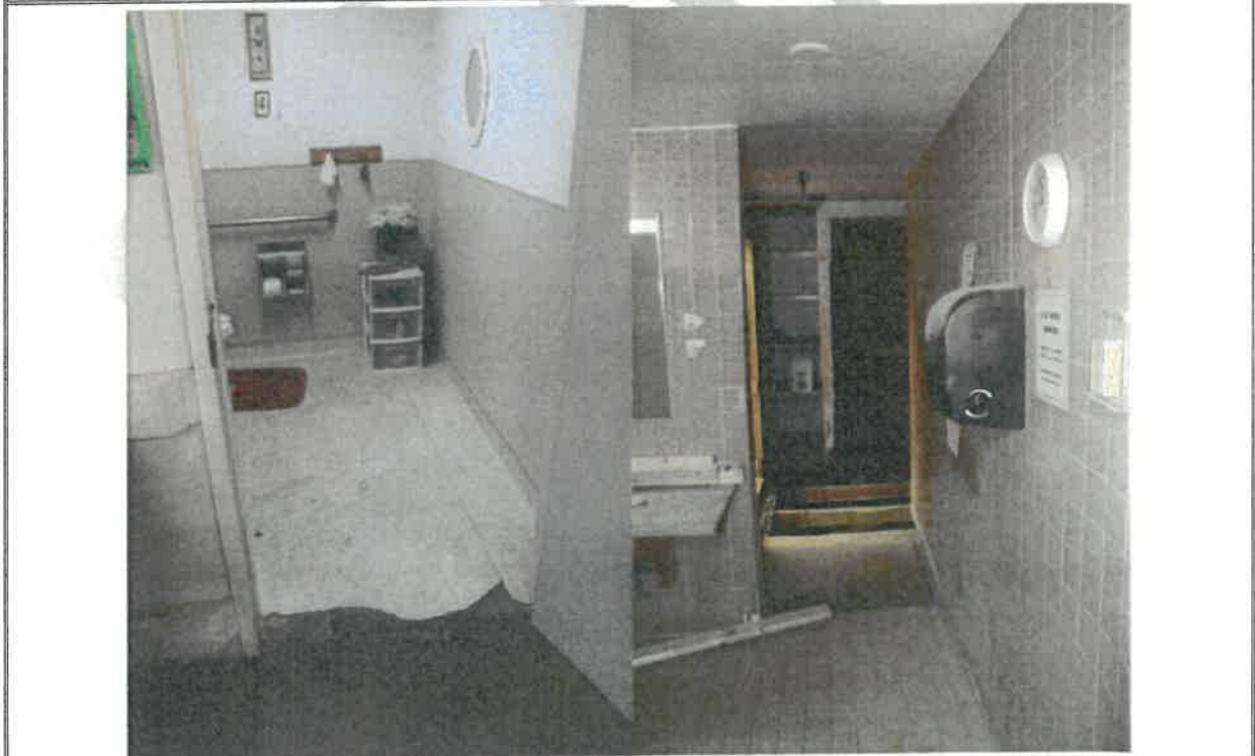
Photograph 17.3-3 – VCT flooring in corridor at Dining room (left), ceramic tile floor in the Kitchen (right)



Photograph 17.4-1 – Carpeted main stair (left) and wooden stair in south-west stair enclosure (right)



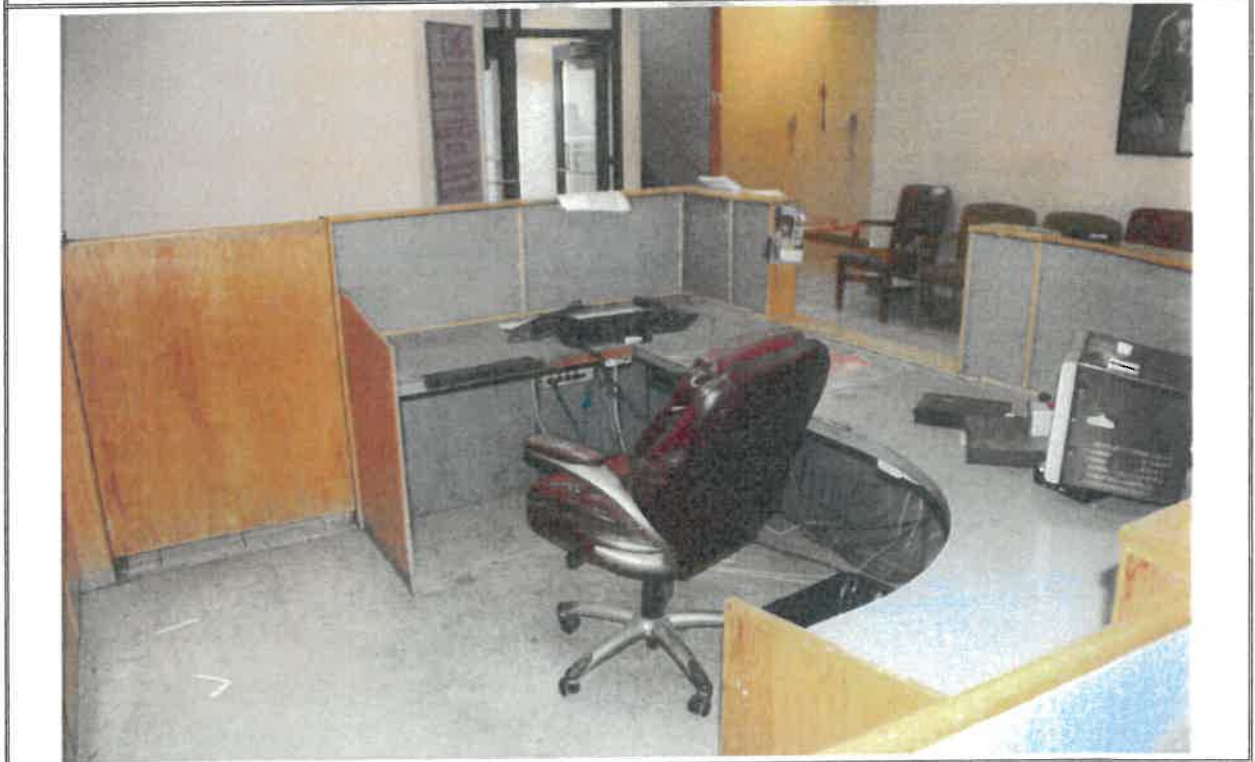
Photograph 17.5-1 – Dormitory doors are missing hardware (left), metal doors in fair condition (right)



Photograph 17.6-1 – Women's bathroom damaged sheet vinyl flooring (left), level 2 bathrooms (right)



Photograph 17.7-1 – Kitchen: cook line and hood (left), walk-in floor rusted and missing (right)



Photograph 17.8-1 – Reception desk is old and worn



**APPENDIX C: Phase I Environmental Site Assessment**  
**Summary of Findings**

# Technical Memorandum



601 E 57<sup>th</sup> Place, Suite 102  
Anchorage, Alaska 99518

**Date:** October 14, 2021

**Tel:** (907) 270-6761  
**Fax:** (907) 522-6779  
**Mobile:** (907) 227-7475  
**Email:** dboutet@tbcak.com

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**To:** Municipality of Anchorage

**From:** Donna Gryder-Boutet, PE

**Subject:** Salvation Army, 660 E. 48<sup>th</sup> Avenue, Anchorage, Alaska

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The Municipality of Anchorage Project Management and Engineering Department requested a Limited Phase I Environmental Site Assessment (ESA) of the property located at 660 E. 48<sup>th</sup> Avenue, Anchorage, Alaska, on Block 1 Lot 9A Interair Subdivision. The purpose of a Phase I ESA, typically performed as part of a commercial real estate transaction, is to identify potential or existing contamination or other environmental liabilities that originate on or near the property of interest. This Phase I ESA is considered limited in that it does not include on-site sampling of potentially contaminated materials, nor does it include a hazardous building materials survey.

## Methodology

TBC obtained the services of EDR, a firm that specializes in Phase I ESAs. EDR searched numerous governmental databases to identify past and current activities within a 1-mile radius of the target property, including contaminated site and underground storage tank databases. TBC will provide the full EDR Phase I ESA documents electronically under separate transmittal.

TBC reviewed the information provided by EDR and conducted follow-up research to confirm findings and answer questions that arose. This document briefly summarizes those findings and provides opinions and conclusions based on the data contained in the reports.

## Summary of Findings

This summary focuses on information provided in three documents prepared by EDR: the Aerial Photo Decade Package; City Directory Image Report; and Radius Map Report.



### *Aerial Photograph Review*

Records indicate the original structure was constructed in 1977; two structures are visible, however, in a 1982 aerial photograph of the property. The two buildings were subsequently connected in 1983.

### *City Directory Review*

This address first appears in a 1979 city directory listing as occupied by "N A R-P C"; the 1983 listing indicates the site is occupied by Downs Fabrication and Welding, as well as Corrosion Technologies, Great Northern Engineering, and Maskell Robins in second floor suites. By 1988, however, the property is solely occupied by the Salvation Army as a rehabilitation center and "truck discard pickup" site. It appears that, at some point in 1983, the property was purchased by the Salvation Army and converted into the rehabilitation center structure that exists now.

### *Radius Map Report*

Thirty-five properties were identified within a 1/4-mile radius of the subject property (measured from the property boundary), meaning they appeared on one or more of the databases searched. Within this radius there are:

- Fifteen properties that are listed on Resource Conservation and Recovery Act (RCRA) databases including:
  - Four Small Quantity Generators (SQG).
  - Six Very Small Quantity Generators (VSQG).
  - Five Non-Generators (no longer generate hazardous waste)
- Twenty-one properties listed on the State of Alaska Contaminated Sites Database, including:
  - Six Active Sites, one of which also appears on the federal Comprehensive Environmental Response, Compensation, and Liability Act Database (CERCLIS).
  - Three Cleanup Complete with Institutional Controls in place.
  - Eleven Cleanup Complete.
  - One property with two listings: one area Active, one area Cleanup Complete.

The subject property does not appear in any of the databases searched. One Active property was not identified in the EDR report but was found through review of the State of Alaska Contaminated Sites mapping application (<https://www.arcgis.com/home/item.html?id=315240bfbaf84aa0b8272ad1cef3cad3>).

Given the number of sites identified, this memorandum will focus on Active sites and those sites designated as Cleanup Complete with Institutional Controls.

- **B3 – Allen & Petersen Glass Company - Cleanup Complete with Institutional Controls.** A leaking underground storage tank (LUST) was removed from this property, located approximately 290 feet southwest of the subject property at 4700 Gambell Street, in 1993. Contaminated soil and groundwater were encountered, and contaminated soil beneath the structure could not be removed. Ongoing monitoring indicates groundwater contamination is localized on site and reducing concentration over time.

- **C6/C7/C8/C9 – Six Roblees, formerly Anchorage Nissan - Active.** Groundwater below this property, located at 4748 Old Seward Highway 330 feet northeast of the subject property, contains petroleum hydrocarbons above applicable cleanup levels as the result of a LUST removed in 1994. The direction of groundwater flow, however, was determined to be south-southeast, away from the subject property.
- **C13/C14 - U-Haul of Anchorage – Active.** This property is located at 4751 Old Seward Highway, approximately 490 feet northeast of the subject property. Contaminated soils and groundwater were encountered when two LUSTs were removed in 1998. Shallow groundwater (six to ten feet below grade) contains petroleum hydrocarbon constituents and chlorinated hydrocarbons above applicable cleanup levels; groundwater flow direction appears to be to the south-southwest.
- **C17/C18/C19 – Alaska Qwik Lube, Inc. – Active.** Two used oil LUSTs that previously held gasoline were removed from this property, located approximately 560 feet northwest of the subject property at 4647 Old Seward Highway, in 2014. Contaminated soil and groundwater were encountered; ongoing groundwater monitoring indicates decreasing concentrations. Additional investigation to determine current soil contaminant levels are required before site closure will be granted. Groundwater flow direction is generally to the south.
- **J41 – Pineapple’s Texaco Station – Active.** Four gasoline USTs, one diesel UST, and one used oil UST were removed from this property in 1995. Although the property, located at 5138 Old Seward Highway approximately 920 feet south-southeast of the property is no longer an active fueling station, groundwater contaminants were still above applicable cleanup levels in 2019. Additional site assessment is required before site closure will be granted. Groundwater flow direction generally to the southeast.
- **H42/H43 – Accel Fire Systems (Formerly Northern Hydraulics/Cottman Transmission) – Cleanup Complete with Institutional Controls.** A used oil tank was removed from within the building, located at 4510 Gambell Street approximately 950 feet north of the subject property, in 1995. Contaminated soil was removed to the extent feasible, but contaminated soil remained below the foundation. A site closure letter with institutional control requirements was issued August 19, 2004, and the last monitoring well was decommissioned in 2017.
- **J44/45/J46 – Former Williams Express Store #5004 - Cleanup Complete with Institutional Controls.** Two gasoline USTs and one diesel UST were removed in 1992 from this property located approximately 1004 feet south-southeast of the subject property at 5159 Old Seward Highway. Contaminated soil and groundwater were encountered; a free product recovery system operated from 1991 through 1993, and an in-situ vapor recovery system operated from 1992 through 2003. A no further action letter was issued October 12, 2005, and this site is now covered with asphalt pavement and part of the Continental Nissan complex.

- **Not Reported by EDR – Airport Road Car Storage – Active.** Contaminated soil and groundwater were encountered during a 2007 site investigation of this property located at 737 East International Airport Road, approximately 1010 feet south of the subject property. The contaminants appear to be associated with a used oil storage area and a floor drain that discharged directly into the subsurface. Contaminated soil was removed from the used oil storage area, but groundwater monitoring continues as contaminants remain about applicable cleanup levels. Groundwater depth and flow direction information not included in the online documentation.
- **K49 - M & M Enterprises – Active.** This property, located approximately 1050 feet south of the subject property, is the former site of a metal and battery recycling facility. The Environmental Protection Agency added this site to the CERCLIS database on July 1, 1980, and in 1990 aerial photography it appears that the bulk of material previously on site had been removed. In 1988 the State of Alaska Department of Environmental Conservation (ADEC) took control of the site; a Compliance Order by Consent was signed in May 1989. Cleanup activities took place through 2012, but the site is still listed as active.
- **L55/L56 – Creekside Chevron/Hanson Wyatt Service Station – Active.** An active gas station since 1969, this property is located approximately 1200 feet south of the subject property at 5210 Old Seward Highway. Soil and groundwater contamination were encountered when five USTs were removed in 1996. Monitoring of the shallow groundwater (approximately 3.5 to 9 feet below surface grade) continues, although contaminant concentrations appear to be diminishing. Groundwater flow direction is to the southwest.

## Opinion and Conclusions

Data contained in the EDR report, supported by TBC's review of State of Alaska Contaminated Sites, LUST, and UST databases, indicate that the nearby properties present minimal risk of environmental liability to the subject property.

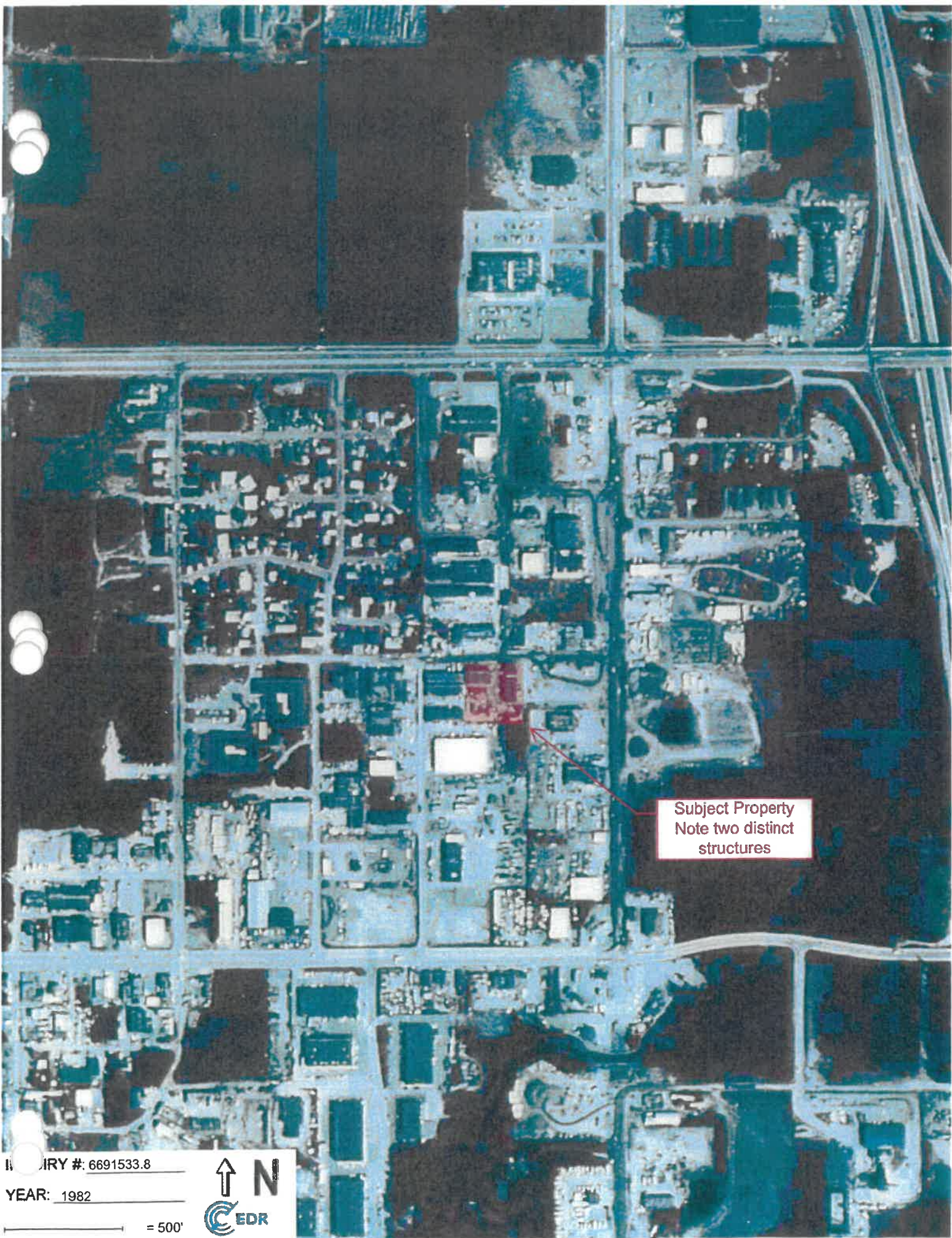
That said, because numerous sites designated "Active" or "Cleanup Complete with Institutional Controls" are located within 1,500 feet of the subject property, extra care must be taken if excavation activity requiring dewatering occurs on site. If dewatering is anticipated, the MOA (or contractor) must:

- Submit a Notice of Intent for coverage under Alaska Pollutant Discharge Elimination System (APDES) Excavation Dewatering General Permit, AKG002000, and the associated Best Management Practices Plan with ADEC.
- Ensure that water removed from an excavation meets State of Alaska groundwater cleanup levels before it is discharged. The MOA or contractor will need to coordinate with ADEC to determine specific sampling and discharge requirements.

TBC hopes this technical memorandum meets your needs. Please do not hesitate to contact Donna Gryder-Boutet, P.E., if you have any questions.

Attachments:

- 1982 Aerial Photograph
- EDR Detail Radius Map
- Summary of Findings Table
- Full EDR Reports (transmitted separately via email)



Subject Property  
Note two distinct  
structures

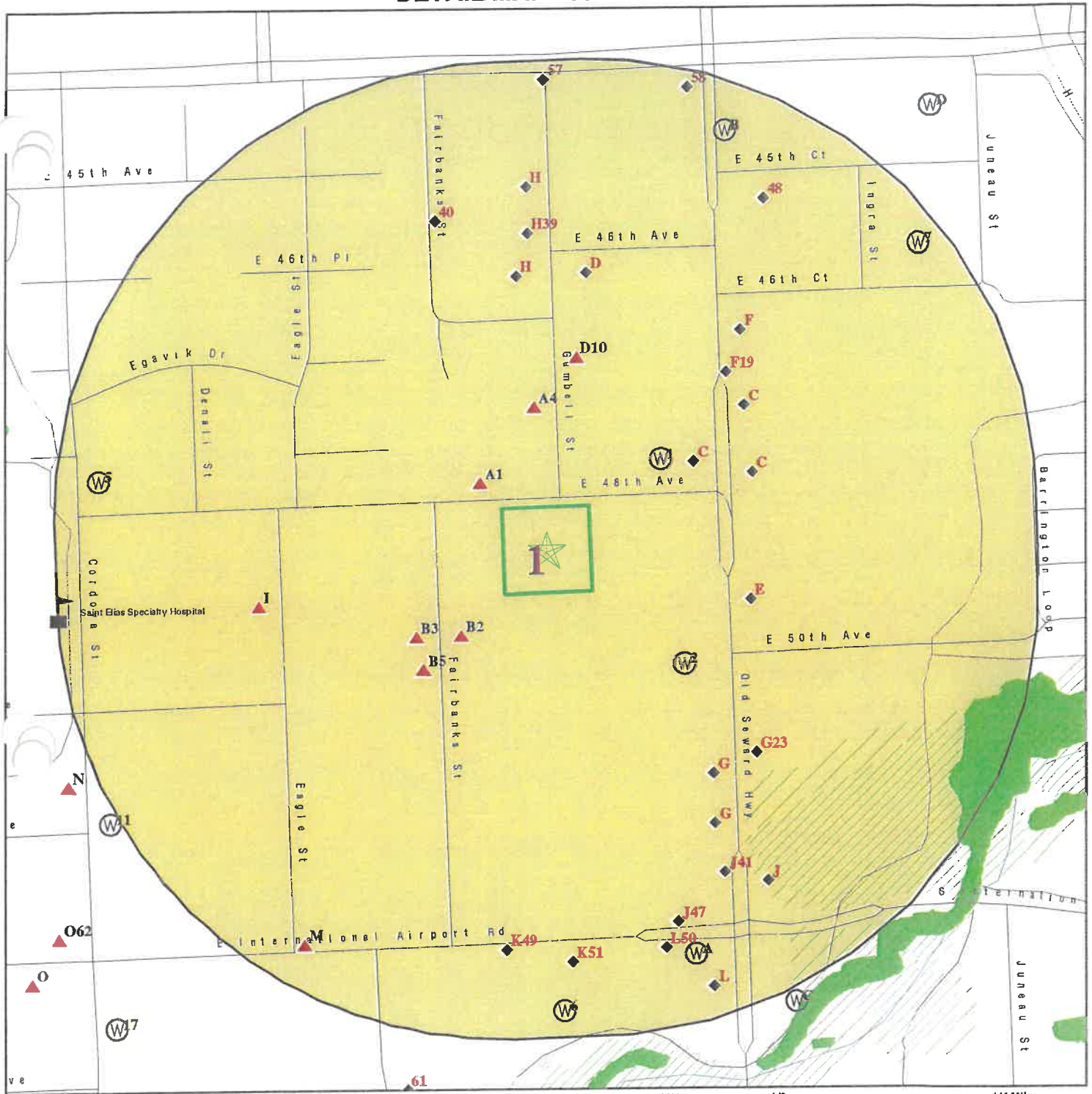
WARRANTY #: 6691533.8

YEAR: 1982

— = 500'



# DETAIL MAP - 6691533.2S



- Target Property
- Sites at elevations higher than or equal to the target property
- Sites at elevations lower than the target property
- Manufactured Gas Plants
- Sensitive Receptors
- National Priority List Sites
- Dept. Defense Sites

- Indian Reservations BIA
- Special Flood Hazard Area (1%)
- 0.2% Annual Chance Flood Hazard
- National Wetland Inventory
- State Wetlands

This report includes Interactive Map Layers to display and/or hide map information. The legend includes only those icons for the default map view.

SITE NAME: Salvation Army  
 ADDRESS: 660 E. 48th Avenue  
 Anchorage AK 99503  
 LAT/LONG: 61.176802 / 149.871098

CLIENT: The Boutet Company, Inc.  
 CONTACT: Donna E Gryder-Boutet  
 INQUIRY #: 6691533.2s  
 DATE: October 05, 2021 6:56 pm



Summary of Findings Within 1/4 Mile  
Salvation Army Building  
660 E. 48th Avenue, Anchorage, AK

EDR ID No.	Business Name	Street Address	Estimated Distance to Property (ft) (1)	Reason Identified	Current Cleanup Status	Comments
A1	Quality Coachworks	631 E 48th Avenue	100	RCRA-VSQG	NA	
B2	Fairbanks Street Investors	4901 Fairbanks Street	178	UST	NA	UST permanently out of use.
B3	Allen & Peterson Glass Co.	4920 Fairbanks Street	289	LUST removed in 1993. Petroleum hydrocarbon constituents in soil and groundwater.	Cleanup Complete w/Institutional Controls	Contaminated soils remained under structure foundation after UST removed. Groundwater contamination is localized on site, concentrations reducing over time. 2016 results below applicable cleanup levels.
A4	Lithia Anchorage Autobody	4700 Gambell Street	296	RCRA Non Generator	NA	
B5	Commercial Contractors, Inc.	4950 Fairbanks Street	327	UST		UST permanently out of use.
C6/C7/C8/C9	Six Roblees, formerly Anchorage Nissan	4748 Old Seward Hwy	331	RCRA-VSQG, LUST removed in 1994.	Active Site	Groundwater contains petroleum hydrocarbon constituents above state cleanup levels. Direction of flow SSE, away from subject property.
D10	Alaska Vehicle Accessories (Formerly Collision Therapy)	4651 Gambell Street	441	Surface waste oil contamination.	Cleanup Complete	Site closure approved 3/12/1992
E11/E12	Staples	4831 Old Seward Hwy	465	RCRA-SQG	NA	
C13/C14	U-Haul of Anchorage	4751 Old Seward Hwy	488	Two, 4,000-gal LUSTs removed in 1998; one gasoline and one diesel. Contaminated soils and groundwater encountered.	Active Site	Groundwater contains petroleum hydrocarbon constituents above state cleanup levels. Direction of shallow groundwater flow SSW; the Old Seward Highway lies between this site and the subject property.
C15	Multi-Vision	4637 Old Seward Hwy	543	Two USTs decommissioned	NA	USTs permanently out of use
C16				One 2,000-gal heating oil LUST (USTs #3) removed in 2013. Soil and groundwater contamination encountered.	Cleanup Complete	Contaminants below applicable soil and groundwater cleanup levels. No further action letter issued 12/2/2016.
C17/C18/F19	Alaska Qwik Lube, Inc.	4647 Old Seward Hwy	556	Two used oil LUSTs (USTs #1 and #2) removed in 2014. USTs were previously used to store gasoline. Contaminated soil and groundwater encountered.	Active Site	Petroleum hydrocarbon constituents in groundwater below state cleanup levels as of 10/4/2021. Direction of groundwater flow generally south. ADEC requests additional soil investigation before site is closed.
G20/G21/G22	Lithia Body Shop of Anchorage/Pacific Mitsubishi	4904 Old Seward Hwy	646	One, 1,000-gal used oil LUST removed in 1991; associated oil/water separator problematic. Soil and groundwater contamination encountered. RCRA-SQG	Cleanup Complete	Conditional closure approved 9/2/2003; institutional controls removed 10/23/2012. This site linked with European Motors (G34/G35).

EDR ID No.	Business Name	Street Address	Estimated Distance to Property (ft) (1)	Reason Identified	Current Cleanup Status	Comments
G23	Continental Auto	5001 Old Seward Hwy	680	RCRA Non-Generator	NA	
F24/F25	Harold's Rent-A-Truck	4617 Old Seward Hwy	682	Two, 4,500-gal gasoline LUSTs removed in 1996.	Cleanup Complete	No further action letter issued 8/5/2015.
H26/H27/H28	Alaska Auto Transport. Formerly Bob Benson Trucking	4600 Gambell Street	686	Diesel tank removed, 100 cy contaminated soils removed. RCRA Non-Generator	Cleanup Complete	Site closure approved 11/1/1993.
D29/D30	Central Environmental	700 E 46th Avenue	690	LUST removed in 1992 - few details provided. RCRA Non-Generator	Cleanup Complete	Site closure approved 11/4/1994
I31/I32/I33	Providence Extended Care Center	4900 Eagle Street	726	Contaminated soils encountered during removal of 2,000-gal heating oil UST in 1990. RCRA-VSQG	Cleanup Complete	Cleanup complete letter issued December 10, 2008.
G34/G35	European Motors	4908 Old Seward Hwy	777	500-gal used oil UST removed in 1992, soil and groundwater contamination encountered.	Cleanup Complete	Long term groundwater monitoring completed, institutional controls removed 9/26/2012. This site linked with Pacific Mitsubishi (G20/G21/G22).
G36/G37/G38	Continental Motors	4940 Old Seward Hwy	790	Used oil LUST removed in 1990. Soil contamination encountered.	Cleanup Complete	Site closure approved 1/12/1994.
H39	Unknown (Owned by Alaska Club Partners)	4550 Gambell Street	811	Soil contamination from leaking hydraulics, 300-gallon AST.	Cleanup Complete	Site closure approved 6/4/2004. Structure previously on site removed.
40	Arctic North Star (now MDA Equipment Maintenance Shop)	Gambell and 46th	874	One, 10,000-gal diesel UST permanently out of use.	NA	
J41	Pineapple's Texaco Station	5138 old Seward Hwy	920	Four, 4,000-gal gasoline USTs, one 10,000-gal diesel UST, a used oil UST, and a dispenser system removed in 1995. 2007 site assessment found hydrocarbon contaminants in soil and groundwater.	Active Site	Groundwater contaminants still above applicable cleanup levels 9/16/2019. ADEC requested additional site assessment and contaminated soil cleanup before granting site closure. Groundwater flow direction is to the southeast.
H42/H43	Accel Fire Systems. Formerly Northern Hydraulics/Cottman Transmission of Alaska.	4510 Gambell Street	948	Used oil tank removed from within the building in 1995, contaminated soils removed to extent possible. Limited amount of contaminated soil remains near foundation.	Cleanup Complete - Institutional Controls	Phase II Site Assessment performed by current owner before purchase. Institutional controls put in place 8/19/2004. Last monitoring well decommissioned 2/21/2017.
J44/J45/J46	Former Williams Express Store #5004	5159 Old Seward Hwy	1004	Two, 10,000-gal gasoline UST and one, 5,000-gal diesel UST were removed in 1992. Soil and groundwater contamination were encountered.	Cleanup Complete - Institutional Controls	Free product recovery system operated from 1991 through 1993. In-situ vapor recovery system operated from 1992 through 2003. A "No Further Remedial Action Planned" letter was issued 10/12/2005.

EDR ID No.	Business Name	Street Address	Estimated Distance to Property (ft) <sup>(1)</sup>	Reason Identified	Current Cleanup Status	Comments
147	Agan's Automotive	737 E. International Airport Road	1012	RCRA-SQG	NA	
Not Identified	Airport Road Car Storage	737 E. International Airport Road	1012	Contaminated soil and groundwater present beneath former used oil storage area and areas associated with floor drains.	Active Site	Groundwater monitoring continues as contamination remains above applicable cleanup level in some wells. Direction of groundwater flow not stated in records.
48	Carquest of Anchorage	4505 Old Sward Hwy	1041	RCRA-SQG	NA	
K49	M & M Enterprises	620 E. International Airport Road	1054	This was the site of a metal and battery recycling business and appears on the CERCLIS database. PCBs were found in soil above the Federal threshold. RCRA Non-Generator	Active Site	Approximately 216 tons of contaminated soil, 1.6 tons of batteries and drummed waste, and 44 tons of stockpiled waste were removed from the site between 1990 and 1995.
L50	UJC Construction Company	750 E. International Airport Road	1079	500-gal gasoline UST permanently out of use.	NA	
K51	Restore Store & Antique Shop	630 E. International Airport Road	1096	RCRA-VSQG	NA	The structure at this location is now occupied by a church.
M52/M53/M54	Enstar Natural Gas Company	401 E. International Airport Road	1191	LUST site, diesel contamination in soil and groundwater. RCRA - VSQG	Cleanup Complete	Site closure approved with no institutional controls 4/3/1998.
L55/L56	Creekside Chevron/Hanson Wyatt Service Station	5210 Old Seward Hwy	1225	Soil and groundwater contamination encountered during removal of two gasoline, one diesel, and one used oil UST in 1996. RCRA-VSQG	Active Site	Groundwater flow to the southwest. Groundwater monitoring continues, applicable cleanup levels exceeded in some samples as recently as October 2020.
57	Nissan/Jeep/Eagle Dealership (now Lithia Kia)	700 E Tudor Road	1137	LUST, contaminated soils removed/recycled in 1989.	Cleanup Complete	Site closure approved 2/9/1996.
58	Culhane Brothers	4404 Seward Highway	1268	Two USTs permanently out of use.	NA	Believe this address should be OLD Seward Hwy, and property is associated with 700 E Tudor Rd.

(1) Lot line to lot line

Definitions: AST - Above Ground Storage Tank; UST - Underground Storage Tank; LUST - Leaking Underground Storage Tank; RCRA - Resource Conservation and Recovery Act; SQG - Small Quantity Generator; VSQ - Very Small Quantity Generator



**NAVIGATION CENTER & SHELTER FACILITIES  
LOCATION STUDY**

**Volume 3  
Recommended Renovations**



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## **1.0 Introduction**

This section presents schematic diagrams for remodeling the three (3) existing buildings under consideration as navigation centers and homeless shelters (NC/HS) and provides a comparison of their conceptual bed capacities and rough order-of-magnitude (ROM) total development costs. These costs are then compared with those associated with two (2) new tensile structures advanced by RPM-Sprung and Orion-Legacy in unsolicited proposals to the Municipality.

### **Methodology**

For purposes of evaluating these options with reasonably equivalent criteria, it was assumed that all alternative sites would contain the necessary components to function independently as NC/HS. It is recognized that the preferred program of improvements may disperse services across multiple facilities rather than embedding them in each site. Thus, this comparison of alternatives should be viewed as “screening tool” that validates feasibility (or infeasibility) and provides an overview of redevelopment costs for each option.

### ***Code Studies and Conceptual Space Programs for Existing Buildings***

As a first step, preliminary building code studies of the three (3) existing buildings’ potential renovation were performed for each property. These studies incorporated the results of Volume 1 (“Site Characteristics”) and Volume 2 (“Property Condition Assessments”). These code studies determined the extent of general fire and life safety upgrades that would be needed for the buildings’ new use as NC/HS. Key code issues included sprinkler requirements, fire area separations, exiting requirements, and other safety criteria.

Each building was then analyzed to develop a conceptual space program for dormitory and “wrap-around” services. The results of these analyses are presented in schematic diagrams for each building. The diagrams illustrate a possible scenario of how the three (3) existing buildings can accommodate the program areas needed for the homeless shelter. They were developed as a tool for the architectural and engineering analysis of required fire and life safety upgrades, and for determining the scope and extent of the renovations for preliminary cost estimates.

Qualitative recommendations for the renovations were developed by our team from on-site condition assessments and are listed following the diagrams for each building.

### ***Proposals for New Tensile Structures***

The two (2) proposals for new tensile structures were also reviewed. The RPM-Sprung submittal provided 35% Schematic drawings and facilitated a more thorough analysis than the Orion-Legacy proposal, which presented narrative description, general schematics and associated pricing for its proposed facilities.

### ***Cost Estimates***

Rough-Order-of-Magnitude (ROM) Total Development Costs for remodeling of existing buildings and construction of new buildings are summarized in the Project Development Cost table. These costs are inclusive of design, construction, project management, hazardous materials abatement, and contingencies. It is emphasized that the limited assessment and design development accomplished to date renders these estimates conceptive although conservative estimating values were used.

### ***Project Development Schedules***

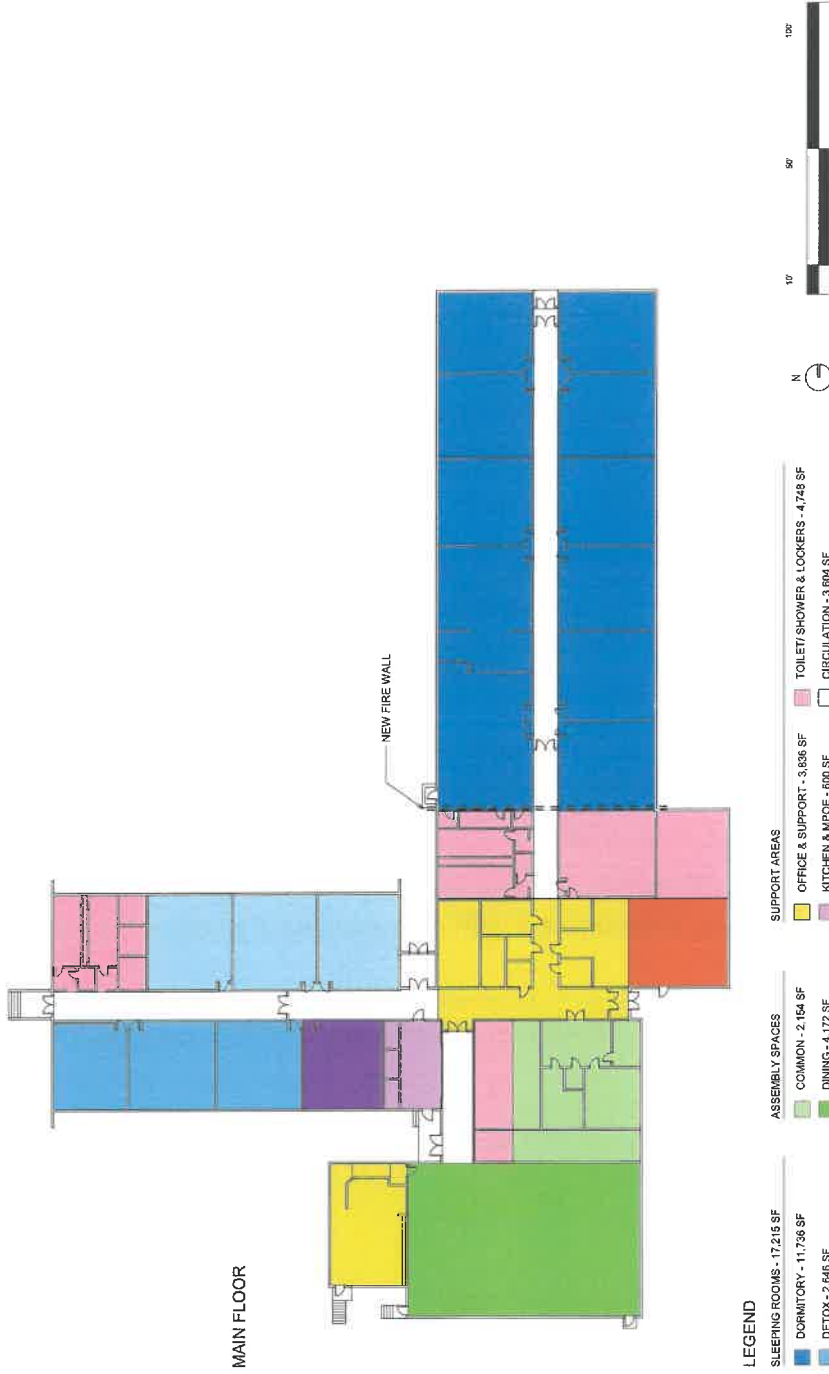
An accelerated schedule for design, permitting and construction was developed for the three (3) existing buildings evaluated in remodeling scenarios. Proposals for new structures submitted by RPM-Sprung and Orion-Legacy provided schedules for design and construction of new tensile structures and are summarized herein.

Project milestones and potential duration of total design, permitting and construction timelines for each of the three scenarios (facility remodel, RPM-Sprung and Orion-Legacy) have been summarized in the Project Development Schedule table.



# 550 BRAGAW STREET PRELIMINARY CAPACITY ANALYSIS DIAGRAM

SCOPE: RENOVATION OF THE EXISTING SCHOOL BUILDING INTO A MASS SHELTER  
 CAPACITY: TOTAL 38,213 SF (344 BEDS)



MAIN FLOOR

### LEGEND

- |                                    |                        |                                      |
|------------------------------------|------------------------|--------------------------------------|
| <b>SLEEPING ROOMS - 17,215 SF</b>  | <b>ASSEMBLY SPACES</b> | <b>SUPPORT AREAS</b>                 |
| ■ DORMITORY - 11,738 SF            | ■ COMMON - 2,154 SF    | ■ OFFICE & SUPPORT - 3,838 SF        |
| ■ DETOX - 2,146 SF                 | ■ DINING - 4,172 SF    | ■ KITCHEN & M/POE - 600 SF           |
| ■ ELDER & SPECIAL NEEDS - 2,833 SF | ■ WAITING - 1,033 SF   | ■ LAUNDRY - 861 SF                   |
|                                    |                        | ■ TOILET SHOWER & LOCKERS - 4,748 SF |
|                                    |                        | □ CIRCULATION - 3,604 SF             |

### CAPACITY

TOTAL MAX. OCCUPANTS, ALL AREAS: 672  
 TOTAL BEDS @ 50 SF/DORMITORY: 344  
 TOTAL BEDS @ 113 SF (COMB): 152

### PLUMBING FIXTURE REQUIREMENTS

WATER CLOSETS: 44  
 LAVATORIES: 39  
 SINKS: 4  
 DRINKING FOUNTAINS: 5

### BUILDING CODE CONSIDERATIONS

CALCULATIONS BELOW FOR COMBUSTIBLE, NON-RATED CONSTRUCTION, TYPE V/S, SPRINKLERED, ONE STORY, WITH ADDED FIRE WALL:

#### SOUTH/EAST WALL:

OCCUPANCY A-3, A-2, R-2, F-1, AND S - NON-SEPARATED AREAS:  
 ALLOWABLE AREA = 24,000 SF + 8716 (0.00 SF) = 32,716 SF  
 ACTUAL AREA = 25,071 (WITHIN ALLOWABLE)

#### NORTH/EAST WALL:

OCCUPANCY R-2  
 FRONTAGE INCREASE =  $FIP - 0.25 = 432/507 - 0.25 = 0.6$   
 ALLOWABLE AREA =  $28,000 SF + 0.6 (9,000 SF) = 33,200 SF$   
 ACTUAL AREA = 13,142 SF (WITHIN ALLOWABLE)



## **2.0 550 Bragaw Street**

### **2.1 Civil / Landscaping**

- Demolish and remove all playground equipment.
- With approximately 3.0 acres of outdoor space, there is sufficient space on the property to construct additional ancillary structures on-site. Recommend developing a master plan to guide this development.

### **2.2 Structural**

- Replace roofing and replace any rotten wood decking that is found.
- Overlay existing wood decking with plywood and strapping to upgrade roof diaphragm.
- Confirm if top of CMU wall to roof diaphragm connection is lacking (destructive evaluation likely required), and if lacking, strengthen this connection.
- Refinish exterior wood portions of building with pressure treated lumber / plywood or other material intended for exterior usage (metal wall panels, veneer, etc).

### **2.3 Architectural**

- A 2-hour fire wall will need to be constructed between the north dormitory wing and rest of the building. Passage through the corridor can be maintained through the addition of a pair of 90-minute doors, swinging in opposite directions, with magnetic hold opens tied to the fire alarm system.
- The Toilet/Shower/Locker rooms will need to be reconfigured and greatly expanded to support the new facility, including ADA bathroom and shower facilities.
- Existing interior partitions in the future Common and Office areas should be demolished and the spaces reconfigured with new partitions to meet the new use.
- A new main entrance should be created for direct entry into the reconfigured Waiting area.
- New finishes, furnishings and equipment will be required throughout the facility to support the new use.

### **2.4 Plumbing**

- It appears that most of the existing piping is original to the building. This puts the age of the piping at around 45 years old which is about the expected service life for copper. All new water piping is recommended.
- New, larger water heaters will need to be installed to meet capacity demands.

- All new plumbing fixtures will need to be installed to accommodate new usage and meet capacity demands.

## **2.5 HVAC**

- Due to the age of the existing mechanical equipment, all new HVAC systems are recommended to be budgeted for.
- A makeup air unit would need to be installed for the new laundry room area(s). Size would depend on the number of dryers installed.
- A new dedicated outdoor air system (DOAS) could be utilized to supply air to the unventilated areas of the building as well as take the place of the existing rooftop exhaust fans for ventilating lockers/restrooms. Provided that the existing ductwork is serviceable and in good condition, may be able to be reused.
- There are no air conditioning systems present in the building, recommend installation.

## **2.6 Electrical**

- Building Electrical Service: As long as AC cooling is not added to the building, the existing electrical service should be adequately sized for the change of use. However, to extend the life of the building, it is recommended to install a new exterior CT, meter, service disconnect, and new interior MDP along with replacement of all electrical panels such that new circuit breakers are provided with 30 to 40 years of reliable operation. Existing feeders, if adequately sized, can likely be reused.
- Renovated Areas: Complete demo and replacement of electrical wiring, devices, lights, and special systems in support of architectural and mechanical renovations.
- AFCI Receptacles: All receptacles in the dormitory unit bedrooms, living rooms, hallways, closets, and bathrooms are required to be AFCI protected. AFCI circuit breakers or AFCI receptacles will need to be installed. The branch circuit wiring will likely need to be replaced because dedicated neutral conductors are required for proper AFCI circuit breaker operation.
- Tamper Resistant Receptacles: All receptacles in the dormitory unit bedrooms, living rooms, hallways, closets, and bathrooms are required to be replaced with tamper resistant receptacles.
- GFCI Receptacles: All receptacles in the kitchen are required to be GFCI protected. GFCI circuit breakers or GFCI receptacles will need to be installed in the warming kitchen.
- Normal Lighting: Although the existing HID exterior lighting and fluorescent interior lighting is functional, it is at the end of its useful life, energy inefficient, and will require extra maintenance. We recommend replacing all interior and exterior lighting in the near-term to reduce the maintenance cost and realize immediate energy cost savings.

- **Emergency Lighting:** It appears that most of the egress path has code compliant emergency lights. However, there are a number of areas that appear to be missing coverage such as restrooms, mechanical rooms, and portions of the hallways.
- The security system will require testing to determine if it is functioning. If a reliable security system is desired, it is recommended to install a new security system with new equipment. This will reduce future maintenance costs.
- Recommend installing CCTV cameras at each exit/entry for additional safety and security of the occupants and staff.
- The existing telecom distribution system could most likely be used without any significant upgrades. New technology equipment will be required.

## **2.7 Fire Protection**

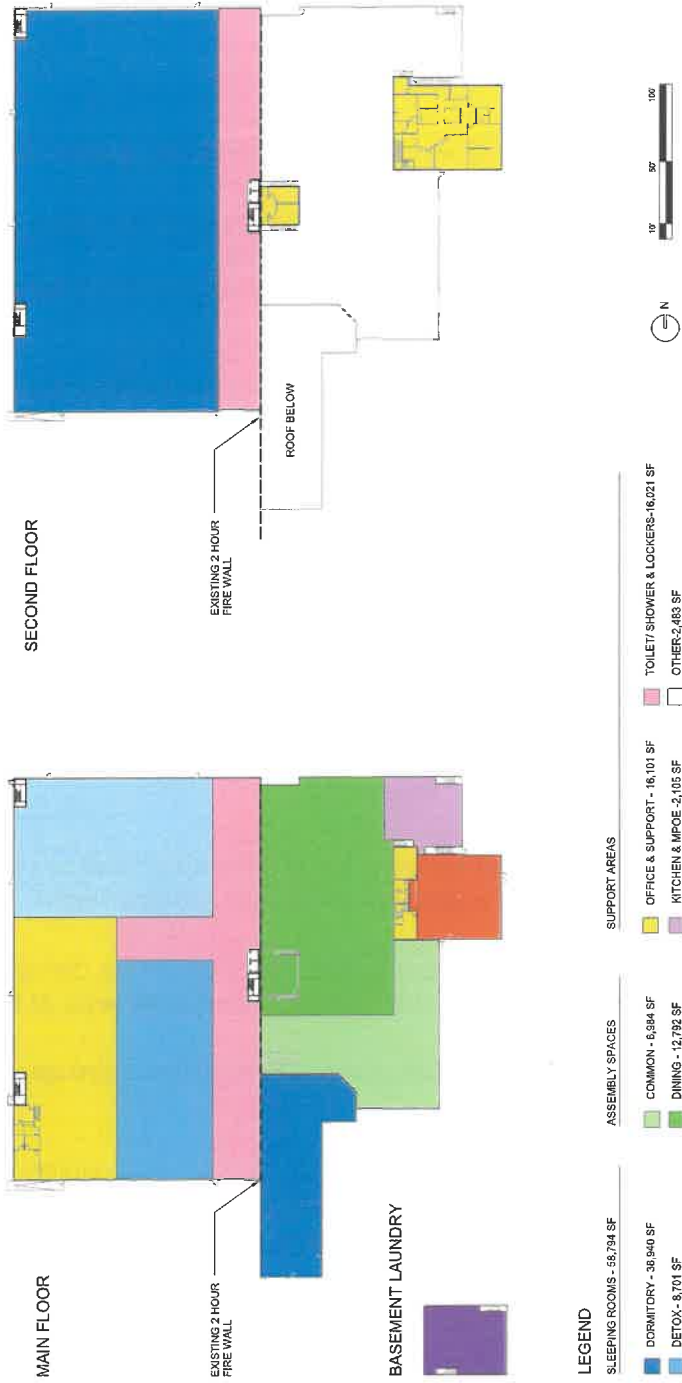
- Depending on fire suppression upgrades for the new renovation, a new water main will likely be required to increase the available flowrate to the building.
- Based on the preliminary code analysis a manual fire alarm system and automatic smoke detection system with smoke detection in the public and common use areas and smoke alarms in all sleeping units is required for the new use. Although it may be possible to extend the existing fire alarm system coverage to meet these new requirements, a complete replacement of the fire alarm system is recommended because the existing fire alarm system was discontinued by the fire alarm manufacturer. It will eventually need replacement and if the city is going to own this building for an extended period, replacing the fire alarm system now would be money well spent.

## **2.8 Hazardous Building Materials**

- Given the age of this building, there is a potential for the existence of hazardous materials on-site. It is recommended to complete Hazardous Building Materials sampling and testing.

### 300 CALAIS STREET PRELIMINARY CAPACITY ANALYSIS DIAGRAM

SCOPE: RENOVATION OF THE EXISTING LIGHT INDUSTRIAL COMPLEX, INCLUDING ADDING A SECOND FLOOR WITHIN THE EXISTING WAREHOUSE, INTO A MASS SHELTER  
CAPACITY: TOTAL 120,562 SF (1,176 BEDS)



#### PLUMBING FIXTURE REQUIREMENTS

WATER CLOSETS: 146  
TOILETS: 147  
SHOWERS: 147  
DRINKING FOUNTAINS: 16

#### CAPACITY

TOTAL MAX. OCCUPANTS, ALL AREAS: 2,898  
SLEEPING ROOMS: 1,176  
TOTAL BEDS @ 113 SF (COVID): 520

#### BUILDING CODE CONSIDERATIONS

BUILDING TYPE: CONSTRUCTED AS TYPE I (NON-SPRINKLERED), 1991 UBC - EQUIVALENT TO TODAY'S TYPE I (NON-SPRINKLERED) CONSTRUCTION, 2018 IBC  
WEST OF 2 HR WALL - OCCUPANCY B.1 & B. NON-SEPARATED USE:  
FRONTAGE INCREASE =  $FIP - 0.25 = 577/637 - 0.25 = 408$   
ALLOWABLE AREA =  $54,000 SF + 47.9\% (16,000 SF) = 71,664 SF$  ALLOWABLE AREA  
ACTUAL AREA LEVEL 1: 40,857 SF (WITHIN ALLOWABLE)  
ACTUAL AREA LEVEL 2: 40,857 SF (WITHIN ALLOWABLE)  
EAST OF 2 HR WALL - OCCUPANCY A.2, A.3, B.1, NON-SEPARATED USE:  
FRONTAGE INCREASE =  $FIP - 0.25 = 577/637 - 0.25 = 408$   
ALLOWABLE AREA =  $38,000 SF + 43.9\% (500 SF) = 42,170 SF$  ALLOWABLE AREA PER FLOOR  
ACTUAL AREA BASEMENT (LAUNDRY) = 2,224 SF (WITHIN ALLOWABLE)  
ACTUAL AREA LEVEL 1 (OFFICES) = 31,236 SF (WITHIN ALLOWABLE)  
ACTUAL AREA LEVEL 2 (OFFICES 1 & 2) = 4,457 SF (WITHIN ALLOWABLE)

## **3.0 300 Calais Drive**

### **3.1 Civil / Landscaping**

- With approximately 2.2 acres of outdoor space, there is a potential to provide additional outdoor spaces on-site. Recommend developing a master plan to guide this development.

### **3.2 Structural**

- Offices and mezzanine in the south-west warehouse corner would be demolished.
- A second-floor deck should be constructed in the existing warehouse area of the building. This second-floor warehouse infill would consist of:
  - Strengthening (24) existing columns from the second floor down by adding (2) L6x6x5/16 (8,400 lbs of steel)
  - Enlarge (24) existing footings by adding 18" each side and 8" on top of each (82 cubic yards of concrete)
  - Construct (35) bays of 2<sup>nd</sup> floor framing with W27x84 girders spanning 36', W18x35 joists @ 12' on-center spanning 31', and 3"x20 ga metal deck spanning between the joists with 2.5" of concrete fill (202,000 lbs of steel, 500 cubic yards of concrete)
  - Replace all braces in the warehouse space with 2-story X-configurations. Cost for this item is already included in basic renovation cost above – if 2<sup>nd</sup> floor is added, it will just affect the geometry of the brace layouts.

### **3.3 Architectural**

- Exterior overhead sectional doors would be removed, and exterior wall assemblies matching adjacent construction and new window would infill the openings.
- Offices and mezzanine in the south-west warehouse corner would be demolished. A second-floor deck should be constructed in the existing warehouse area of the building.
- The 187 SF floor depression in the Southwest corner of the existing tire center should be infilled.
- An elevator, and 3 new stairways would be required to provide accessibility and meet egress requirements from the new second floor. A new exterior door should be added to the northwest-corner stair for exiting from the new stairwell.
- A dumbwaiter lift may be needed for laundry operations.
- The Toilet/Shower/Locker rooms will need to be reconfigured and greatly expanded to support the new facility.

- Existing interior partitions in office & support areas should be demolished and the spaces reconfigured with new partitions to meet the new use.
- Approximately (4) 90-minute fire doors would be installed to provide additional passages through the existing 2-hour fire wall.
- Existing partitions in the current second floor areas in the Tire Center should be demolished, and the spaces reconfigured with new partition to support the new uses.
- All equipment related to the garage, car wash and warehouse operations would be demolished.
- New finishes, furnishings and equipment will be required throughout the facility to support the new uses.

### **3.4 Plumbing**

- The existing piping is inadequately sized for any arrangement of group shower and toilet facilities. Redesign and replace the plumbing systems to accommodate the expected restroom/shower/laundry facilities that will be required.
- The existing electric water heaters are well past their service life, and do not have sufficient capacity for the group shower facilities. Remove and replaced with large gas-fired equipment. Preliminary sizing of the water heater indicates one with 1,200 GPH recovery and a 1,200-gallon storage tank.
- The underfloor waste piping will likely remain serviceable. Abandon in-place the oil water separator and re-route the piping. Install a lift station in the laundry area to pump the washer drains up to the level of the existing waste lines.
- The rain leader piping can remain in place. Repair/replace the insulation at the piping near the floor level.
- The air compressors and piping can be removed as they will have no useful function in a shelter facility. The air compressors may have some salvage value.

### **3.5 HVAC**

- Ventilation of the large common spaces can be provided with Dedicated Outside Air Systems (DOAS) using heat recovery and indirect gas burners for heat. One 11,000 CFM unit would be used to exhaust the restroom and shower areas and supply fresh air to the dormitory sleeping areas. The other 11,000 CFM unit would supply and exhaust the dining area.
- The heating and cooling of the dormitory areas would be by conventional packaged roof top equipment. This could be accomplished with a pair of 20-ton units and one 10 ton unit for the dormitory areas.
- The high ceiling structure of the dining area could be heated by infrared radiant heaters just as the shop is now. Due to the age and condition of the existing

equipment, it is recommended to replace with modern, radiant heat. The cooling would be done with a pair of 20-ton cooling-only packaged rooftop units.

- The Detox area is fairly small, but still needs a good amount of ventilation. This could be done with a 15-ton packaged rooftop unit with integral heat recovery.
- The Elder Care area can be served with a 15-ton packaged rooftop unit with integral heat recovery.
- The various office and support areas can be served by conventional packaged rooftop units as their ventilation rates are comparatively small. These areas can be served by five 10-ton units.
- The kitchen area can be served by one 10 ton packaged rooftop unit. A Type 1 exhaust hood is not anticipated for this facility.
- The laundry dryers will need to be vented through the roof and a variable speed inducer fan will likely be required for this run of ductwork. Dryer makeup air will be vented down from the roof.
- The existing gas piping will likely need to be rerouted to an extent that most of the existing piping will not be able to be reused. All new 2 PSI gas piping across the roof should be routed to the new equipment.

### **3.6 Electrical**

- A new exterior 3000-amp, 480 volt, 3-phase electrical service and coordination with the electric utility company to provide an adequately sized utility transformer and new underground electrical service lateral.
- A new interior 3000-amp, 480 volt, 3-phase main distribution panel with new distribution panels, step down transformers, and branch panels strategically located to serve the distinct building use areas.
- New LED lighting and convenience receptacles throughout the entire the building.
- New electrical connections for all new mechanical equipment, kitchen equipment, laundry equipment, and other special equipment.
- New panel feeders, branch circuit wiring, and overcurrent protection.
- Although the existing exterior HID lighting is functional, to reduce electrical usage and reduce future maintenance issues, exterior LED replacement lighting is recommended.
- A new telecom system with new MDF/IDF telecom rooms, CAT6 horizontal cabling, and fiber optic backbone cabling would be required for the proper function of the office and support areas.
- A new telecom room and CAT6 horizontal cabling for the dormitory area is recommended to provide employees and occupants with Wi-Fi and telephone.

- Installation of a 500 KW standby generator and automatic transfer switch to allow occupancy during an extended utility outage since the occupants would likely have no other options for shelter. This is not code required and is optional.
- Installation of a CCTV system at all points of entry/exit for security and safety of staff and occupants. This is not code required and is optional.
- Installation of an access control system with card readers on all exterior doors, support areas and office areas to reduce overhead cost of issuing keys to new employees and re-keying locks when keys are lost. This is not code required and is optional.

### **3.7 Fire Protection / Life Safety**

- Portions of the building will be designated as 'A Occupancies' and the total occupant load is over 1000 people. Therefore, a new voice evacuation fire alarm system with speakers, notification appliances, and smoke detectors throughout the building is required by code.
- Replace sprinkler system piping that is constructed of Allied XL pipe (schedule 7 light wall pipe).
- An additional layer of sprinkler heads will be needed on the new first floor area under the new second floor platform. This will be a light hazard occupancy. The existing risers will be able to support this new area of sprinkler heads.

### **3.8 Hazardous Building Materials**

Given previous use as an auto parts and service center, there is a potential for the existence of hazardous materials on-site. It is recommended to complete Hazardous Building Materials sampling and testing.



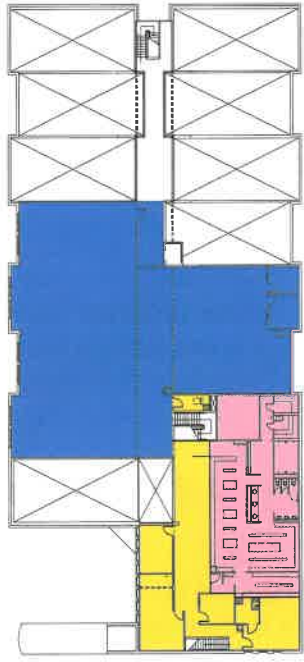
# 630 EAST TUDOR ROAD PRELIMINARY CAPACITY ANALYSIS DIAGRAM

SCOPE: RENOVATION OF THE EXISTING GYMNASIUM BUILDING INTO A MASS SHELTER  
 CAPACITY: TOTAL 28,088 SF (249 BEDS)

MAIN FLOOR



SECOND FLOOR



## CAPACITY

## PLUMBING FIXTURE REQUIREMENTS

TOTAL MAX. OCCUPANTS, ALL AREAS: 979  
 TOTAL BEDS @ 90 SF (DORMITORY): 249  
 TOTAL BEDS @ 113 SF (COVID): 170

## BUILDING CODE CONSIDERATIONS

BUILDING TYPE: CONSTRUCTED AS TYPE IV, IIR, IIRC, AND OWNER INTENDS TO ADD A SPRINKLER SYSTEM.  
 ANALYSIS PROVIDED BELOW FOR TYPE VB (COMBUSTIBLE) SPRINKLERED CONSTRUCTION, 2018 IBC

OCCUPANCY A-2, A-3, B, F-1, R-1, NON-SEPARATED USE, 2 STORIES ALLOWED  
 ALLOWABLE AREA: 18,000 SF + 7516.000 SF = 22,500 SF ALLOWABLE AREA PER STORY  
 ACTUAL AREA LEVEL 1: 17,364 SF (WITHIN ALLOWABLE)  
 ACTUAL AREA LEVEL 2: 9,925 SF (WITHIN ALLOWABLE)

WATER CLOSETS: 31  
 LAVATORIES: 28  
 SHOWERS: 2  
 DRINKING FOUNTAINS: 4



## **4.0 630 E. Tudor Road**

### **4.1 Civil / Landscaping**

- Regrade, repave and stripe parking lot.
- Repair exterior wall and parking lot interface at west façade to drain away from foundations

### **4.2 Structural**

- Repair undermined southeast foundation corner. Fill gap with controlled-density fill (CDF). Fix site grading and pavement to direct water away from foundation.
- Demolish the level 2 concrete hot tub
- The metal grating inset into the sidewalk at the main entry door is unsupported. Replace and properly support with new steel angle and/or repair the sidewalk opening with concrete. Reconstruct main entry door per ADA standards.
- The wood wall infill in the west side CMU wall has portions of the wood sheathing pulling away from the underlying framing in several locations. Replace sheathing. The underlying framing should be evaluated for water damage.
- The ground level mechanical room is located directly beneath a hot tub on level 2. The hot tub is constructed of concrete and the underside of the hot tub is visible from below. There are cracks in the concrete and evidence of substantial corrosion on the underside of this hot tub. The hot tub should be demolished.
- The entrance canopy columns, framing, baseplates, and anchor bolts have moderate corrosion. This canopy should be removed, rehabilitated, or replaced.

### **4.3 Architectural**

- Replace 20 Feet of exterior plywood siding, at west façade, and plywood signage backer board above main entry.
- Replace damaged exterior glass blocks.
- Replace original windows and/or the insulated glass units, at Level 2.
- Replace 2 secondary exterior doors. Provide ADA compliant landings and thresholds.
- Replace exterior seals at main entry door.
- Replace racquetball court hatches with doors, provide 2" floor transitions at doors.
- Complete gypsum wallboard sheathing on several interior partitions.

- Patch, repair, and repaint interior walls.
- Repair or replace damaged, misaligned, or missing doors.
- The building is not currently ADA compliant. To bring the building into compliance many changes to the building would be required. Below is a list of issues which would need to be addressed for the building to become accessible.
  - No accessible entries currently exist.
  - No accessible access to the second floor is provided.
  - No accessible bathrooms/shower rooms are present.
  - Most areas in the interior of the building do not have the clearances to allow wheelchair access.
  - Doors in the main public corridors have ADA hardware, doors in other areas do not.
  - Provide ADA and code compliant floor transitions where floors are at different levels.
- When the building is reconfigured, ADA compliance in altered areas will likely be required. If level 2 barrier-free access is necessary, an elevator or wheelchair lift will be required.
- Replace worn and damaged floors.
- Ensure accessible parking spaces are signed and painted in compliance with ADA standards.

#### **4.4 Plumbing**

- Gas-fired water heaters do not appear to be seismically braced. Recommend adding earthquake straps per UPC 507.2.
- Replace one water heater.
- A 2-inch copper pipe off the water meter was valved off, but not capped. Recommend capping all open pipes.
- The wash basin in the janitor's closet, the mop sink on level 2 and the hose bibb in the steam room do not have vacuum breakers installed. Recommend installing faucets and hose bibbs with built in vacuum breakers as per UPC 603.5.7.
- Remove the plumbing to special fixtures/spas.

#### **4.5 HVAC**

- The rooftop units vary in ages, some are due for replacement.
- The 2 gooseneck ducts located on the roof terminate too close to the roof's surface. One supplies the mechanical room with combustion air and the other is an exhaust duct from the old spa room. The 2 ducts could become clogged with snow buildup during the winter, limiting airflow. Recommend raising ducts to prevent restricted airflow.

- There are broken/missing roof drain grates and gas pipe supports on the roof. Recommend installing new grates and pipe supports.
- There are many ceiling exhaust fans that are noisy and/or not functioning.
- Single toilet room on level 1 has no exhaust.
- The louvers located in the 'aerobics' room and Alaska Fitness Center are plugged with insulation and/or the dampers are not functioning properly.
- There appears to be no source of heat for the Alaska Fitness Center area.
- While parts of the building have operable windows for ventilation, there are some areas in the interior of the building that are not properly vented. Specifically, in the women's locker room, single use restroom and the room adjacent to laundry room with the installed washer box. Recommend bringing all unvented areas up to code as per IMC Table 403.2.1.1.

#### **4.6 Electrical**

- Wiring is not compliant with current fire/building codes and major components past their useful lifespan. Complete renovation is recommended
- Recommended to replace the lights with LEDs through out.

#### **4.7 Fire Protection / Life Safety**

- The fire alarm was last inspected in March of 2019 by GMW.
- Service and inspect Fire alarm system annually.

#### **4.8 Hazardous Building Materials**

The Limited Hazardous Building Materials Inventory conducted in October 2020 identified areas within the building containing lead-based paint (LBP). Mitigation is required.

- Remove 1,025 sq. ft. of tile and board containing lead.
- Remove LBP from miscellaneous surfaces.

## 5.0 Project Development Costs

The table presents Rough-Order-of-Magnitude (ROM) development costs for remodeling existing buildings and construction of new buildings. The following is noted:

- 1 "Asking Prices for Property" are prices published by the real estate broker representing the property or (in the case of the Alaska Club), the price agreed-to in recent negotiations between the owner and the Municipality. It is noted that the final purchase price is often lower than the asking price.
- 2 "New Construction ROM Costs" were either submitted by the two proposers or (for "standard construction") calculated from a unit cost (\$/SF) derived from recent bid history in Anchorage.
- 3 "Remodel ROM Costs" were estimated by a construction contractor with over 20 years of experience with Anchorage commercial/industrial remodeling projects. Additional research and consultation were undertaken with construction contractors throughout the Pacific northwest with specific experience in shelters and case management facilities. Special considerations for each facility (age, condition, etc.) were also considered in costing.
- 4 "Total Development Costs" reflect either the sum of "asking prices" and "remodel ROM costs" or the "new construction ROM costs". Costs are inclusive of: project management, design/permitting, environmental abatement, construction, construction administration and a 10% contingency for development unknowns.
- 5 "Unit Prices" were calculated by dividing the Total Development Cost by the number of beds proposed for the facility.

Sites	Proposed Dorm (SF)	Proposed Wrap-around Services (SF)	Beds - Standard Protocol	Beds - COVID Protocol	Asking Prices for Property	New Construction ROM Costs	Remodel ROM Costs	Total Development Costs	Unit Price - standard (\$/occupant)	Unit Price - COVID (\$/occupant)
300 Calais Dr.- Johnson's Tire	58,794	61,768	1,176	520	\$6,600,000	NA	\$28,500,000	\$35,100,000	\$29,847	\$67,500
550 Bragaw - PNA Building	17,215	20,998	344	152	\$5,500,000	NA	\$11,000,000	\$16,500,000	\$47,965	\$108,553
630 E. Tudor Rd - Alaska Club	12,496	15,048	249	110	\$3,500,000	NA	\$6,700,000	\$10,200,000	\$40,964	\$92,727
RPM-SPRUNG Structure	47,463	41,400	950	420	NA	\$19,289,292	\$0	\$19,289,292	\$20,305	\$45,927
Orion-Legacy Structure	42,000	42,000	840	372	NA	\$14,101,000	\$0	\$14,101,000	\$16,787	\$37,906
Standard Construction (ROM)	42,000	42,000	840	372	NA	\$37,800,000	\$0	\$37,800,000	\$45,000	\$101,613

## 6.0 Project Development Schedule

Development of low barrier navigation center(s) is a high priority for the Municipality. Consequently, the two proposals received for construction of new facilities reflect accelerated design, permitting and construction schedules. The table below summarizes the major phases for the proposals from RPM-sprung and Orion-Legacy, as well as an accelerated schedule for remodeling one or more of the facilities under consideration for acquisition and repurposing. Some phase durations are annotated to call attention to assumptions and potential complications. In the right-most column, phase durations based on the project team's professional judgment are included, for comparison.

<b>Phase</b>	<b>Facility Remodel (JT, AK Club, 550 Bragaw)</b>	<b>RPM-sprung</b>	<b>Orion-Legacy</b>	<b>Estimated Time</b>
<i>Acquire Muni Site Control</i>	5 weeks	0 weeks	0 weeks	5 weeks for Purchase Agreement
<i>Land Use Permitting</i>	Assume waiver of AMC Title 21 requirements			
<i>Contractor Selection</i>	Design consultants already under Muni contract	Assumes sole-source	Assumes sole-source	5 weeks for RFP/D-B team selection (concurrent with site acquisition)
<i>Footing/Foundation/Utility Design and Permitting</i>	NA	2 weeks (seems highly optimistic)	4 weeks	4-8 weeks
<i>Footing/Foundation/Utility Construction</i>	NA	3 weeks (no time for ground thaw)	12-14 weeks	12 weeks
<i>Arch/Structural Design and Permitting</i>	10-12 weeks (select construction contractor during design)	2 weeks (seems highly optimistic)	9 weeks	10-12 weeks (concurrent with F&F)
<i>Shell Construction</i>	NA	8 weeks	8 weeks	8 weeks
<i>Demolition/Abatement</i>	5 weeks	NA	NA	5 weeks
<i>Interiors</i>	18 weeks	Unknown (assume 9 weeks)	9 weeks	13-18 weeks
<b>Totals</b>	<b>38-40 weeks</b>	<b>24-27 weeks</b>	<b>42-44 weeks</b>	<b>39-48 weeks</b>

**ANCHORAGE, ALASKA**  
**AR No. 2020-338, As Amended**

1 **A RESOLUTION OF THE ANCHORAGE ASSEMBLY ADOPTING ANCHORED**  
2 **HOME, THE STRATEGIC ACTION PLAN TO SOLVE HOMELESSNESS IN**  
3 **ANCHORAGE: 2018-2021.**  
4

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5  
6 **WHEREAS**, homelessness has been a persistent problem within the Municipality of  
7 Anchorage for many years; and  
8

9 **WHEREAS**, after nearly a year of community engagement, the Municipality along  
10 with many community partners created the “Anchored Home Strategic Action Plan  
11 to Solve Homelessness in Anchorage: 2018-2021”<sup>1</sup> (Anchored Home), and it was  
12 presented to Assembly Committee on Homelessness on September 18, 2018, and  
13 to the community by Mayor Berkowitz and the Anchorage Coalition to End  
14 Homelessness (ACEH) in October 2018; and  
15

16 **WHEREAS**, since then the ACEH provided monthly scorecards in early 2019,  
17 prepared monthly updates to the Assembly Committee on Homelessness, and  
18 hosted quarterly public meetings; and  
19

20 **WHEREAS**, Anchored Home addresses homelessness by directing resources to  
21 four key pillars, or perspectives – investing in Prevention & Diversion, strengthening  
22 the Anchorage Housing & Support System, ensuring Public Health & Safety, and  
23 bolstering Advocacy & Funding; and  
24

25 **WHEREAS**, since October 2018, the Municipality, the Anchorage Coalition to End  
26 Homelessness, United Way, philanthropists, business partners and homelessness  
27 service organizations have worked to implement the foundational elements of  
28 Anchored Home, including data collection and reporting, establishing coordinated  
29 entry and intake, piloting supportive housing, and outreach efforts; and  
30

31 **WHEREAS**, while Anchored Home envisions building a more robust continuum of  
32 care based on existing services, the services in Anchorage have been reduced  
33 during the last 18 months. Given the ongoing State of Alaska fiscal uncertainty for  
34 housing and homeless projects, implementation of Anchored Home has shifted to  
35 meet changing capacity of the community. COVID-19 and its economic impacts on  
36 new homelessness will continue to change demand in the coming months.

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<sup>1</sup> The Anchored Home Plan is available online here: <https://anchoragehomeless.org/wp-content/uploads/2018/10/Anchored-Home-1004018-FINAL-1.pdf>



1 Anchored Home will now be supplemented yearly by an annual Gap Analysis and  
2 Community Priorities document created by ACEH's Advisory Council. This yearly  
3 needs assessment will more precisely identify needed action steps yearly under the  
4 umbrella of Anchored Home; and

5  
6 **WHEREAS**, Anchored Home through its new implementation paradigm is finding  
7 housing for individuals experiencing homelessness in the Municipality and creating  
8 adequate capacity to ensure that homelessness remains as minimal as possible  
9 and will be rare, brief, and a one-time experience; and

10  
11 **WHEREAS**, starting in March 2020, the Municipality of Anchorage was faced with  
12 the COVID-19 emergency; and

13  
14 **WHEREAS**, the Municipality opened mass shelter on March 21, 2020 to shelter  
15 individuals experiencing homelessness in response to the COVID-19 emergency  
16 and the remaining shelter providers reconfigured their operations in accordance with  
17 the Center for Disease Control guidelines, including day and night services in a  
18 single site, physical distancing in their facilities, shelter beds spacing, sanitizing  
19 protocols and equipment, and storage for personal belongings; and

20  
21 **WHEREAS**, throughout the implementation of Anchored Home, the Municipality and  
22 its partners have seen over 375 individuals moved to housing from shelters across  
23 the Municipality during the COVID-19 emergency; and

24  
25 **WHEREAS**, while the Anchored Home Plan has been a guiding document for the  
26 Municipality's homelessness response it has not been adopted by the Anchorage  
27 Assembly; and

28  
29 **WHEREAS, the goals of Pillar 3, Public Health and Safety, to "Resolve public**  
30 **health and safety issues related to homelessness and revitalize Anchorage's**  
31 **downtown and community neighborhoods with a mix of housing and**  
32 **commerce."** is understood to list key areas to be attended to by the  
33 **Municipality; and**

34  
35 **WHEREAS**, while Anchored Home is focused on achieving functional zero by the  
36 end of 2021 with its three-year priorities and action plans, the policies and principles  
37 of Anchored Home can provide guidance to the Municipality's public policies and  
38 actions related to homelessness long into the future; now, therefore

39  
40 **THE ANCHORAGE ASSEMBLY RESOLVES**, that the Anchored Home Plan **2018-**  
41 **2021** is the [~~Municipality's~~]adopted plan to address homelessness **through 2021**  
42 **in the Municipality of Anchorage or [and]until** changed by subsequent Assembly  
43 action, **and the Plan and particularly Pillar 3** shall continue to **guide** [~~be the~~  
44 ~~vehicle for continued and welcomed~~]community engagement, [~~and the~~  
45 ~~implementation of~~]homelessness response [~~policy~~]and appropriations **by** [~~in~~]the  
46 Municipality of Anchorage.

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PASSED AND APPROVED by the Anchorage Assembly this 29th day of September, 2020.

DocuSigned by:  
  
1FF044AF78C94AE

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Chair

ATTEST:

DocuSigned by:  
  
D968C7461BE245A...

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Municipal Clerk

# Anchored Home

## Strategic Action Plan to Solve Homelessness in Anchorage: 2018-2021

October 2018





COVER PHOTOS Skyline: Doug Lindstrand/AlaskaStock.com. Photos left to right: Covenant House; RurAL CAP; Municipality of Anchorage; RurAL CAP; Covenant House.

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Anchorage Coalition to End  
**Homelessness**

Dear neighbor,

We are proud to present *Anchored Home: 2018 to 2021*, our strategic roadmap to a time and place where homelessness in Anchorage is rare, brief and one-time. Anchored Home emphasizes four pillars: 1. Prevention and Diversion, 2. Housing and Support Systems, 3. Public Health and Safety, and 4. Advocacy and Funding. We recognize that our community, like all communities, has both a moral and a fiscal responsibility to solve homelessness and care for our people. We also recognize that our community has its own unique character and distinct qualities that require a plan that reflects our values and our goals. This plan reflects those responsibilities and circumstances.

As Alaskans, we know that success requires us to take down barriers and work together. *Anchored Home* depends on partnerships with the public, private and non-profit sectors, to make Anchorage safe and supportive for all people who live here. We envision an Anchorage that links those who live with homelessness to basic and long-term support and opportunities. This is an Anchorage where the community has sufficient social supports to give everyone in this city an opportunity to live sheltered, in safety and with access to health services.

Anchorage, like many cities, is already paying a price for a sparse social service network and inadequate investment in prevention and long-term solutions. We are contending with chronic issues related to poverty and the failure to provide comprehensive behavioral health supports. Though the support of the state and federal governments is greatly appreciated, we cannot rely only on either the state or federal government to provide the support that our community needs.

*Anchored Home* is Anchorage's community plan. It is rooted in the work and vision of the people of our community. It is our strategic roadmap for the next three years, and we are committed to achieving this vision. We invite you to read the plan, participate in conversations and forums over the next three years, and to make a personal commitment to put this plan into action. Together, we can make sure that Anchorage represents values and vision, actions that make a difference, and a safer, stronger community.

Ethan Berkowitz  
Mayor, Municipality of Anchorage

Jasmine Khan  
Executive Director,  
Anchorage Coalition to End Homelessness

## Collaboration and Input

Everyone in the community has a role to play in ensuring that homelessness for people in Anchorage is a rare, brief and one-time experience. Many partners have contributed to Anchored Home and are committed to working together to achieve its goals. Many community members have shared their perspectives and commitment to finding solutions.

### Anchored Home Leaders and Funders



The community engagement process, development and revision of the plan were supported by Agnew::Beck Consulting, funded by the Alaska Mental Health Trust Authority.

### Partners, Participating Organizations and Community Voices

Agnew::Beck Consulting, Inc.  
AK Red, LLC  
Alaska AFL-CIO  
Alaska Children's Trust  
Alaska Coalition on Housing and Homelessness  
Alaska Council on the Homeless  
Alaska Criminal Justice Commission  
Alaska Department of Corrections (DOC)  
Alaska Department of Health and Social Services (DHSS)  
Alaska Food Policy Council  
Alaska Grassroots Alliance  
Alaska Housing Finance Corporation (AHFC)  
Alaska Legislature  
Alaska Mental Health Trust Authority (the Trust)  
Alaska Mill and Feed  
Alaska Native Tribal Health Consortium (ANTHC)  
Alaska Trails  
Alaska Veterans Foundation  
Allen & Peterson Cooking + Appliance Center  
Anchorage Assembly  
Anchorage Assembly Homelessness Committee  
Anchorage Coalition to End Homelessness  
Anchorage Downtown Partnership (ADP)  
Anchorage Economic Development Corporation (AEDC)  
Anchorage Fire Department (AFD)  
Anchorage Housing Initiatives, Inc.  
Anchorage Parks Foundation  
Anchorage Police Department (APD)  
Anchorage School District (ASD)  
Anchorage Responsible Beverage Retailers Association (ARBRA)  
Abused Women's Aid in Crisis (AWAIC)  
Bean's Café  
Catholic Social Services (CSS)  
Choosing Our Roots  
Christian Health Associates  
Coalition to Protect Public Spaces  
Cook Inlet Housing Authority (CIHA)  
Cook Inlet Tribal Council (CITC)  
Covenant House Alaska  
Daybreak Services, Inc.  
Denali Federal Credit Union  
Disability Law Center of Alaska  
Downtown Community Council  
Downtown Hope Center  
East Downtown Partnership  
East Downtown Action Group (eDAG)  
Fairview Community Council  
Forget Me Not  
Habitat for Humanity  
Institute for Community Alliances (ICA)  
Lutheran Social Services  
Mat-Su Health Foundation  
Mat-Su Coalition to End Homelessness  
Mountain View Library  
Municipality of Anchorage (Muni)  
NeighborWorks Alaska  
Nine Star Education & Employment services  
Office of Governor Bill Walker  
Office of Senator Tom Begich  
Office of Mayor Ethan Berkowitz  
Partners for Progress  
Providence Health Systems Alaska  
Rasmuson Foundation  
Rural Alaska Community Action Program (RurAL CAP)  
Statewide Homeless Housing Office  
Southcentral Foundation  
The Boardroom  
Third Avenue Radicals  
U.S. Housing and Urban Development (HUD), Region 10  
U.S. Veterans Administration (VA)  
United Way of Anchorage  
University of Alaska Anchorage (UAA)  
University of Alaska Anchorage Justice Center  
Volunteers of America  
Youth Task Force

## Community Engagement Process

Creating Anchored Home is just one step in bringing our community together to better understand the problem, dialogue about the solutions we need, and unite to make those solutions a reality. This revision of the Anchorage Community Plan grew out of the community's desire to improve quality of life for all living in Anchorage, and has been shaped throughout the process by the diverse and passionate voices who each bring an important perspective to the table.

In developing Anchored Home, we have engaged over 700 community members, businesses and agency representatives through a community engagement and public review period. We are committed to continuing this conversation throughout implementation as we work together to solve homelessness in Anchorage, including hosting quarterly forums for community dialogue. Community members were engaged individually and through the following methods:

- Two community gatherings in February and May 2018, and community forum in September 2018
- Anchorage Assembly Homelessness Committee meetings and engaging with Assembly members
- Housing, Homeless and Neighborhood Development (HHAND) Commission
- Anchorage Coalition to End Homelessness (ACEH) member meetings
- Outreach to Federation of Community Councils and 17 Community Council meetings
- Discussion with people with lived experience of homelessness, including current clients at Brother Francis Shelter / Bean's Café Campus
- Discussion with housing and social service agencies
- One-on-one meetings and group discussions with stakeholders, including the many individuals and organizations recognized in this plan, as well as individuals who currently experiencing or have experienced homelessness in Anchorage.



## What We've Heard: Themes and Responses in Anchored Home

Themes of Community Input	Incorporated in the Plan
<p>We need to address homelessness, and the impacts of homelessness on our community, to improve quality of life for all people in Anchorage: residents, neighborhoods, businesses, trail and park users, and especially those experiencing homelessness.</p>	<p>Anchored Home itself grew out of an increasing realization that the status quo needs to change, and the community demands solutions. Each revision of Anchored Home has further emphasized the need for coordinated action, the early successes we have achieved in building a better system, and the resources needed to make further progress.</p>
<p>Homelessness is a public health and safety issue for the entire community, including vulnerable people experiencing homelessness.</p>	<p>Pillar 3: Public Health and Safety focuses in particular on improving quality of life for all Anchorage residents, and recognizes that people experiencing homelessness are especially vulnerable. Many of the actions under this pillar address encampments and other impacts on Anchorage neighborhoods, trails and public lands.</p>
<p>Preventing homelessness and helping people before they experience homelessness is an important strategy, and should be highlighted in the plan.</p>	<p>We have added a new Pillar 1: Prevention and Diversion from Homelessness, recognizing that many people in our community are vulnerable and may be at risk of experiencing homelessness. Connecting people who are at risk with resources can help prevent a future crisis.</p>
<p>We need to help people get back on their feet: housing, access to health care, training and employment help people become and stay independent.</p>	<p>Finding and keeping meaningful employment helps people regain independence as well as feeling connected to their community. Many organizations identified in Anchored Home run programs to grow job skills and employment; more partners, including businesses, need to increase opportunities for Anchorage residents needing work.</p>
<p>Some neighborhoods are more impacted than others, from encampments in public parks and along greenbelts to areas where services are located. Solving homelessness needs to be a more equitable, city-wide effort.</p>	<p>Homelessness impacts the entire community in a variety of ways, but the current situation does directly impact some residents, businesses and neighborhoods more than others. Scattered site (spread throughout the city) housing is a best practice and is already being used by several organizations, but more can be done to better distribute services throughout the Municipality. Pillar 2 includes multiple strategies to increase housing and supports citywide in a more geographically diverse way. Pillar 3 emphasizes the need for citywide services such as shelters.</p>
<p>Many people are very concerned about illegal encampments on public lands, and the health and safety problems the camps create. Community members want clear accountability from the Muni to clean up camps, and better communication to the public about what is already being done.</p>	<p>The community has identified this as a concern and priority area since the beginning of the process, and Pillar 3: Public Health and Safety incorporates many of the recommendations of residents and the Muni to better address illegal encampments. Ongoing data reporting will include reporting on these actions. As with all interventions in Anchored Home, more funding will be needed to increase the resources necessary to address encampments in a comprehensive way, detailed in Pillar 4: Advocacy and Funding.</p>
<p>Businesses, neighbors, the faith community, and others want to help! However, people are unsure how to help, and need the tools and skills to engage.</p>	<p>Involving the community is an important theme throughout this plan. We have more clearly defined ways the community can engage under each pillar, with actions including educating individuals and groups who may interact with people experiencing homelessness and providing tools for positive engagements.</p>
<p>Community members want more communication and greater transparency from the Municipality and its partners to share what is being done to solve homelessness, what progress is made over time, and remain accountable for protecting public health and safety of the entire community.</p>	<p>Anchored Home began with community dialogue about solving homelessness, and has been strengthened throughout this process by the input and participation from many different people who want to solve this problem. Each pillar identifies ways in which the community can engage, and Pillar 4: Funding and Advocacy highlights community-based advocacy as an important strategy for change. The plan also commits the Anchored Home team to regularly sharing data and measurable progress toward the goals, as well as a quarterly public forum.</p>

## Themes of Community Input

## Incorporated in the Plan

People make assumptions about who experiences homelessness, why and how people experience this, and disagree about who in the community is responsible for solving homelessness.

Anchored Home acknowledges that people experience homelessness for many different reasons and have differing levels of need. The plan also emphasizes the need to work together as a community and align our efforts and resources to address homelessness. It cannot be one agency, sector or group's responsibility. The focus on data collection and utilization is a key step in dispelling these assumptions and creating further actions to address homelessness.

We need to reduce stigma about homelessness, and approach this issue with empathy and compassion as we work on solutions.

Anchored Home is a call to action to improve quality of life for everyone in our community, especially those who are experiencing or will experience homelessness in the future. The language in Anchored Home has been chosen intentionally to describe the issue of homelessness as a complex problem, while not assigning blame or assumptions about the individuals who experience homelessness. The actions in this plan will help our community better understand the causes and impacts of homelessness, acknowledge the desire of all people to live with dignity and a sense of connection to the world around them, and work together to help fellow residents.

Homelessness is not an isolated problem: it relates to lack of affordable housing, the strength of the economy, access to education and meaningful employment, addiction and substance use, medical and behavioral health, past trauma and current crises, and many other social issues. We must address these other issues before we can truly solve homelessness.

All of this is true. Homelessness can be a cause and an effect of many other challenges we face as individuals, and as a community. The strength of Anchored Home is its focus on concrete, tangible actions we can take as a community, with an intentional focus on the issue of homelessness. Anchored Home acknowledges the larger context for the problems we are trying to address, but must remain focused on achieve the goals we have set. More work is needed to address these other challenges, and those efforts should be aligned with this plan.

## George's Story

George is a grandfather, veteran, avid crossword puzzler, and excellent cook. This winter, he lost his health, his job, and his home.

Couch surfing after undergoing a triple bypass surgery, he wasn't improving and was afraid to go to the doctor and incur more medical bills. George called Alaska 2-1-1 and described his struggles. 2-1-1 staff referred George to Catholic Social Services. Right away, an advocate found him suitable transitional housing where he could safely recover. George also accessed the medical care he needed and was immediately treated for fluid retention in his lungs, a life-threatening condition. A case manager also assisted him with filing for disability benefits and public assistance and finding permanent housing.

Attentive care from staff, who recognized all his needs and helped him find the right community services, probably saved George's life. Best of all, the assistance he received has helped him become stably housed and self-sufficient again.

Source: United Way of Anchorage, 2018

## Introduction

Homelessness can be difficult to understand. We see the individuals in public spaces, living in encampments and panhandling at the roadside. We often do not see the youth and young adults, the families, the veterans, and other individuals who are experiencing homelessness out of the public's view.

Ending homelessness benefits the entire community. When we live in stable housing, we are more likely to have better physical and mental health, regular employment, and a higher quality of life. Children are more likely to be successful in school and to graduate to higher education.

Addressing homelessness also means our community will be safer. Businesses can focus on their customers, neighbors have less impact on their properties, visitors and tourists have positive experiences, and parks and public lands are maintained for the whole community's use. Police, fire and emergency medical services will be less burdened, saving and redirecting community resources.

Ending homelessness is not easy. Most importantly, housing must be available. For people with a short-term need, access to affordable housing or one-time assistance can get them back on track. Some individuals need additional supports over time to help them live successfully in the community. Many socioeconomic factors affect homelessness: unemployment, lack of affordable housing, low wages, untreated health conditions, personal and historical trauma, race- and gender-based disparities, and public health crises such as the epidemic of opioid and substance abuse. Growing our local economy and promoting equity benefits us all and helps to end homelessness in Anchorage.

This plan, Anchored Home: 2018-2021, is a single focused implementation plan for Anchorage that combines federal, state, and local strategies. While the many larger issues identified above also require action to improve our community, we must remain focused on homelessness to be successful in achieving our stated goals. It addresses immediate community needs and builds the foundation to address larger, socioeconomic factors. The plan also identifies specific areas where more funding and resources are needed to achieve our community's goals. Anchored Home was developed in partnership with the Anchorage community through a series of gatherings, discussions, public reviews, and open forums.

To get the facts on homelessness in Anchorage please visit the Anchorage Coalition to End Homelessness' website at: <https://anchoragehomeless.org/get-the-facts/> For additional details and explanation of terminology, please refer to the Definitions and Acronym section at the end of this document.

# VISION



Homelessness is rare, brief, & one-time **1**



# KEY PILLARS



## Core Purpose

Anchored Home identifies concrete actions to make homelessness a rare, brief and one-time event. Anchored Home is an action-oriented roadmap for the next three years that combines community, state and federal plans. The private sector, public sector and individual community members will help to implement this plan, including securing additional resources to meet our community's needs.

## Four Key Pillars of Anchored Home

Anchored Home directs resources to four pillars to solve homelessness and improve community livability.

1. Promoting **Prevention & Diversion** from homelessness
2. Growing the **Housing & Support System**
3. Improving **Public Health & Safety**
4. Increasing **Advocacy & Funding** to bolster our efforts.

# Liam's Story

When Liam first walked through the doors of Covenant House Alaska at age 16, he was furious. Raised in a home rife with abuse, violence and drug addiction, Liam dropped out of school at 14 and started using drugs. A year later, at age 15, he was dealing drugs and was arrested several times. Brought by police to Covenant House's Crisis Center, he met his caseworker, Miriam, who believed in him even when he didn't believe in himself.

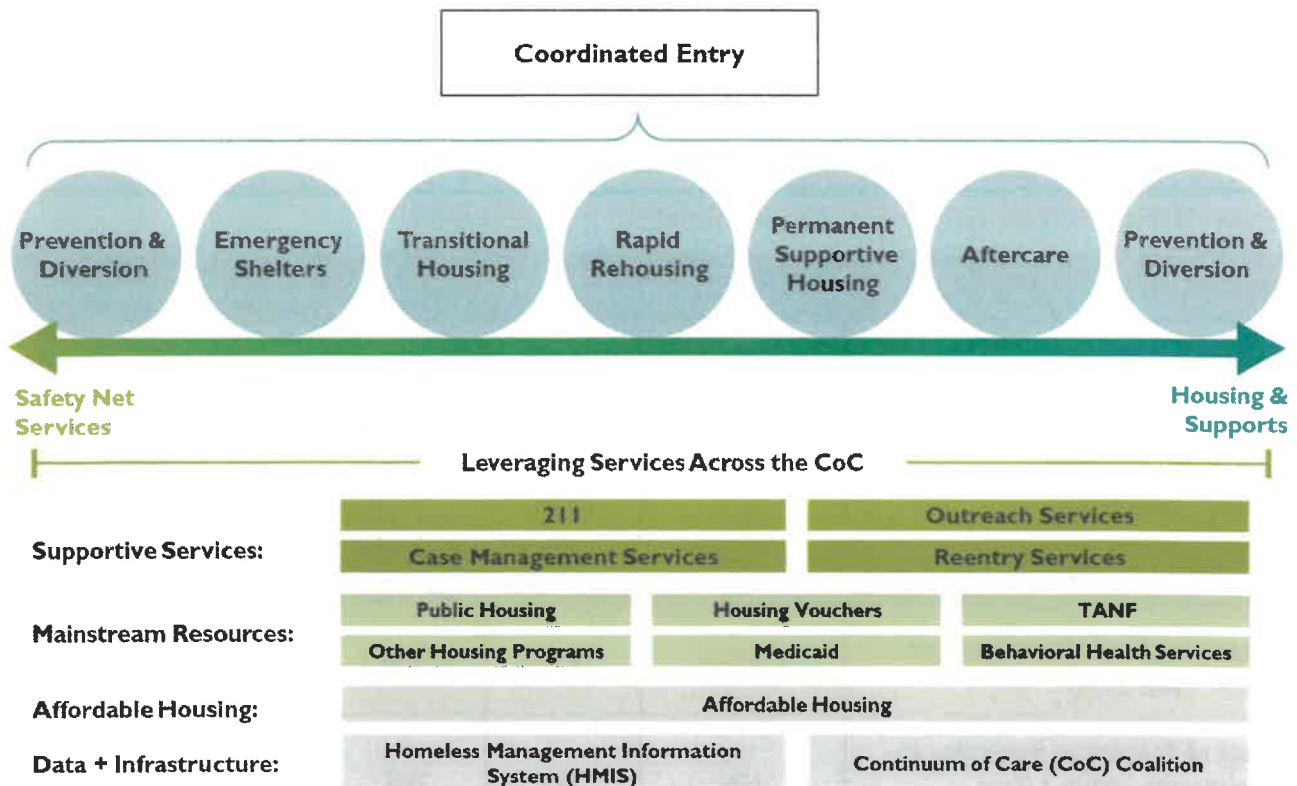
For five years, Liam would periodically drag himself to the shelter, cold and malnourished, then disappear. Miriam persevered through counseling and treatment services, and Liam settled into Covenant House's Transitional Living Program. He trained as a chef and became skilled in kickboxing, poetry slam, and chess. Today, Liam is 21, working towards a college degree, the proud single father of a 3-year-old son, and a passionate advocate for kids experiencing homelessness. He is raising his boy with the same values he was taught at Covenant House: unconditional love and respect.

Source: Covenant House, 2018

## Our Current System

Service and housing supports for those experiencing homelessness comes from government entities, housing providers, and social services organizations. This web of housing and supports is called a Housing & Support System. Anchorage's current Housing & Support System is illustrated in the graphic below.<sup>1</sup>

### Anchorage's Housing & Support System



<sup>1</sup> This is not a comprehensive list of housing and supports. Definitions for services within the Housing & Support System can be found in the Definitions and Acronym section at the end of this document. It should also be noted that while Anchorage has many pieces in place and continues to strengthen this system, significant gaps remain. Anchored Home calls for more resources to fill these gaps.

It is currently challenging to quantify the true community need for housing and supports and identify shortages, so we can address capacity and funding gaps. Through this collaborative planning effort, we will gain a shared, centralized understanding of the current system to increase and provide more efficient services to people experiencing homelessness. One example of this is assessing our community’s need for services across this continuum. Currently, federal priorities target funding for housing through rapid rehousing and permanent supportive housing interventions. These are necessary elements of a Housing & Support System. However, emergency shelters, transitional housing programs and other interventions are also necessary. The benefit to understanding Anchorage’s Housing & Support System is to better understand our unique community needs and be able to locally address capacity and funding gaps.

**Data Gathering**

Anchorage uses two primary tools to collect data on how many people experience homelessness and to track trends over time. One is the Point-in-Time (PIT) count. The Point-in-Time count is a snapshot of homelessness collected at one time each year, on the same day as every other participating community in the country. PIT counts can be compared across communities and give local and national decision-makers a tool for tracking homelessness over time. During the Point-in-Time Count each year, volunteer community members conduct an on-the-ground survey to count the number of people experiencing homelessness, both in shelter and living in camps and on the street.

The second is the Homeless Management Information System (HMIS), which is used across Alaska and around the country by providers to collect information on people experiencing homelessness. HMIS tracks the number of people who have accessed the Housing & Support System and can report on key metrics.

The PIT count and some data from HMIS is presented in the table below to show the number of people currently experiencing homelessness in Anchorage (broken out by population), the average length of time people experience homelessness, and the percentage of the population served who return to homelessness within a year, which gives a sense of the effectiveness of the Housing & Support System in Anchorage. This data is simply a snapshot of Anchorage in 2018, and a baseline of two key measures of success that Anchored Home will track and publicly report throughout implementation.

People Experiencing Homelessness in Anchorage	Youth and Young Adults	Families	Veterans	Adults	Total
Point-in-Time Count (January 2018)	99	87 families 280 people	62	715	1,094
Active clients in HMIS (July 2017 - June 2018)	976	1,917 people	531	4,659	7,442
System Successes	Youth and Young Adults	Families	Veterans	Adults	Total
Average Length of Homelessness <sup>2</sup> (July 2017 - June 2018)	172 days	190 days	518 days	380 days	312 days
Percent of Population Returning to Homelessness within 1 Year (July 2017 - June 2018)	15%	6%	25%	27%	20%

<sup>2</sup> Average length of homelessness is calculated for the population of clients in the following housing types: emergency shelter, transitional housing, and any type of permanent housing, including permanent supportive housing and rapid re-housing, up to the client’s move-in date.

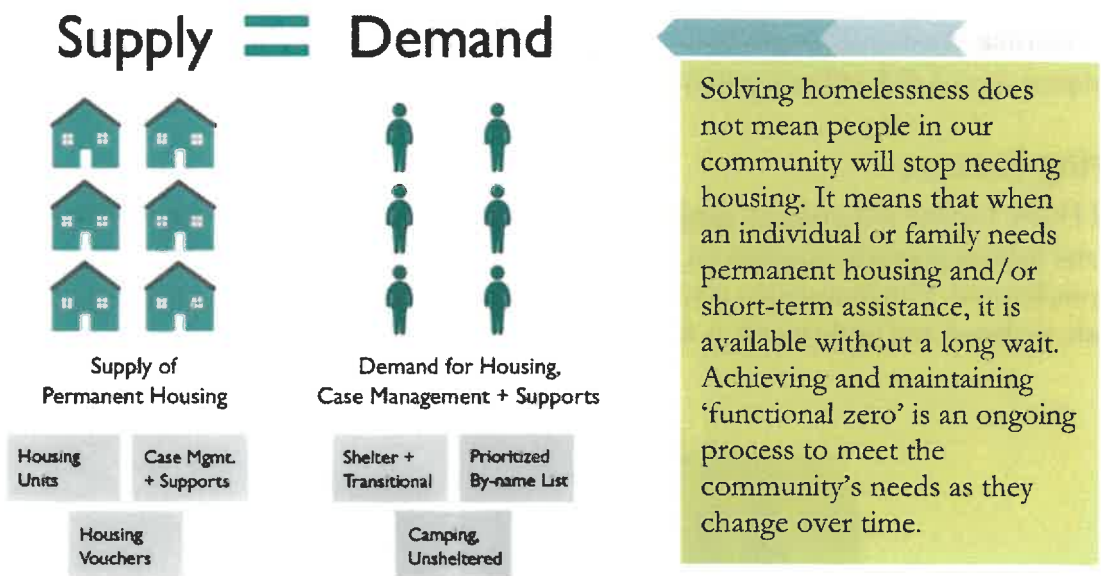
One core component of Anchored Home is to improve the quality of data and increase use of metrics collected by the Housing & Support System. Our current data processes need to be improved. Data gathered in Anchorage currently does not accurately reflect all people experiencing homelessness, it measures those who have interacted with the Housing & Support System. For example, there are unsheltered people who are not counted in the data because they are living on the streets or in encampments, and have not yet engaged with providers. As we improve data collection and increase street outreach, the number of people counted as experiencing homelessness may appear to increase for a time.

Beyond understanding the number and basic demographics of those experiencing homelessness, data will be used to track implementation of the four pillars of Anchored Home. As we work to implement the actions of each pillar, progress measures should show improvement over time. Data will also help us be smart about where to target our work. For instance, HMIS data can help us understand how many people are living in encampments and what their needs are. With this information, we can determine the appropriate housing and supports to address the true need and achieve the goals of Anchored Home.

### What We Want to Achieve: Functional Zero<sup>3</sup>

Anchorage can become a safe and livable community where homelessness is a rare, brief, and one-time occurrence. To get there, we need to build a sustainable data-driven system of supports that adequately meets the needs of people experiencing homelessness. This work must be driven by a collective action partnership among the community, the Municipality, businesses, housing providers, supportive service providers, community-based providers and other stakeholders. Anchored Home seeks to represent the voices of our community members, including those with lived experience of homelessness.

Anchorage is joining many communities around the country working to end homelessness using the concept of “functional zero.” Functional zero is achieved when the number of people who are experiencing homelessness each month, both sheltered and unsheltered, is fewer than the number of available housing units that month. In other words, when our supply of housing and supports meets or exceeds the demand for housing and supports from people experiencing homelessness.



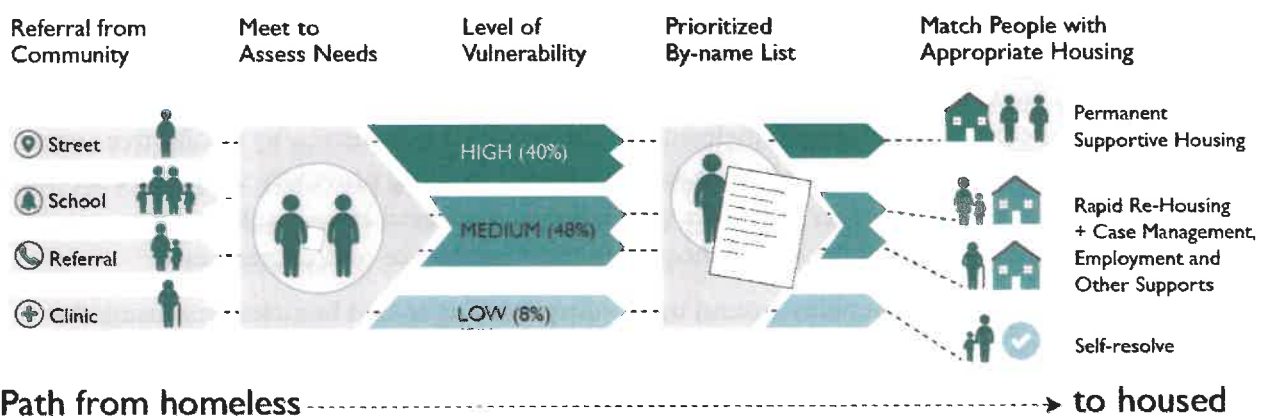
<sup>3</sup> To better understand the concept of ‘functional zero’ watch this short video focused on efforts to end veteran homelessness: <https://www.youtube.com/watch?v=4O8mEwbF0ps>.

Achieving functional zero for homelessness in Anchorage will require community members and organizations working together, over a sustained number of years, with an adequate amount of resources. We must expand the Housing & Support System to meet current and future demand, and to respond to individuals experiencing homelessness quickly and effectively.

There are three critical parts of this system that must be strengthened to achieve functional zero:

1. Accurately counting the demand for Housing & Supports and the available supply. This helps us understand how to meet the needs of specific groups such as youth and young adults, families, veterans, single adults, and those reentering the community from hospitals or incarceration.
2. Improving data quality in HMIS and increasing our use of data metrics to track implementation and progress.
3. Improving the Coordinated Entry System (illustrated below) to quickly and efficiently match people with appropriate housing and supports to meet their needs.

### Coordinated Entry System to Match People with Housing and Supports



The goal of the Coordinated Entry System is to match a person experiencing homelessness with housing and supports to meet their needs, whether that is a short-term emergency shelter stay or long-term permanent housing. Anchorage implemented its Coordinated Entry System in January 2017 and continues to make improvements and add new partners.

### Measuring Success

Anchored Home focuses resources on achieving functional zero for youth and young adults, families, and veterans, and making concrete progress on achieving functional zero for adults and people experiencing chronic homelessness. Functional zero is reached when the number of people experiencing homelessness each month, sheltered and unsheltered, is fewer than the monthly availability of housing and supports.





## Our faith community responds to families' needs

For the sixth winter in a row, between October 2017 and May 2018, no child had to sleep out in the cold in Anchorage. Our community's family shelters often fill up on cold winter nights, but volunteers with 9 churches representing 11 congregations organized to meet this need. This past winter, the network of churches was able to provide shelter for 73 families, including 94 children and 117 adults, for 170 nights. Shelter is only part of the solution: these families also connected with the Coordinated Entry system to find permanent housing.

Source: United Way of Anchorage, 2018

Step one will be calculating our baseline data for capacity and demand and sharing this with the community. Progress towards functional zero will be shared through monthly updates to the Anchorage Coalition to End Homelessness [www.anchoragehomeless.org](http://www.anchoragehomeless.org) and Municipality of Anchorage <http://www.muni.org/departments/mayor/pages/mayorshousingandhomelessness.aspx> websites and through a quarterly public forum and other community-wide communications. Transparency and open community dialogue are central components of Anchored Home.

## Measuring Progress

A data dashboard will be created to track implementation efforts and monitor key data points including the number of people experiencing homelessness and the capacity of our Housing & Support System.

One critical element of success is following a PDCA process. PDCA stands for Plan, Do, Check, Act. We set out a plan, do the actions in Anchored Home, collect data to check progress, and then revise our next actions based on successes and challenges. To achieve functional zero, we must be responsive to the community's changing needs while maintaining focus on our goals. An important part of the PDCA process for this plan will be ongoing engagement with the community, including quarterly public forums to share progress on the plan and dialogue about what we need to continue our success or change priorities.



## Implementing the Pillars

Each of the pillars has an overall goal and a set of three-year priorities that will be implemented through an action plan. Actions to achieve the priorities under each pillar are listed in Anchored Home, and a more detailed implementation table will identify the following information for each action: the level of priority to initiate or achieve the action; who is responsible for leading, serving as champion and supporting the action; a timeline; needed resources, including funding and from what source; and where possible, a concrete measure of success to track progress toward achieving the action.

The next step in planning will be to prioritize actions, and to identify Action Champions and budgets for each. Information on progress and how to be involved will be shared in a quarterly public forum and other communications, including the Anchorage Coalition to End Homelessness website: [www.anchoragehomeless.org](http://www.anchoragehomeless.org).

## Pillar 1. Prevention & Diversion from Homelessness

Strengthen Anchorage's community-based services to better identify and support individuals and families who are at immediate or probable risk of experiencing homelessness. Better coordinate resources to reduce returns to homelessness.

### 3-Year Priorities

- 1. Build Prevention Resources:** Increase resources to prevent and divert people from homelessness. Target zero discharges to homelessness from any institution or from state custody.
- 2. Strengthen Referral System:** Explore how to use Alaska 2-1-1 as the entry point for rental assistance and other community resources. Promote information and referral available through Alaska 2-1-1.
- 3. Identify Root Causes:** Analyze and understand causes and influencing factors of homelessness in the community, to inform other efforts to reduce systemic barriers to safe, stable housing.
- 4. Empower Our Community:** Increase public awareness of available resources and how to access upstream supports. Encourage outreach to at-risk individuals and referrals through Alaska 2-1-1 and community resources. Reduce stigma associated with seeking assistance.

### Actions

- A.** Explore how to use Alaska 2-1-1 to access the Housing & Support System and community resources for prevention of homelessness.
- B.** Assess existing prevention and diversion services and determine the needed capacity increase.
- C.** Analyze local socioeconomic factors that impact inflow into homelessness and develop a plan to educate the wider community about these factors.
- D.** Identify and support programs that foster stability and independence, such as: financial counseling and management, education and skills training, employment programs, social enterprise and entrepreneur development, and life skills development for youth and adults.
- E.** Partner with individuals, businesses, faith communities, community councils and neighborhood organizations, schools and other entities to increase public awareness and refer those at risk of experiencing homelessness.
- F.** Engage in effective outreach and education, with members of the Youth Task Force and Homelessness Advisory Team as spokespeople.
- G.** Identify and implement discharge processes from correctional and health care institutions including Alaska Psychiatric Institute (API), Department of Corrections (DOC), Division of Juvenile Justice (DJJ), Office of Children's Services (OCS) and others to prevent discharges into homelessness.
- H.** Expand existing work groups to include health care, corrections, behavioral health treatment, child protection to identify strategies to prevent discharging individuals from institutional care into homelessness.

## Pillar 2. Housing & Supports System

Build and maintain a robust and coordinated system of housing, case management and other supports adequate to house the people who need it, with connections to meaningful work and community. Collect, analyze and share data to set targets, monitor results, and report back.

### 3-Year Priorities

- 1. Get to Functional Zero:** Achieve functional zero for youth, young adult, family and veteran homelessness. Assess and make progress toward achieving functional zero for adults.
- 2. Develop Housing & Support System Infrastructure:** Assess Anchorage's Housing & Support System infrastructure including existing capacity and demand trends. Evolve *Coordinated Entry* and HMIS systems to match need. Build data-driven dashboards for monitoring and implementation.
- 3. Partner to Fill Gaps:** Maintain and, when necessary, bolster existing services. Increase housing and service capacity to meet demand needs. Integrate the network of core housing and supports with other community-based services and resources.
- 4. Empower Our Community:** Include those with lived experience of homelessness in planning and implementation. Engage the Alaska Federation of Natives, Alaska Native Corporations, organizations representing Anchorage's many cultural groups, and other advocacy groups in planning and implementation to develop culturally appropriate solutions that meet the needs of all experiencing homelessness. Engage with partners across the community including corporations, health care organizations, neighbors and other entities to strengthen outreach and the Housing & Support System. Maintain ongoing community dialogue and communications with the community to share data and progress updates, educate about homelessness, and discuss solutions.

### Actions

- A.** Complete an analysis of Anchorage's Housing & Support System to define existing services, capacity and demand.
- B.** Develop strategies to promote scattered-site housing and a geographically diverse network of services throughout the Municipality.
- C.** Support policies that increase the availability and affordability of housing throughout the Anchorage housing market.
- D.** Learn from other communities' efforts to solve homelessness, and evaluate whether other best and emerging practices could be adapted for use in Anchorage.
- E.** Implement Permanent Supportive Housing to house individuals with history of homelessness, corrections involvement and use of other emergency services via the Pay for Success model.
- F.** Implement the Permanency Navigator team, Rapid Re-Housing, and Host Homes projects funded by the Youth Homelessness Demonstration Program to address youth and young adult homelessness across the vulnerability spectrum.
- G.** Implement Path to Independence Rapid Re-Housing project to house moderate vulnerability individuals and households and increase income and employment.
- H.** Implement Providence-funded Community Housing Project to house moderate vulnerability families and individuals.
- I.** Build capacity needed for Coordinated Entry System to build a robust system that rapidly identifies and secures housing and supports for people experiencing homelessness. Include the statewide coalition, Juneau, Fairbanks and Mat-Su as peer networks to develop statewide systems.

## Pillar 2. Housing & Supports System

Build and maintain a robust and coordinated system of housing, case management and other supports adequate to house the people who need it, with connections to meaningful work and community. Collect, analyze and share data to set targets, monitor results, and report back.

- J.** Increase access to Coordinated Entry System through strategic partnerships with the community such as mobile assessors, partners at Alaska 2-1-1, and other means.
- K.** Increase and coordinate street and camp outreach with the Municipality's Mobile Intervention Team, police and emergency (EMS) services, and other community outreach efforts to identify and assess individuals and households for the Coordinated Entry System.
- L.** Support peer-to-peer outreach by people with lived experience of homelessness, including the Homelessness Advisory Team and Youth Task Force, to increase trust and participation in services.
- M.** Identify and connect case management and housing for high vulnerability individuals from the Coordinated Entry System, where housing units or vouchers are identified but not linked to case management services.
- N.** Incorporate existing case management programs into the Housing & Support System to provide behavioral health services and other supports for tribal health beneficiaries experiencing homelessness, particularly for those with high vulnerability.
- O.** Build relationships with landlords and provide education and technical assistance on effective practices to support successful tenancy of people experiencing homelessness.
- P.** Explore incentives and other policies for landlords and service providers to serve more high vulnerability individuals and address current gaps in the Housing & Support System.
- Q.** Invite the Alaska Coalition on Housing and Homelessness, Alaska Housing Finance Corporation (AHFC) and Department of Health and Social Services (DHSS) to study, develop models and widely share how tribal health facilities can provide targeted case management or behavioral health services to highly vulnerability individuals needing services and high utilizers of emergency services from the Coordinated Entry System.
- R.** Identify data measures or indices from Medicaid and Department of Corrections (DOC) to prioritize vulnerable populations for permanent supportive housing, and to evaluate effectiveness, cost-effectiveness and need for permanent supportive housing programs, incorporating the DHSS Medicaid Innovation Accelerator effort and Alaska Statewide Opioid Taskforce).
- S.** Assess existing underutilized housing assets in the community by the end of 2019: buildings, vacant properties, vouchers and currently underutilized funding sources. Develop a strategy to incorporate these assets into the Housing & Support System.
- T.** Identify housing units with a homelessness preference funded through other sources e.g. DHSS, Alaska Mental Health Trust Authority (Trust), AHFC, and the Municipality of Anchorage and work to support referrals to these housing units via coordinated entry.
- U.** Work with AHFC and other community organizations to access HUD housing vouchers and increase the annual allocation of Homeless Assistance Program (HAP) vouchers, support permanent supportive housing for high vulnerability clients, and other sponsored vouchers.
- V.** Integrate people who have lived homelessness experiences into the Anchorage Coalition to End Homelessness Board via the Homelessness Advisory Team.
- W.** Support and integrate the Youth Task Force, representing youth and young adults who have experienced homelessness.

## Pillar 2. Housing & Supports System

Build and maintain a robust and coordinated system of housing, case management and other supports adequate to house the people who need it, with connections to meaningful work and community. Collect, analyze and share data to set targets, monitor results, and report back.

- X.** Explore innovative and culturally appropriate housing options that are compatible with Anchorage's diverse cultures and northern climate.
- Y.** Engage with the Alaska Native Corporations, Alaska Federation of Natives (AFN) and local advocacy groups to create a plan to incorporate Alaska Native voices, culturally appropriate supports and resources into Anchored Home.
- Z.** Work closely with the Alaska Coalition on Housing and Homelessness during plan implementation to evaluate feasibility of state-wide efforts.
- AA.** Develop and share with the public dashboards of key metrics to monitor progress towards goals.
- BB.** Support providers and agencies to continuously improve data quality through technical assistance, coaching and other methods.
- CC.** Identify and implement processes to collect data on specific populations such as unsheltered people and the re-entry population.
- DD.** Create processes to support and monitor that street outreach is entering data into HMIS and connecting to Coordinated Entry System.
- EE.** Develop data sharing agreements between entities serving individuals experiencing homelessness to maintain accurate monitoring and develop an integrated service system for high utilizers of public services.
- FF.** Assess the existing HMIS system and outline a plan to revise the system to meet evolving community needs.
- GG.** Periodically review and revise, as needed, HUD Continuum of Care funding application criteria to align and support community priorities.
- HH.** Provide training, materials and other tools for community members to engage effectively and constructively with people experiencing homelessness during day-to-day encounters. Tools should focus on businesses, faith communities, public and private agencies who routinely interact with people experiencing homelessness, and all other interested community members.

## Pillar 3. Public Health + Safety

Resolve public health and safety issues related to homelessness and revitalize Anchorage's downtown and community neighborhoods with a mix of housing and commerce.

### 3-Year Priorities

- 1. Address Encampments:** Decrease unauthorized camping in public spaces (including parklands, trail corridors, rights-of-way, sidewalks, on vacant private property, and undeveloped sites within the Municipality) through outreach strategies, abatement of camps and building capacity within the Housing & Support System.
- 2. Provide Housing & Supports:** Actively identify individuals living in encampments to connect them to the Housing & Support System. Collect demographic data to understand trends among those living in camps, including crime rates, and develop actions to increase alternative living resources, options for diversion, employment opportunities or other tools to move individuals from camps to appropriate living environments.
- 3. Increase Public Safety:** Develop a public safety strategy that addresses the needs of those experiencing homelessness and the surrounding community to:
  - a.** Protect the personal health and safety of people who are experiencing homelessness, particularly women and minors and those with disabling conditions, and reduce crime within camps and in surrounding neighborhoods and areas.
  - b.** Ensure safe environments at services locations, shelters and surrounding areas where services are provided. Ensure engagement and service delivery are robust in these areas to prevent adverse impacts on neighborhoods.
  - c.** Eliminate health and safety risks within and associated with camps resulting from accumulations of solid and organic waste, unauthorized fires and materials that are hazardous.
  - d.** Highlight and advocate for a more holistic behavioral health system in the community and state to protect those who fall out of these care systems.
- 4. Empower Our Community:** Maintain community engagement and dialogue about the progress made and challenges of improving public health and safety in our community. Host a quarterly public forum and regularly share data and other updates on implementation of Anchored Home with the community.

### Actions

- A.** Assess capacity and demand for emergency shelter, transitional housing or other short-term options for individuals living in encampments to identify housing alternatives and supports needed to make camping in public spaces unnecessary.
- B.** Stabilize and maintain citywide safety net services including adequate emergency shelter (for all seeking shelter) and other basic services including food and healthcare (including reviewing existing services to look for opportunities for improvement).
- C.** Identify adequate and long-term cold weather shelter during the winter months.
- D.** Establish a proactive and transparent system, with citizen input, for continuously identifying, monitoring, and reporting the notice and abatement status of unauthorized camps within the Municipality along with the actions taken connect campers to services.
- E.** Increase camp and street outreach and provide mobile assessments for Coordinated Entry System.
- F.** Establish policies in municipal code and annually budget for rapid and efficient year-round notice, abatement, and cleanup of unauthorized camps, especially when camps present imminent health or

### Pillar 3. Public Health + Safety

Resolve public health and safety issues related to homelessness and revitalize Anchorage's downtown and community neighborhoods with a mix of housing and commerce.

safety risks to individuals, while respecting the rights of people experiencing homelessness and connecting them to the correct services within the Housing & Support System.

- G.** Develop a community-wide plan for removal of low brush and invasive species in public parks, green belts, trail corridors and rights of way to improve sight lines and safety for all citizens and deter unauthorized camping, working closely with MOA Parks and Recreation.
- H.** Provide training, materials and other tools for community members to engage effectively and constructively with people experiencing homelessness to reduce risk of incidents that threaten public health and safety. Tools should focus on businesses, faith communities, public and private agencies who routinely interact with people experiencing homelessness, and all other interested community members.
- I.** Conduct legal and humane abatements of unauthorized camps, while protecting the rights of people experiencing homelessness, and to assist with eliminating homelessness by connecting persons camping with appropriate services.
- J.** Evaluate how Anchorage code, policies and practices can be aligned with 9<sup>th</sup> U.S. Circuit Court of Appeals ruling in *Martin v. City of Boise* (2018).
- K.** Collect data on individuals living in encampments to determine demographics, trends and to develop appropriate service options and collaborate with outreach workers to warmly transfer campers to interim shelters or transitional housing.
- L.** Develop policies and practices for those who choose to decline emergency shelter or existing other housing and support services.
- M.** Analyze the feasibility of establishing a legal, publicly-managed encampment within the Municipality that provides a safer alternative to illegal encampments for at least part of the year, and adequately mitigates risks and liabilities associated with similar projects in other communities.
- N.** Increase foot and bike patrols by police or other security personnel of parklands and trails to increase safety and reduce criminal activity.
- O.** Coordinate the goals and strategies of Anchored Home with other municipal and state planning efforts, including: community comprehensive plans, plans related to land use and neighborhood development, transportation, economic development, health, education, housing, historic preservation, use of public lands, parks and recreation, capital improvement project (CIP) lists, funding plans and other relevant policy documents.
- P.** Explore planning and design strategies to promote public safety, encourage use of public spaces, and reduce real or perceived threats to safety in these spaces. This may include safety and design audits of public spaces; supporting Complete Street designs in roadway projects to increase safety of pedestrians, cyclist and vehicles; and physical design choices for public facilities and spaces.
- Q.** Work with community residents to create site-specific development plans for vacant and underutilized sites.
- R.** Create active outreach to connect people panhandling and camping with the Coordinated Entry System to access housing, supports and case management.
- S.** Host a quarterly public forum with the community to share relevant data and other updates on implementation of Anchored Home, discuss solutions and identify new priorities as needed.

## Pillar 4. Advocacy & Funding

Build public will to achieve functional zero. Secure necessary resources to achieve the vision.

### 3-Year Priorities

- 1. Establish an Anchorage Homelessness Leadership Council:** Form a community-led Leadership Council to guide and support the implementation of Anchored Home. Build support among community councils, businesses and corporations, elected officials, philanthropic leaders, residents, and faith- and community-based organizations.
- 2. Engage funders and investors:** Pool resources to meet community needs and achieve goals. Increase resource pool based on analysis of capacity and demand of the Housing & Support System and prevention & diversion resources. This includes public sector revenue as well as private sector contributions from corporations, philanthropic partners, individual giving and other sources. Explore existing and potential revenue streams to support the stated goals, priorities and actions in Anchored Home.
- 3. Advocate:** Develop an advocacy plan to guide policy and community advocacy. Engage in grassroots and leadership-level advocacy to secure more resources at the federal, state, municipal and private levels to support the stated goals, priorities and actions in Anchored Home.
- 4. Empower Our Community:** Develop a comprehensive communications strategy to guide engagement with the community, education about homelessness and sharing progress toward achieving the goals of Anchored Home. Create transparent routine communications in a variety of formats to share progress and data with the community and maintain ongoing dialogue. Identify and disseminate specific ways in which all community members can participate and commit their own time and resources to achieving our shared vision.

### Actions

- A.** Establish an Anchorage Homelessness Leadership Council (HLC) to monitor the implementation of Anchored Home, provide support for the Collective Impact effort, secure and pool funding.
- B.** Establish an HLC charter defining and implementing accountability and governance mechanisms to monitor the implementation of this plan and to communicate results to the public.
- C.** Engage with local leaders in the corporate and business community to align and maximize the impact of current charitable giving activities with the goals and priorities in Anchored Home. Discuss opportunities for future contributions.
- D.** Develop and launch a community-wide “brand” for ending homelessness in Anchorage. Encourage all partners to use and share the brand to increase recognition and support. Launch a public relations campaign for this effort.
- E.** Develop and launch a strong communications strategy that includes media partners who can tell stories of homelessness, including positive stories of individuals moving beyond homelessness, in Anchorage to a broad audience. Provide routine and transparent data sharing for the community.
- F.** Use data to inform narratives and decisions about homelessness, including understanding the distinct but co-occurring issues of increased crime in Anchorage, substance misuse and addiction, and homelessness. Using this data-driven approach, educate the public about how these issues are and are not related.
- G.** Increase community participation and membership in the Anchorage Coalition to End Homelessness to serve as a host of community dialogue around homelessness.



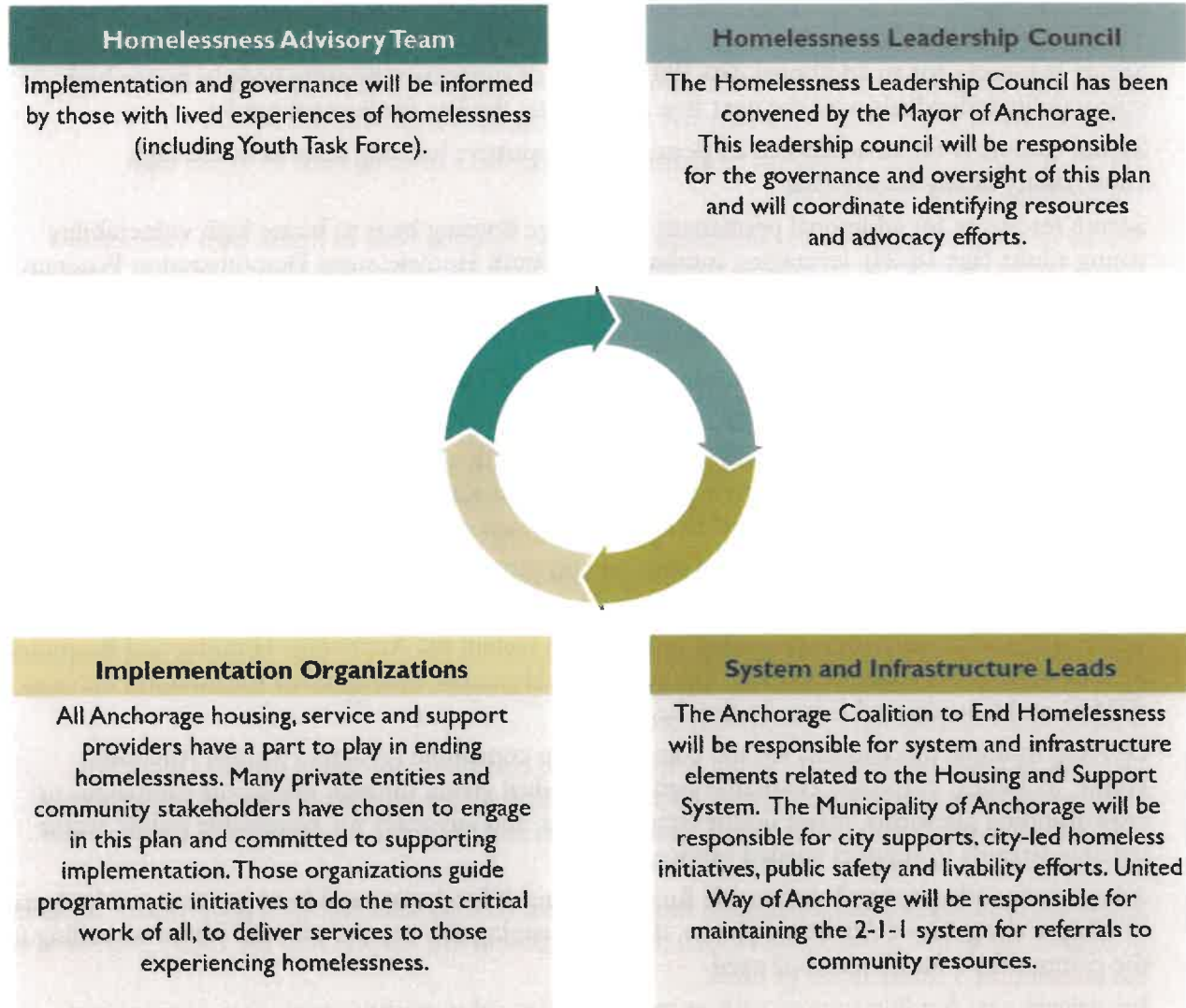
## Pillar 4. Advocacy & Funding

Build public will to achieve functional zero. Secure necessary resources to achieve the vision.

- H.** Secure resources to sustainably fund homelessness prevention and diversion interventions, including rent deposits, transportation, child care, employment connections, and life skills, with access to case managers skilled in serving this specific population.
- I.** Secure resources to sustainably fund rapid re-housing for 200 families and individuals per year, to meet ongoing demand and sustain Path to Independence and Providence Community Housing Project into the future.
- J.** Secure resources for an additional 270-300 permanent supportive housing beds to house high vulnerability individuals over the next five years, using the Pay for Success model.
- K.** Secure resources for an additional 25 permanent supportive housing beds to house high vulnerability family households.
- L.** Secure resources for additional permanent supportive housing beds to house high vulnerability young adults (age 18-24), leveraging funding from Youth Homelessness Demonstration Program.
- M.** Secure resources for additional rapid rehousing to support young adults (age 18-24), leveraging the Youth Homelessness Demonstration Program.
- N.** Expand support for the Providence-funded Community Housing Project to house moderate vulnerability families and individuals.
- O.** Support efforts to increase availability of behavioral health and treatment services in the community, such as the Municipality's project to expand substance use disorder treatment services through construction of a new facility in West Anchorage to replace the former Clitheroe Center.
- P.** Secure any additional resources needed to fund and support the implementation of the housing and supports identified in the corresponding pillar.
- Q.** Secure any additional resources needed to build and sustain the Anchorage Housing and Response System analysis including supporting any additional Homeless Management Information Services (HMIS) and Coordinated Entry System needs.
- R.** Develop multiple mechanisms for the community to contribute resources toward Anchored Home, including: corporate charitable giving, individual giving through grassroots campaigns or crowdfunding platforms, major donor contributions, and advocacy for sustainable public sector revenue streams to support needed services.
- S.** Advocate for adequate and sustainable funding within federal, state and local government budgets to achieve the goals of Anchored Home, then maintaining this success into the future according to the community's future levels of need.
- T.** Investigate new funding sources such as marijuana tax, other existing taxes, or new municipal taxes, to increase resources for housing and supports.
- U.** Develop a policy and community advocacy plan for Anchorage and collaborate with the Balance of State to identify commonalities and shared messages for Alaska to address homelessness.
- V.** Identify a shared mechanism for distributing funding from multiple sources to housing and supportive services, with shared measures to ease reporting for providers.
- W.** Document annual progress. Engage the public and stakeholders to share Year 1 data and plan for Year 2. In Year 2, engage the public and stakeholders to share Year 2 data and plan for Year 3.

## Governance Structure

The Collective Impact approach “brings diverse organizations together to tackle complex social problems.”<sup>4</sup> Using this approach means that community residents, partners, and leaders will work together to achieve the goals of Anchored Home. The governance structure that will support our collective efforts is depicted below. Each entity in this governance structure brings together and represents diverse constituencies, whose support and participation are critical to achieving the goals of Anchored Home.



<sup>4</sup> Learn more about the Collective Impact model via a short explanatory video: <https://www.youtube.com/watch?v=HNOrrtLYvdo>.

## Definitions and Acronyms

The following terms are commonly used by communities and organizations working to end homelessness.

Acronym or Term	Definition
Alaska 2-1-1	Operated by United Way of Anchorage with support from the Municipality of Anchorage and statewide agencies and funders, Alaska 2-1-1 provides information and referral services through a centralized phone line, call center, website and friendly technology. Housing-related needs are among the most common reasons for requests for assistance from Alaska 2-1-1.
Alaska Department of Corrections DOC	A department within the State of Alaska that oversees and operates Alaska's corrections system including prisons, transitional housing and programs for those who are currently incarcerated or soon to be released.
Alaska Department of Health and Social Services DHSS	A department within the State of Alaska that oversees a wide variety of programs including the Medicaid system, public assistance programs, public health and prevention programs, epidemiology and data about Alaskans' health, public health nursing services, and behavioral health services including mental health and substance use disorder treatment.
Alaska Housing Finance Corporation AHFC	The Alaska Housing Finance Corporation is a state corporation designated as Alaska's public housing authority. AHFC owns and manages properties across the state, receives federal housing funding from HUD and state funding, and administers a variety of housing programs including housing vouchers and low-income housing tax credits.
Alaska Mental Health Trust Authority AMHTA / The Trust	Originally related in 1956 and fully endowed in 1994, the Trust is a state entity that oversees assets, land and natural resources intended to serve Trust beneficiaries: Alaskans who experience mental illness, developmental disabilities, chronic alcohol or drug addiction, Alzheimer's disease and related dementia, and/or traumatic brain injuries. The Trust operates similar to a private foundation and makes investments in programs and initiatives.
AN/AI	American Indian / Alaska Native. This term is commonly used as a general race and ethnicity category in data sets such as the U.S. Census.
Anchorage Coalition to End Homelessness ACEH	The Anchorage Coalition to End Homelessness is a Continuum of Care (CoC) funded coalition that oversees homelessness planning and services within the Municipality of Anchorage.
Community Housing Project	This project is funded by Providence Health Systems Alaska and provides rapid re-housing assistance to families and adults experiencing homelessness in Anchorage.
Continuum of Care CoC	The modern system of federal programs and funding related to homelessness were first established in 1987 with the McKinney-Vento Homeless Assistance Act. A key feature of the McKinney-Vento Act, the Continuum of Care structure is designed to foster regional collaboration to address homelessness and related issues, by designating one or more jurisdictions within each state as the entity to collect local data, receive funding, and provide a forum for multiple public and private agencies to work together.

<b>Acronym or Term</b>	<b>Definition</b>
Coordinated Entry System	Coordinated entry is a process developed to ensure that people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs. FAQs about Coordinated Entry: <a href="https://www.hudexchange.info/resources/documents/Coordinated-Entry-and-HMIS-FAQs.pdf">https://www.hudexchange.info/resources/documents/Coordinated-Entry-and-HMIS-FAQs.pdf</a> .
Family	One or more adults (age 18 or older) with one or more related minor children (under age 18).
Homeless Management Information System HMIS	Database and information system used by organizations across the U.S. to collect and report local data on homelessness, keep information about individuals and families experiencing homelessness, and sharing summary data with HUD for use in state- and national-level reporting on homelessness.
Host Homes	Host homes are an arrangement between community members who act as volunteer hosts and a youth service provider. Hosts provide safe shelter and food. The service provider offers program coordination, host support, and case management services.
Housing First	Provision of access to safe, secure, and stable housing without preconditions. Housing First programs include harm reduction programs such as “wet” housing where substance use is allowed, but there are other forms of Housing First. The term generally refers to any program that does not create barriers to housing.
Municipality of Anchorage MOA / Muni	The Municipality of Anchorage is the local governing body for Alaska’s largest city, and its boundaries are the same as those for the Anchorage CoC. The Muni is a home rule municipality, and functions as the equivalent of a city and a county.
Path to Independence	Path to Independence is a new pilot program launched in 2018 that quickly houses individuals and families experiencing homelessness and helps them remain housed permanently. Program participants, referred from the Coordinated Entry System, receive financial assistance for up to six months and case management for up to one year. The program focuses on immediate housing stabilization, followed by employment preparedness and connectivity to community support organizations. Participating landlords include Weidner Apartment Homes and Cook Inlet Housing Authority; Catholic Social Services will provide case management. Funders include Weidner Apartment Homes, Providence Health and Services Alaska, Rasmuson Foundation, Alaska Mental Health Trust Authority, ConocoPhillips Alaska, BP Alaska, Carr Foundation, First National Bank Alaska, Wells Fargo, Municipality of Anchorage, GCI, Cook Inlet Region Inc., Arctic Slope Regional Corporation, Bering Straits Native Corporation, Bristol Bay Native Corporation, Doyon, Chugach Alaska Corporation, Sealaska Corporation, Koniag, Inc, Calista Corporation, NANA Corporation, Aleut Corporation, and the Alaska Community Foundation.

Acronym or Term	Definition
Pay for Success Demonstration Project PFS	<p>Pay for Success is a form of social impact financing, shifting the funding model for housing and social services to incentivize desired outcomes by connecting investors seeking a return with payors, typically government entities, who would realize cost savings in other areas if these desired outcomes were achieved.</p> <p>Anchorage is designing a demonstration project to provide permanent supportive housing for individuals who have repeated corrections involvement, patterns of homelessness, and high use of crisis services.</p>
Permanency Navigator Team	<p>Funded through the national Youth Homelessness Demonstration Program, youth and young adults experiencing homelessness in Anchorage will be served by a team of four mobile Permanency Navigators to help youth exit the Coordinate Entry System and connect to community resources and maintain housing. Frequency and level of assistance increases with increasing vulnerability. Each Navigator will have a specialization based upon the needs of specific target populations.</p>
Permanent Supportive Housing PSH	<p>The individual receives supportive services such as case management, clinical services and/or referral to services, transportation to appointments, employment services, and others according to their specific needs and the service area of the provider or region. The individual may also receive rental assistance as a lease held by a provider organization or a voucher for a subsidized monthly rental amount.</p>
Point-in-Time Count PIT	<p>The Point-in-Time (PIT) count is a count of sheltered and unsheltered persons experiencing homelessness on a single night in January. HUD requires that Continuums of Care conduct an annual count of persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night.</p>
Rapid Re-housing RRH	<p>Rapid re-housing is a set of services to address these short-term barriers to safe and secure housing. Typically, these supports are provided over a short period of time, less than six months, until the individual or family is stabilized.</p>
Single Adult	<p>An adult age 25 or older without children who is experiencing homelessness. The term “single” is used to differentiate from families, but “single” adults may have other family and partner relationships, including living with another adult.</p>
Transitional Housing TH	<p>An individual or family lives at a site that is longer term than an emergency shelter, but which has a required move-out date, often up to two years after moving in. The individual or family receives supportive services, and may be connected with permanent housing in advance of leaving transitional housing. There may also be required participation in specific programs as a condition of stay.</p>
U.S. Department of Housing and Urban Development HUD	<p>A department within the federal government whose mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD provides funding for several programs to prevent and end homelessness, including funding CoCs across the country, who then direct resources to local programs.</p>

Acronym or Term	Definition
U.S. Department of Veterans Affairs VA	A department within the federal government whose mission is to serve America's former military personnel and their families. VA provides health care for veterans across the U.S. and has programs for veterans experiencing homelessness, including transitional housing, permanent housing and employment programs.
VI-SPDAT	The Vulnerability Index - Service Prioritization Decision Assistance Tool is a survey administered both to individuals and families to determine risk and prioritization when providing assistance to persons experiencing or at risk of experiencing homelessness. This is the standard assessment tool used by ACEH partners for Anchorage's Coordinated Entry System.
Young Adult	A young adult age 18 to 24, legally an adult but categorized separately from Adults experiencing homelessness. Eligible for programs designed to meet the specific needs and higher vulnerability of young people experiencing homelessness.
Youth	A minor under age 18. Unaccompanied youth experiencing homelessness are individuals under 18 who are not living with their family or legal guardian.
Youth Homelessness Demonstration Program YHDP	In 2017, Anchorage was selected as one of ten Continuum of Care (CoC) entities in the nation, and one of four rural communities, to plan for and implement a Youth Homelessness Demonstration Program (YHDP) to address youth and young adult homelessness, with housing and supports across the spectrum of need. This was a very competitive solicitation and over 120 CoCs applied. The Anchorage CoC was awarded \$1.5 million over two years, which will be renewable thereafter through the CoC funding process.

**Facilitated Collaborative Process  
between Administration and Legislative Drafting Group  
for Mass Care and Long-Term Navigation Decisions**

**Implementation Status Update 041222**

The workgroup is continuing to meet to maintain alignment and progress through implementation of the client / community focused approach for exit from mass care that was unanimously approved by the Mayor and Assembly in AR2021-350. The next meeting is April 13, 2022. Status updates since last report are in **bold**.

**HIGHLIGHTS:**

Mass care operations, including care at Sullivan Arena and ***the one remaining non-congregate shelter in an area hotel***, are targeted for closure by June 30. The goal of the transition is to take care of people experiencing homelessness and help them on a better path to independence, return Sullivan Arena to normal operations and do so in the most cost effective and efficient way possible. ***Two of the previously used area hotels have interim, temporary transitional housing units available for people leaving the Sullivan on the path to stable housing***. A target has been set to secure housing for 10 people every day between April 1 and June 30 to support the mass care exit strategy.

Site selection, purchase and sale negotiations, and operational considerations for the new locations take into account the most efficient overall cost of an effective homelessness prevention and response system. The operational costs for the new housing / shelters will be leveraged with available state and federal funding for housing stability.

- ***Single Adult Navigation Center – Design and procurement is proceeding for the navigation center. To date, a \$50,000 contract has been awarded to Roger Hickel Contracting through the competitive process for construction management. In accordance with Title 7 section 7.15.040, Assembly approval was not required. With a focus on the need for the Adult Shelter/Navigation Center to be operational before the Sullivan shelter’s June 30, 2022 closure, the Municipality is using a project delivery method process called Construction Manager/General Contractor (CMGC) that accelerates the design and construction process, shortens a project’s timeline, and reduces costs. Use of a CMGC process for a separate project was approved by the Assembly (AM 353-2020) on June 23, 2020. The Municipality currently is in negotiations for the project’s construction. The results from this process in terms of a contract award will come before the Assembly once the CM/GC process is complete.***

***The Administration will submit an appropriation request for the remaining capital funding for construction at the April 12 Assembly meeting with public hearing on April 26. The MOA is conducting public Listening Sessions April 13 and 28.***

***The Construction Manager, Roger Hickel Contracting, solicited competitive bids for the manufacture of the structure and Sprung Structures was the successful bidder. The tensioned membrane structure will take 6-8 weeks to manufacture. The \$2M previously appropriated (AO2021-116S December 7, 2021) for the facility is being released from the Alaska Community Foundation account to initiate the manufacturing process for the***

***structure. The manufacture of the structure will occur on a parallel path with final design in order to fast track the project for startup prior to June 30 mass care closure. The facility exterior will be a 29000 sq ft tensioned membrane structure. This footprint will provide shelter space for 200 beds with adequate space for navigation services and support. The interior design will also include contingency plans for emergency surge capacity of up to 130 additional beds. A critical path schedule and current cost estimate will be reviewed by the facilitation group.***

***The project team is scheduling a collaborative effort with navigation center operations and design subject matter experts in the next couple weeks to help define the programs and services to be provided in the navigation center. This collaboration will help inform the final design of the navigation center.***

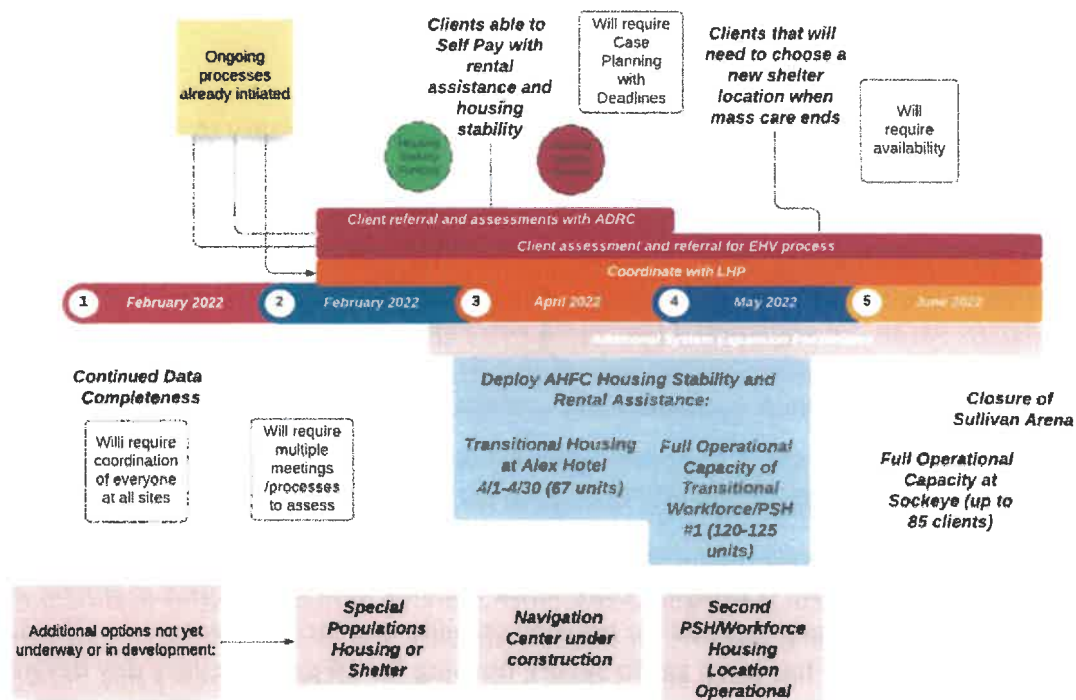
- **Sockeye Inn Complex Care** –The facility is temporarily shut down through June 1 while Catholic Social Services (CSS) prepares for complex care operations.
- **Permanent Supportive (PSH) / Workforce Housing (WFH)** – A Purchase and Sales Agreement with a non-profit entity has been tentatively reached for a hotel conversion site with an agreement in principle to use the facility for transitional housing while the purchase is pending. The location will be shared once the Purchase and Sales Agreement is signed. A due diligence review will be conducted prior to finalizing the purchase. The estimated capital cost per room is significantly less than the cost for new construction and is less than the national average for hotel conversions.
- **Special Populations Housing** – Funding for potential master leasing for hotel rooms is being explored to serve this population.
- **Substance Abuse Treatment and Housing** – Salvation Army is continuing to work to secure full funding from the State of Alaska to repair the 68-bed treatment facility that was damaged in the 2018 earthquake. The workgroup is continuing to discuss other opportunities to close gaps in this area.



## IMPLEMENTATION STATUS SUMMARY

**System Overview:** The mass care exit strategy aligns with and closes gaps in the Anchorage Homeless Prevention and Response System. The planned improvements will apply best practices for coordinated entry, navigation center shelters, behavioral and substance abuse treatment, and permanent supportive housing to most effectively support people experiencing homelessness, provide the most cost-effective homelessness prevention and response system and minimize adverse community impacts. The resulting enhanced system will provide compassionate and more effective care for Anchorage’s vulnerable people experiencing homelessness by providing wrap around support based on what each individual needs. Parallel activities are underway outside of the facilitated process to accelerate moving people into housing to reduce the need for temporary shelter beds. Collaborative funding will be obtained from a variety of sources including public-private partnerships.

**Timeline:** An integrated implementation effort is underway to support exit from mass care by June 30, 2022.



**Funding Plan** – It is inherent in the funding plan for the exit strategy that site selection, operational plans and transition plans support the most cost efficient and effective homelessness prevention and response system.

The closure strategy developed by the facilitated workgroup is not only less costly than earlier plans but also has the support of philanthropy and private funders who are contributing to the capital costs for the new housing and shelter sites; thereby reducing the cost to the Municipality of Anchorage (MOA).

To date, \$12,250,000 has been committed for the projects in the facilitated plan to exit mass care. Funders to date are the Municipality of Anchorage, Rasmuson Foundation, Weidner Apartment Homes, Chugach Alaska Corporation, Calista Corporation, Providence Health Services Alaska, and Premera Blue Cross. Funds are held in a special project fund account at the

Alaska Community Foundation to be expended as projects come online. Other philanthropic donors are contributing to operations, such as Doyon Corporation and the Alaska Mental Health Trust. Discussions are underway with other potential funders. Potential funders' decisions are highly dependent on their confidence in the ongoing support of both the Mayor and Assembly for the funding and implementation of the strategy.

The Assembly / MOA appropriated \$6M for capital investments into 3 planks of the exit strategy:

- Complex Needs Shelter (Sockeye Inn)
- Permanent Supportive / Workforce Housing (PSH/WFH)
- Single Adult Navigation Center Shelter.

In addition, MOA has requested \$15M from the State of Alaska in the 2022 Legislative Request to be used for the following 3 areas. Initial discussions between the Mayor and the Governor / Legislature have been positive.

- Permanent Supportive / Workforce Housing (PSH/WFH)
- Single Adult Navigation Center Shelter
- Special Populations Housing.

Funding for sustainable operations is being developed and is necessary to attract owners and operators willing to operate and sustain these sites once they are brought on-line. Operating fund sources include HUD (ESG, CDBG, Home), state, MOA, and philanthropy. Sources are tied to specific client needs and program requirements and require continued collaborative investigation to secure the needed funding. The workgroup is developing an overall operating finance plan to detail the anticipated operating costs and potentially available funds for both shelter and supported housing components of the strategy. The operational costs for housing / shelters will be leveraged with available state and federal funding for housing stability.

The working group will continue to consult with MOA Legal, Planning and Procurement to confirm requirements for purchase and operation for sites that include funding from the MOA.

The HUD Technical Assistance resource team 3 is actively engaged in support of the mass care exit strategy. The HUD team is bringing experience working with other cities in similar efforts to maximize access to federal programs for housing stability and increase access to affordable units for housing. A goal has been set to secure housing for 10 people every day between April 1 and June 30 to support the mass care exit strategy.

**Complex Care Shelter:** *(This site was previously referred to as Medical Fragile, Medical Convalescence. We have determined that the more appropriate terminology is “complex care”.)* The facilitated plan to exit mass care is to move people as quickly as possible out of mass care to more suitable shelters and ultimately to housing. Over 150 people with medical needs have been identified within the current homeless prevention response system. The Sockeye Inn was identified by the facilitation group as the site for sheltering and caring for persons experiencing homelessness with medical concerns and/or disabilities for whom a congregate shelter exacerbates risk.

The Sockeye Inn will provide shelter and more suitable care in approximately 61 units serving up to 120. This shelter will address a long-standing gap within the current continuum of care system.

The purchase of the Sockeye Inn by Ship Creek Community Assets II (SCCA II) closed on March 29, 2022. Funds for this purchase are a combination of private and public funding. The MOA contributed \$2M, and non-governmental funders paid the balance to cover the purchase price and closing costs. In addition, Doyon has agreed to provide beds, linens, storage units, and an automatic door access system for the facility.

The Catholic Social Services (CSS) Board committed to operate the Sockeye Complex Care facility. CSS will begin complex care operations on June 1, 2022. The facility will be temporarily closed from April 1 to June 1 while CSS prepares for complex care operations. Alternative housing was secured for all residents through the efforts of ACEH staff.

The estimated annual operating cost is \$3M - \$4M. AHD is drafting a proposed amendment to the city's HUD Consolidated Plan to secure \$1.2M in CDBG-cv funds. This is a 90-day HUD process that will be coordinated with the ACEH which is the HUD designated Continuum of Care (CoC) for Anchorage's shelter and homeless response system. The Assembly approved a \$1.0675M appropriation from the Alcohol Tax to support complex care operations on March 15.

**Permanent Supportive Housing (PSH) / Workforce Housing (WFH):** Clients served by PSH include people experiencing homelessness who can live independently with suitable support services. Clients served by WFH include employed individuals who are experiencing homelessness because they cannot afford available market housing. Several hundred units are required to meet the needs of existing mass care clients.

ACEH, as the community coordinator for analyzing and managing gaps in the homeless prevention and response system, is working with philanthropic partners to explore suitable sites and financing options for acquiring properties.

The Barratt Inn was identified by the facilitation group for potential conversion to approximately 90 workforce and supportive housing units. Negotiations with the owner have been halted because of the need for additional information from the owner to substantiate the level of renovation and cost required to make the facility safely operational. The timeline and cost for renovation need to be clearly determined and more fully assessed before proceeding any further.

A Purchase and Sales Agreement with a non-profit entity has been tentatively reached for an alternative hotel conversion site including an agreement in principle to use the facility for transitional housing while the purchase is pending. A non-profit entity has agreed to purchase the site for this purpose. The location will be shared once the Purchase and Sales Agreement is signed. A due diligence review will be conducted prior to finalizing the purchase. The estimated capital cost per room is significantly less than the cost for new construction and is less than the national average for hotel conversions.

Operating budgets and identification of sustainable funding sources (such as AHFC rental subsidies and housing stabilization funds) are under development with housing providers including RuralCap and NeighborWorks Alaska.

Efforts continue to identify additional units to fill anticipated capacity needs for the mass care exit strategy. There are other PSH projects underway in the community that may expand the availability of units that can support mass care exit.

**Single Adult Navigation Center:** The Single Adult Navigation Center will provide temporary shelter and other navigation support services for persons experiencing homelessness that are over the age of 25 and do not meet the criteria and/or capacity limits for other shelter or housing locations. Most of the clients served at this location are typically single adult men.

The center will have a design capacity of 200 beds with possible surge capacity up to an additional 130. The navigation center will be a low-barrier, service-enriched shelter focused on moving persons experiencing homelessness into permanent housing. The navigation center will provide temporary living facilities while case managers connect individuals experiencing homelessness to jobs, public benefits, health services, shelter, and housing.

The location selected is directly west of the originally proposed site of the Tudor Elmore Evidence lot between the Evidence lot and APD offices. Construction on the site will be less expensive and faster since the vehicles in the Evidence lot do not need to be relocated and there are fewer wetland concerns.

The current working estimate for construction of the shelter is \$9M; this is significantly reduced from the previous estimate by moving the planned site to eliminate the need for moving the evidence lot and reduce the costs for utilities and also by reducing the size of the facility from 1000 beds to 200 beds. The Assembly approved an appropriation of \$800K as a limited contribution to the area wide Capital Improvement Projects for preliminary design at the March 15 Assembly meeting (AR2022-72).

***Design and procurement is proceeding for the navigation center. A \$50,000 contract has been awarded to Roger Hickel Contracting through the competitive process for construction management (RFP 2022P007). In accordance with Title 7 section 7.15.040, Assembly approval was not required. With a focus on the need for the Adult Shelter/Navigation Center to be operational before the Sullivan shelter's June 30, 2022 closure, the Municipality is using a project delivery method process called Construction Manager/General Contractor (CMGC) that accelerates the design and construction process, shortens a project's timeline, and reduces costs. Use of a CMGC process for a separate project was approved by the Assembly (AM 353-2020) on June 23, 2020. The Municipality currently is in negotiations for the project's construction. The results from this process in terms of a contract award will come before the Assembly once the CM/GC process is complete.***

***The Construction Manager, Roger Hickel Contracting, solicited competitive bids for the manufacture of the structure and Sprung Structures was the successful bidder. The tensioned membrane structure will take 6-8 weeks to manufacture. The \$2M previously appropriated (AO2021-116S December 7, 2021) for the facility is being released from the Alaska Community Foundation to initiate the manufacturing process for the structure. The manufacture of the structure will occur on a parallel path with final design in order to fast track the project for startup prior to June 30 mass care closure.***

***The facility exterior will be a 29000 sq ft tensioned membrane structure. This footprint will provide shelter space for 200 beds with adequate space for navigation services and support. The interior design will also include contingency plans for emergency surge capacity of up to 130 additional beds.***

AHD and ACEH will collaborate to draft navigation center operating best practices leveraging work that is already underway for the 3<sup>rd</sup> Avenue Navigation Center. This work will support

decisions regarding the programs and practices that will be provided at the Tudor Elmore Navigation Center to inform the detailed design of the physical facility and the future operating costs. ***The project team is scheduling a collaborative effort with navigation center operations and design subject matter experts in the next couple weeks to help define the programs and services to be provided in the navigation center. This collaboration will help inform the final design of the navigation center. A critical path schedule and current cost estimate will be reviewed by the facilitation group.***

**Special Populations Housing:** (Elderly, Women, LGBTQ+): A site location has not yet been identified; however, the workgroup is continuing to monitor other system enhancements planned and/or underway by other program providers that will be / may be serving this population (e.g., the Choosing Our Roots grant mentioned below). Funding for potential master leasing for hotel rooms to serve this population is also being explored by the facilitated workgroup.

**Substance Abuse and Housing:** Efforts are underway with the Salvation Army to return the 48<sup>th</sup> Avenue facility to service for providing 68 substance abuse treatment beds. The Boutet Company has completed the **100%** engineering package for renovating the existing location to repair 2018 earthquake damage and allow safe occupancy using State of Alaska funds. The Salvation Army is continuing to work to secure State of Alaska 2018 earthquake response funds to allow renovation work to begin. Other potential Salvation Army locations are also being discussed for return to service.

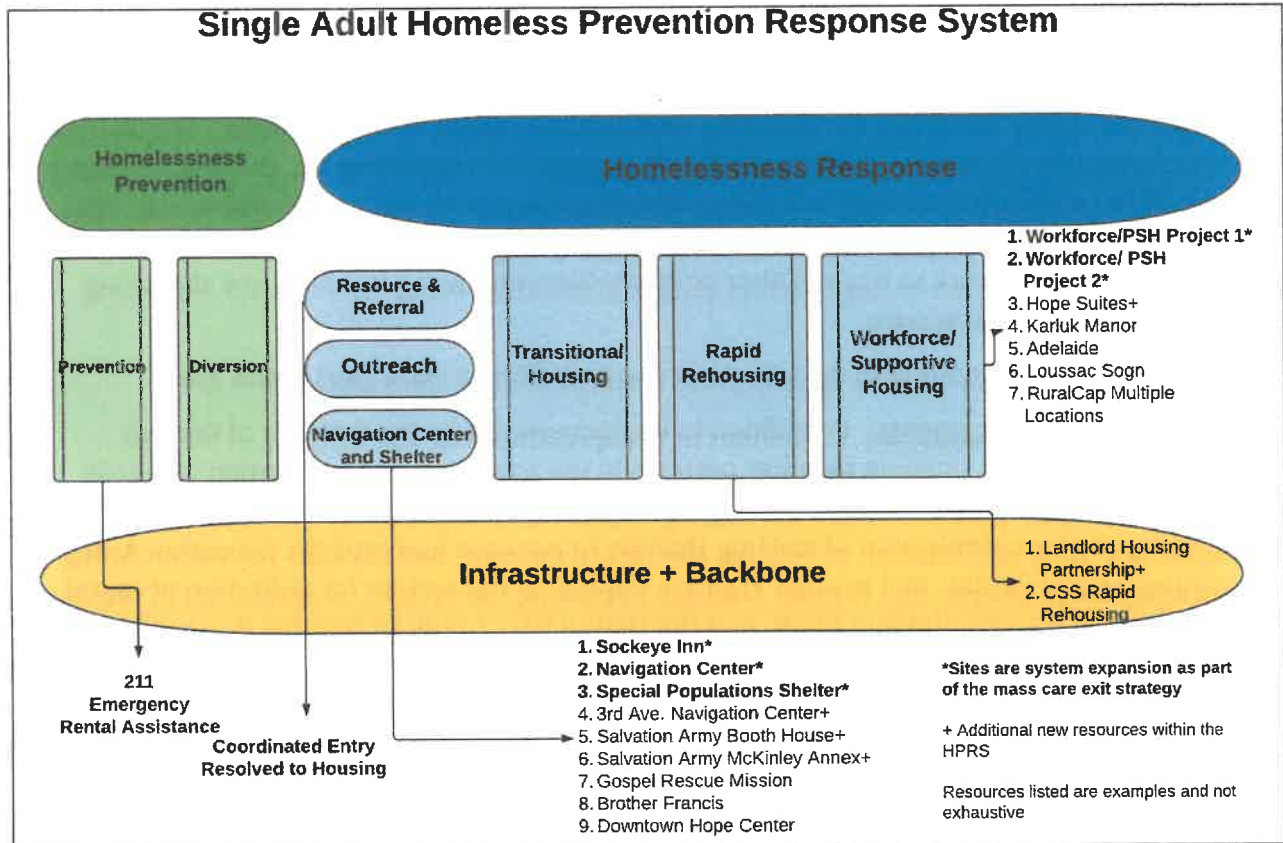
The workgroup is continuing to discuss other opportunities to close gaps in this area.

**Other System Enhancements:** In addition to implementation of the 5 planks of the exit strategy there is work ongoing by other partners in the homelessness prevention response system that create potential space for moving clients out of mass care. These include reopening and/or optimization of existing shelters to increase bed capacity (Salvation Army, Downtown Hope Center, and Brother Francis), improving the system for utilization of rental assistance and housing stability funds, and the United Way Landlord Housing Partnership incentives. Choosing Our Roots (COR) has a \$500K ARPA grant from AHD for 10 units of LGBTQ+ (age restricted) safe shelter/housing.

As previously communicated:

- Facilitated Process Clarification: The Assembly members who are part of the facilitated process committed to collaborate with the Administration members to develop the recommended strategy and guide implementation of the mass care exit strategy. The Assembly members maintain frequent communications with the rest of the Assembly to share status updates and opportunities to provide input. The Assembly members neither represents nor guarantee the votes of other Assembly members on the recommendations that result from the facilitated process.
- We continue working together with commitment to collaborative process.
- We share goals to end homelessness and belief that navigation is only one part of the continuum of care; housing always a goal; shelter will be a part of navigation plans.
- Not politically focused – it's about getting it right for the benefit of the community.

- Have agreed to a decision process that supports reaching agreement on quality decisions that are best for our community.
- Have agreed to a decision frame that includes problem statements, timeline, outcome goals, ranking criteria, alternatives to be considered and analysis to support decisions.
- Will socialize / communicate / vet progress with rest of Assembly and other key stakeholders and community partners to include Community Councils as discussions move forward.
- The mass care exit strategy aligns with and closes gaps in the existing Homeless Prevention Response System.



Envisioned System# After  
 Mass Care Closure =  
 Total Capacity 1172  
 452 to housing  
 623 to shelter/navigation  
 97 to residential treatment

**Sockeye Inn  
 Complex Care  
 Shelter - 85 beds**

Brother Francis  
 Shelter - 75 beds

Gospel Rescue  
 Mission - 43 beds

Salvation Army  
 McKinley Annex -  
 15 women\*

Salvation Army  
 Booth House - 30  
 veterans\*

**Special  
 Populations  
 Shelter - 120  
 beds\*\***

**Navigation  
 Center - 200  
 beds-**

Downtown Hope  
 Center - 55 beds  
 for women

**Midtown  
 Substance Misuse  
 Treatment - 68  
 beds**

Clitheroe Substance  
 Misuse Treatment -  
 29 additional beds  
 for men

**PSH/Workforce  
 Housing Project 1  
 - 115 units**

Hope Suites Housing  
 - capacity for 72  
 women

**PSH/Workforce  
 Housing Project 2  
 - 115 units\*\***

Landlord Housing  
 Partnership - 100  
 units

Coordinated Entry  
 Resolved to Housing  
 - 50 clients

# As of 2/22/2022  
 \*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.**

**ANCHORAGE, ALASKA**  
**AR No. 2021-350, As Amended**

1 **A RESOLUTION OF THE ANCHORAGE ASSEMBLY AND MAYOR'S OFFICE IN**  
2 **SUPPORT OF AN EXIT STRATEGY TO END MASS CARE AND IMPLEMENT AN**  
3 **INTEGRATED CLIENT AND COMMUNITY CENTERED APPROACH TO**  
4 **ADDRESSING HOMELESSNESS.**

---

5  
6 **WHEREAS**, in March 2020 the Municipality of Anchorage began providing mass care in  
7 response to the COVID-19 pandemic and mass care locations have included the Sullivan  
8 Arena and various hotels around the Municipality; and  
9

10 **WHEREAS**, mass care is now comprised of approximately 750 beds of shelter through  
11 congregate and non-congregate locations while many established shelters still operate at  
12 reduced capacity due to the effects of COVID-19 on their operations; and  
13

14 **WHEREAS**, the Anchorage Assembly and Mayor Bronson agreed to enter a facilitated  
15 process, funded by philanthropic partners to address the need to end mass care and  
16 return the Sullivan Arena back to its regular operations; and  
17

18 **WHEREAS**, the facilitation group consisted of three Assembly Members and three  
19 members of the Administration ("Facilitation Group"); and  
20

21 **WHEREAS**, the facilitated process began on August 4, 2021, and the Facilitation Group  
22 met collectively for over 500 hours; and  
23

24 **WHEREAS**, the Facilitation Group identified two problem statements: (1) What is the best  
25 alternative for mass care of adults experiencing homelessness for the 2021/2022 winter  
26 season; and (2) What are the best long-term interventions to address shelter and  
27 navigation services gaps in the current continuum of care for adults experiencing  
28 homelessness in Anchorage; and  
29

30 **WHEREAS**, the Facilitation Group reviewed over 70 sites against the screening criteria -  
31 Effectiveness (operational success, client quality of care); Public Impact / Acceptance  
32 (buffer zone, security); System Alignment (zoning, long term continuum of care system);  
33 Schedule (exit Sullivan Arena timeline) Cost (capital and operating expense, funding) –  
34 and narrowed the potential options to 5 locations that appeared to be most quickly  
35 available and with the capacity to replace the Sullivan Arena, either as a standalone  
36 facility or in combination, for an independent engineering team to assess and review; and  
37

38 **WHEREAS**, the engineering team issued a report [~~on the five identified locations –~~  
39 ~~3330 Denali, 550 Bragaw, 630 E Tudor, Tudor / Elmore (current evidence lot), Tudor~~  
40 ~~/ Elmore Development Site –~~] providing rough order of magnitude costs associated with



1 each site as well as potential timelines and required development to begin operations;  
2 and  
3

4 **WHEREAS**, based on the engineering report, the Facilitation Group concluded (1) there  
5 are no immediate replacements for the Sullivan Arena; and (2) all 5 locations could be  
6 possible mass care sites based on safety review of existing structures and preliminary  
7 site evaluation[; ~~but only a newly constructed building or 3330 Denali has the~~  
8 ~~potential size to replace Sullivan capacity with one facility~~]; and  
9

10 **WHEREAS**, the Facilitation Group after receiving the engineers' report, believes the best  
11 strategic alternative is to pursue a Client Community Focused Approach in public private  
12 partnership that utilizes a navigation center point of entry with 'no wrong door' that  
13 provides services throughout the continuum of care from navigation to housing with  
14 various facility sizes and locations distributed across the community; and  
15

16 **WHEREAS**, to further evaluate the availability of sites and/or buildings that may meet the  
17 identified needs of a Client Community Focused Approach, a Request for Information was  
18 released on October 7, 2021 with responses due no later than October 21; and  
19

20 **WHEREAS**, the Client/Community focused approach also aligns with the community's  
21 adopted plan to address homelessness, Anchored Home; and  
22

23 **WHEREAS facilities providing assistance, care and housing to individuals**  
24 **experiencing unsheltered homelessness can reduce the reduce the spread of**  
25 **COVID-19 through the community by making housing and other facilities available**  
26 **to them that effectively implement COVID-19 mitigation measures and enable**  
27 **compliance with COVID-19 public health precautions; and**  
28

29 **WHEREAS some individuals who are experiencing unsheltered homelessness may**  
30 **be at higher risk of severe illness from COVID-19 due to older age or certain**  
31 **underlying medical conditions, such as chronic lung disease or serious heart**  
32 **condition, and facilities providing assistance, care and housing to such individuals**  
33 **can help reduce the instances of severe illness from COVID-19; and**  
34

35 **WHEREAS expenses incurred to facilitate compliance with COVID-19-related**  
36 **public health measures, including expenses incurred implementing COVID-19**  
37 **mitigation efforts and compliance with COVID-19 public health precautions in**  
38 **connection with providing care and assistance to individuals who are experiencing**  
39 **unsheltered homelessness is a permissible use of funds provided by the**  
40 **Coronavirus Relief Fund established by section 5001 of the Coronavirus Aid, Relief,**  
41 **and Economic Security Act ("CARES Act"); and**  
42

43 **WHEREAS expenses incurred to facilitate compliance with COVID-19-related**  
44 **public health measures, including expenses incurred implementing COVID-19**  
45 **mitigation efforts and compliance with COVID-19 public health precautions in**  
46 **connection with providing care and assistance to individuals who are experiencing**

unsheltered homelessness is a permissible use of funds provided by both the Coronavirus Relief Fund established by section 5001 of the Coronavirus Aid, Relief, and Economic Security Act and the Coronavirus State and Local Fiscal Recovery Funds established by Section 9901 of the American Rescue Plan Act; Now therefore

**BE IT RESOLVED**, the Assembly and the Administration:

1. Adopt a Client Community Focused Approach, consistent with Anchored Home, as the policy of the Municipality to address homelessness and the wind down and eventual closure of the mass care.
2. Agree a Client Community Focused Approach includes public private partnership that utilizes a navigation center point of entry system with 'no wrong door' that provides services throughout the continuum of care from navigation to housing with various facility sizes and locations distributed across the community.
3. Find the estimated need to end mass care operations can be accommodated with a combination of the following:
  - a. Single Adult facility utilizing a navigation center design;
  - b. Special Population facility utilizing a navigation center design;
  - c. Medical Convalescence facility;
  - d. Substance Misuse Treatment with Housing;
  - e. Workforce and Permanent Supportive Housing units; and
  - f. Surge capacity within the system.
4. Commit to a Public Private Partnership to develop a plan of finance for capital and operations costs.

This resolution is effective upon passage.

**PASSED AND APPROVED** by the Anchorage Assembly this 1st day of November, 2021.

*Suzanne F. Hance*

Chair

**ATTEST:**

*Barbara A. Jones*

Municipal Clerk



# MUNICIPALITY OF ANCHORAGE

## Assembly Information Memorandum

No. AIM 190-2021

Meeting Date: November 1, 2021

1 **From:** ASSEMBLY VICE-CHAIR CONSTANT

2  
3 **Subject:** AR 2021-350: A RESOLUTION OF THE ANCHORAGE  
4 ASSEMBLY AND MAYOR'S OFFICE IN SUPPORT OF AN EXIT  
5 STRATEGY TO END MASS CARE AND IMPLEMENT AN  
6 INTEGRATED CLIENT AND COMMUNITY CENTERED  
7 APPROACH TO ADDRESSING HOMELESSNESS.  
8

9 For the Assembly's consideration of AR 2021-350; please see the attached  
10 Location Study introduction statement from The Boutet Company, Inc., which  
11 prepared the report. The report is viewable at the Assembly Housing and  
12 Homelessness Committee webpage under its October 5, 2021 meeting materials:

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14 <https://www.muni.org/Departments/Assembly/Pages/Committee%20on%20Homelessness.aspx>  
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22 Prepared by: Assembly Counsel

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24 Respectfully submitted: Christopher Constant, Assembly Vice Chair  
25 District 1, Downtown Anchorage



## **Request for Information**

**Date Issued: April XX, 2022**

### **Introduction:**

On any given night in Anchorage, it is estimated that approximately XXXX individuals experience homelessness. Over the past two years, the COVID-19 pandemic has highlighted the need for more, and safer, workforce and permanent supportive housing. Individuals living in public spaces or in congregate settings have limited access to preventative measures like frequent handwashing and social distancing, as well as flexibility for access to showers, laundry, and meals to meet work schedules. The time is now for Anchorage to look beyond the typical homeless system of care to develop and implement innovative solutions to create workforce and permanent supportive housing units to serve those experiencing homelessness.

### **Background Information:**

In December 2021, the Anchorage Assembly and Mayor Bronson adopted a client community focused approach, consistent with Anchored Home, as the policy of the Municipality to address homelessness and the wind down and eventual closure of mass care needed during the COVID-19 pandemic. This policy aligns with and closes gaps in the Anchorage Homeless Prevention and Response System and calls for workforce and permanent supportive housing units to provide compassionate and more effective care for Anchorage's vulnerable population experiencing homelessness.

This Request for Information (RFI) is part of the Anchorage Coalition to End Homelessness (ACEH) commitment to working in partnership with the Municipality of Anchorage and our philanthropic partners. ACEH is assessing interest from qualified individuals and entities who are interested in managing and providing a mixture of permanent supportive housing and workforce housing services at a 130-unit former hotel. Clients served by permanent supportive housing include people experiencing homelessness who can live independently with suitable support services. For this group, the rent may be paid by vouchers provided by AHFC or HUD, but leases will be with individual tenants. Clients served by workforce housing include employed individuals who are experiencing homelessness because they cannot afford available market housing. Residents housed in this facility will have no significant behavioral health or substance use disorder conditions presenting barriers to long-term housing and employment. Residents of this group will pay below market wage rent. The building manager will need to create an income cap for eligibility of these residents. Each individual will enter into a rental agreement.

### **Response Information:**

ACEH are requesting descriptions of business plans for the above workforce and permanent supportive housing services.

Response should also include each of the following:

- Description of any experience providing services for the target population, including relevant qualifications (e.g. accreditation, certification, licensure).
- Detailed information related to the staffing and the supervision of staff.
- Scope of services to serve this population (e.g. administering housing subsidies through HUD programs, or other state and federal resources).
- A plan to provide lifecycle maintenance, including capital refurbishment, renovation, as well as daily and regular management and maintenance of all improvements and associated infrastructure to sustain the project.
- A proposed per day per person rate for services on either an annual or monthly basis, to serve 130 individuals.
- Provision of supervision and ensuring care to individuals with disabilities to enable them to continue living independently in their own single rooms.
- A plan for providing building security and monitoring 24-7 (e.g. experience with neighborhood engagement plans).
- A plan for either in-house provisions of case management or partnership with other agencies for case management services that emphasize helping individuals develop person-centered plans.
- Experience with utilizing systems of record for homelessness and housing such as the Alaska Homeless Management Information System, Padmission, and (whatever the AHFC system to meet Treasury reporting is called)
- Description of organization's philosophy or vision for providing these services
- Experience collaborating with other organizations in providing services to the target population

Interested parties who believe they can provide the services described in this RFI must submit their response in writing via email by **5:00pm Alaska Time on May XX, 2022**, to the following person:

**Celia MacLeod**

Director of Programs and Services  
 Anchorage Coalition to End Homelessness  
 Email: [cmacleod@aceh.org](mailto:cmacleod@aceh.org)

It is the responsibility of the interested party to follow up with the entities at the contact information listed above to ensure your response was received prior to the time and date specified. Please ensure the response includes your company's name and contact information (email) for the individual(s) who should be notified if either entity releases a solicitation.

**Important Notice:**

Responding to this RFI is not a requirement for any future contract opportunities and there is no guarantee that any of the information provided in response to the RFI will be used for any potential future procurements. Responses to this RFI are for information purposes only and will not be evaluated. This RFI does not extend any rights to prospective contractors or obligate the

solicitation or purchase any goods or services, nor will ACEH be financially responsible for any costs associated with the preparation of any response to the RFI.







**U.S. Department of the Treasury**  
**Emergency Rental Assistance Under the American Rescue Plan Act of 2021 (ERA2)**  
**Reallocation Guidance**

March 30, 2022

**I. Overview**

In the American Rescue Plan Act of 2021, Congress appropriated \$21,550,000,000 for the delivery of emergency rental assistance, utility assistance, and housing stability services to eligible households experiencing financial hardship during the novel coronavirus pandemic. This appropriation came after the passage of Section 501 of Division N of the Consolidated Appropriations Act, 2021, which appropriated \$25 billion for similar purposes. Treasury refers to Emergency Rental Assistance (ERA) under the Consolidated Appropriations Act, 2021, as “ERA1” and ERA under the American Rescue Plan Act of 2021 as “ERA2.” This guidance is focused on ERA2 and addresses ERA1 only to the extent relevant to the reallocation of ERA2 funds. Treasury published guidance on the reallocation of ERA1 funds on October 4, 2021.<sup>1</sup>

On May 7, 2021, Treasury announced its initial allocation of ERA2 funds to states, the District of Columbia, U.S. territories, and units of local government (Grantees) and shortly thereafter, made available to each Grantee 40% of its total initial ERA2 allocation. The American Rescue Plan Act of 2021 requires Treasury to begin reallocating ERA2 funds not yet paid to eligible Grantees on March 31, 2022. As with ERA1 reallocation, Treasury’s objective in ERA2 reallocation is to ensure ERA funds are available to Grantees in accordance with their jurisdictional needs and demonstrated capacity to deliver assistance. This guidance sets forth the procedures for the ERA2 reallocation process.

**II. Determining Funds Available for Reallocation**

The ERA2 statute requires Treasury to identify funds for reallocation from amounts allocated to eligible Grantees, but not yet paid out to them. Specifically, the statute provides that beginning on March 31, 2022, Treasury must “reallocate funds allocated to eligible grantees ... but not yet paid,” according to a procedure established by Treasury. Under the statute, to be eligible to receive reallocated funds, a Grantee must have obligated<sup>2</sup> at least 50% of its total initial ERA2 allocation.

Consistent with these requirements, Treasury has established the following procedures for identifying the funds that will be available for reallocation (“excess funds”). Treasury will notify a Grantee in writing upon determining that any part of its allocation constitutes excess funds.

ERA2 funds paid to a Grantee. As required by the ERA2 statute, ERA2 funds that have been paid to a Grantee are not subject to involuntary reallocation and will not be considered excess funds. Further, pursuant to statutory requirements, the first tranche of funds made available to

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<sup>1</sup> <https://home.treasury.gov/system/files/136/ERA-Reallocation-Guidance.pdf>

<sup>2</sup> To determine whether a Grantee has obligated ERA2 funds, Treasury will rely on the same criteria applied to ERA1 funds and set forth in the ERA1 Reallocation Guidance published on October 4, 2021.

### *1. Quarter 1 Assessment*

A Grantee whose ERA2 Expenditure Ratio is below 20% for the Quarter 1 Assessment (as of March 31, 2022) will be considered to have excess funds in an amount equal to the difference between (i) the amount of expenditures needed for the Grantee to achieve an Expenditure Ratio of 20% and (ii) and the Grantee's reported total assistance expenditures.

For the Quarter 1 Assessment, Grantees will have an opportunity to avoid reallocation. If a Grantee meets the minimum ERA2 Expenditure Ratio based on reported data as of April 30, 2022, Treasury will not reallocate the Grantee's funds based on the Quarter 1 Assessment. However, if a Grantee does not meet the 20% threshold as of April 30, 2022, Treasury will calculate the Grantee's excess funds based on data as of March 31, 2022.

In addition, if a Grantee has voluntarily reallocated over 25% of its initial ERA1 allocation by March 31, 2022, Treasury will not reallocate the Grantee's ERA2 funds in the Quarter 1 Assessment.

### *2. Quarter 2 and Quarter 3 Assessments*

A Grantee whose ERA2 Expenditure Ratio is below 40% in the Quarter 2 Assessment (as of June 30, 2022) or below 60% in the Quarter 3 Assessment (as of September 30, 2022) will be considered to have excess funds in an amount equal to the difference between (i) the amount of expenditures needed for the Grantee to achieve the then-applicable minimum Expenditure Ratio (i.e., 40% for the Quarter 2 Assessment and 60% for the Quarter 3 Assessment) and (ii) and the Grantee's reported total assistance expenditures.

### *3. Final Undrawn Funds Assessment*

Treasury may determine any ERA2 funds that are undrawn as of December 31, 2022 to be excess funds subject to reallocation (with the exception of the first tranche of funds made available to Grantees, which comprise 40% each Grantee's initial ERA2 allocation and are not subject to reallocation).

## **III. Distributing Reallocated Funds**

### *A. Requesting Reallocated Funds*

Treasury will begin accepting requests from Grantees for reallocated funds after March 31, 2022 on a form to be published by Treasury. As the ERA2 statute requires, reallocated funds will be available only to Grantees that have obligated at least 50% of their own initial ERA2 allocations (regardless of any reallocation of funds). Each funding request will be required to indicate the amount requested and confirm the need for such funds in the Grantee's jurisdiction.

#### **IV. Voluntary Reallocation**

A Grantee may request the transfer to other Grantees of up to 60% of its initial ERA2 allocation. The transferee Grantees must (i) administer an ERA2 program in the same state or territory as the transferor and (ii) have obligated or spent at least 50% of their own initial ERA2 allocations by the time of transfer. A Grantee may request Treasury's assistance in identifying permissible transferees.

To complete a voluntary reallocation, the transferor and transferee Grantees will generally be required to submit a written agreement signed by authorized officials, together with documents meeting the following requirements:

- The transferee must provide evidence of demonstrated need in its jurisdiction for the funds to be transferred. This requirement may be satisfied by (i) Treasury's confirmation that the transferee has spent or obligated at least 50% of its own initial allocation and (ii) a description of the transferee's need for the funds, attested to by the transferee's authorized official.
- Both the transferor and transferee Grantees must agree to comply with administrative requirements applicable to the transfer of federal funds between and among Grantees, including the completion and submission of certain documents that Treasury will provide.
- The transferor must acknowledge and agree in writing that the transferred amount will be deemed to be excess funds and disclaim any further right, title, or interest therein.
- Both the transferor and transferee Grantees must attest to their compliance with all applicable ERA2 requirements under applicable law, guidance, or the Grantee's funding agreement.

Upon approval, Treasury will provide the transferor and transferee Grantees with instructions for completing the necessary fund transfers. Treasury may determine not to approve a voluntary reallocation request if it appears that the proposed reallocation may (i) increase the risk that the funds would be reallocated by Treasury under this guidance; (ii) leave a Grantee with insufficient funds to meet the needs in its jurisdiction; or (iii) otherwise undermine the purposes of reallocation.

A Grantee may also request the transfer of up to 60% of its initial ERA2 allocation, without designating any specific Grantee as transferee. Treasury, in its discretion, will determine and carry out the reallocation of these funds to Grantees based on an assessment of the factors set forth in Section III of this guidance and in a manner consistent with this Section IV.

#### **V. Use of Funds for Administrative Costs and Housing Stability Services**

The ERA2 statute permits Grantees to use up to 15% of the total amount of ERA2 funds paid to the Grantee for certain administrative costs. In addition, under the statute, a Grantee may use up

**U.S. Department of the Treasury**  
**Emergency Rental Assistance**  
**Frequently Asked Questions**

**Revised August 25, 2021**

The Department of the Treasury (Treasury) is providing these frequently asked questions (FAQs) as guidance regarding the requirements of the Emergency Rental Assistance program (ERA1) established by section 501 of Division N of the Consolidated Appropriations Act, 2021, Pub. L. No. 116-260 (Dec. 27, 2020) and the Emergency Rental Assistance program (ERA2) established by section 3201 of the American Rescue Plan Act of 2021, Pub. L. No. 117-2 (March 11, 2021).

These FAQs apply to both ERA1 and ERA2, except where differences are specifically noted. References in these FAQs to “the ERA” apply to both ERA1 and ERA2. These FAQs will be supplemented by additional guidance.<sup>1</sup> Grantees must establish policies and procedures to govern the implementation of their ERA programs consistent with the statutes and these FAQs. To the extent that these FAQs do not provide specific guidance on a particular issue, a grantee should establish its own policy or procedure that is consistent with the statutes and follow it consistently.

**1. Who is eligible to receive assistance in the ERA and how should a grantee document the eligibility of a household?**

A grantee may only use the funds provided in the ERA to provide financial assistance and housing stability services to eligible households. To be eligible, a household must be obligated to pay rent on a residential dwelling and the grantee must determine that:

- i. for ERA1:
  - a. one or more individuals within the household has qualified for unemployment benefits or experienced a reduction in household income, incurred significant costs, or experienced other financial hardship due, directly or indirectly, to the COVID-19 outbreak;
  - b. one or more individuals within the household can demonstrate a risk of experiencing homelessness or housing instability; and

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<sup>1</sup> On January 19, 2021, initial FAQs were released for ERA1. On February 22, 2021, the initial FAQs were revised to, among other things, clarify program requirements and provide additional flexibility with respect to documenting the eligibility of households. On March 16, 2021, FAQ 7 was revised to add rental security deposits as a permissible relocation expense and clarify that application or screening fees are permissible rental fees and FAQs 26–28 were added. On March 25, 2021, FAQ 29 was added. On May 7, 2021, these FAQs were revised to provide initial guidance for ERA2, to clarify differences between ERA1 and ERA2, and to clarify how ERA should be used to promote housing stability for eligible households. On June 24, 2021, these FAQs were revised to further clarify how to promote housing stability for eligible households; specifically, FAQs 14, 23, 31, 33, and 35 were revised and FAQs 36–39 were added, in addition to other non-substantive changes. On August 25, 2021, these FAQs were revised to provide further clarification on the use of self-attestation and to describe methods of speeding payments to eligible households. Specifically, substantive revisions were made to FAQs 3, 4, 7, 11, and 38; FAQs 40–42 were added; and additional edits were made for clarity.

- c. the household has a household income at or below 80 percent of area median income.
- ii. for ERA2:
    - a. one or more individuals within the household has qualified for unemployment benefits or experienced a reduction in household income, incurred significant costs, or experienced other financial hardship during or due, directly or indirectly, to the coronavirus pandemic;
    - b. one or more individuals within the household can demonstrate a risk of experiencing homelessness or housing instability; and
    - c. the household is a low-income family (as such term is defined in section 3(b) of the United States Housing Act of 1937 (42 U.S.C. 1437a(b))).<sup>2</sup>

While there are some differences in eligibility between ERA1 and ERA2, the eligibility requirements are very similar, and Treasury is seeking to implement ERA2 consistently with ERA1, to the extent possible, to reduce administrative burdens for grantees.

The FAQs below describe the documentation requirements for each of these conditions of eligibility. These requirements provide for various means of documentation so that grantees may extend this emergency assistance to vulnerable populations without imposing undue documentation burdens. As described below, given the challenges presented by the COVID-19 pandemic, grantees may be flexible as to the particular form of documentation they require, including by permitting photocopies or digital photographs of documents, e-mails, or attestations from employers, landlords, caseworkers, or others with knowledge of the household's circumstances. Treasury strongly encourages grantees to avoid establishing documentation requirements that are likely to be barriers to participation for eligible households, including those with irregular incomes such as those operating small business or gig workers whose income is reported on Internal Revenue Service Form 1099. However, grantees must require all applications for assistance to include an attestation from the applicant that all information included is correct and complete.

In all cases, grantees must document their policies and procedures for determining a household's eligibility to include policies and procedures for determining the prioritization of households in compliance with the statute and maintain records of their determinations. Grantees must also have controls in place to ensure compliance with their policies and procedures and prevent fraud. Grantees must specify in their policies and procedures under what circumstances they will accept written attestations from the applicant without further documentation to determine any aspect of

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<sup>2</sup> As of the date of these FAQs, the definition of "low-income families" in 42 U.S.C. 1437a(b) is "those families whose incomes do not exceed 80 per centum of the median income for the area, as determined by the Secretary [of Housing and Urban Development] with adjustments for smaller and larger families, except that the Secretary may establish income ceilings higher or lower than 80 per centum of the median for the area on the basis of the Secretary's findings that such variations are necessary because of prevailing levels of construction costs or unusually high or low family incomes."

eligibility or the amount of assistance, and in such cases, grantees must have in place reasonable validation or fraud-prevention procedures to prevent abuse.

**2. How should applicants document that a member of the household has qualified for unemployment benefits, experienced a reduction in income, incurred significant costs, or experienced other financial hardship during or due to the COVID-19 outbreak?**

A grantee must document that one or more members of the applicant’s household either (i) qualified for unemployment benefits; or (ii) (a) for ERA1, experienced a reduction in household income, incurred significant costs, or experienced other financial hardship due, directly or indirectly, to the COVID-19 outbreak or (b) for ERA2, experienced a reduction in household income, incurred significant costs, or experienced other financial hardship during or due, directly or indirectly, to the coronavirus pandemic.<sup>3</sup> If the grantee is relying on clause (i) for this determination, or if the grantee is relying on clause (ii) in ERA2, the grantee is permitted to rely on either a written attestation signed by the applicant or other relevant documentation regarding the household member’s qualification for unemployment benefits. If the grantee is relying on clause (ii) for this determination in ERA1, the statute requires the grantee to obtain a written attestation signed by the applicant that one or more members of the household meets this condition. While grantees relying on clause (ii) in ERA1 must show financial hardship “due, directly or indirectly, to” COVID-19, grantees in ERA2 are also permitted to rely on financial hardship “during” the pandemic.

It may be difficult for some grantees to establish whether a financial hardship experienced during the pandemic is due to the COVID-19 outbreak. Therefore, Treasury strongly encourages grantees to rely on the self-certification of applicants with regard to whether their financial hardship meets these statutory eligibility requirements. Further, because the standard in ERA2 is broader than the standard in ERA1, any applicant that self-certifies that it meets the standard in ERA1 should be considered to meet the standard for purposes of ERA2.

**3. How should a grantee determine that an individual within a household is at risk of experiencing homelessness or housing instability?**

The statutes establishing ERA1 and ERA2 both require that one or more individuals within the household can demonstrate a risk of experiencing homelessness or housing instability. Such a demonstration may include (i) a past due utility or rent notice or eviction notice, (ii) unsafe or unhealthy living conditions (which may include overcrowding), or (iii) any other evidence of risk, as determined by the grantee. Grantees may establish alternative criteria for determining whether a household satisfies this requirement, and should adopt policies and procedures addressing how they will determine the presence of unsafe or unhealthy living conditions and what evidence of risk to accept in order to support their determination that a household satisfies this requirement. A grantee may rely on an applicant’s self-certification identifying the applicable risk factor or factors, without further documentation, if other documentation is not immediately available.

**4. The statutes establishing ERA1 and ERA2 limit eligibility to households based on certain income criteria. How is household income defined for purposes of the ERA? How will income**

<sup>3</sup> Treasury is interpreting the two different statutory terms (“the COVID-19 outbreak” and “the coronavirus pandemic”) as having the same meaning.

## be documented and verified?

*Definition of Income:* With respect to each household applying for assistance, grantees may choose between using the Department of Housing and Urban Development's (HUD) definition of "annual income" in 24 CFR 5.609<sup>4</sup> and using adjusted gross income as defined for purposes of reporting under Internal Revenue Service Form 1040 series for individual federal annual income tax purposes.

*Definition of Area Median Income:* For purposes of ERA1, the area median income for a household is the same as the income limits for families published by the Department of Housing and Urban Development (HUD) in accordance with 42 U.S.C. 1437a(b)(2), available under the heading for "Access Individual Income Limits Areas" at <https://www.huduser.gov/portal/datasets/il.html>.<sup>5</sup> When determining area median income with respect to Tribal members, Tribal governments and TDHEs may rely on the methodology authorized by HUD for the Indian Housing Block Grant Program as it pertains to households residing in an Indian area comprising multiple counties (*see* HUD Office of Native American Programs, Program Guidance No. 2021-01, June 22, 2021).

*Methods for Income Determination:* The statute establishing ERA1 provides that grantees may determine income eligibility based on either (i) the household's total income for calendar year 2020, or (ii) sufficient confirmation of the household's monthly income at the time of application, as determined by the Secretary of the Treasury (Secretary).

If a grantee in ERA1 uses a household's monthly income to determine eligibility, the grantee should review the monthly income information provided at the time of application and extrapolate over a 12-month period to determine whether household income exceeds 80 percent of area median income. For example, if the applicant provides income information for two months, the grantee should multiply it by six to determine the annual amount. If a household qualifies based on monthly income, the grantee must redetermine the household income eligibility every three months for the duration of assistance.

For ERA2, if a grantee uses the same income determination methodology that it used in ERA1, it is presumed to be in compliance with relevant program requirements; if a grantee chooses to use a different methodology for ERA2 than it used for ERA1, the methodology should be reasonable and consistent with all applicable ERA2 requirements. In addition, if a household is a single family that the grantee determined met the income requirement for eligibility under ERA1, the grantee may consider the household to be eligible under ERA2, unless the grantee becomes aware of any reason the household does not meet the requirements for ERA2. Finally, if multiple families from the same household receive funding under an ERA2 program, the grantee should ensure that there is no duplication of the assistance provided.

*Documentation of Income Determination:* Grantees in ERA1 and ERA2 must have a reasonable basis under the circumstances for determining income. A grantee may support its determination

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<sup>4</sup> See [https://www.ecfr.gov/cgi-bin/text-idx?rgn=div5&node=24:1.1.1.1.5#se24.1.5\\_1609](https://www.ecfr.gov/cgi-bin/text-idx?rgn=div5&node=24:1.1.1.1.5#se24.1.5_1609).

<sup>5</sup> Specifically, 80 percent of area median income is the same as the "low income limit" as published by HUD. For purposes of prioritizing rental assistance as described in FAQ 22 below, 50 percent of area median income for the household is the same as the "very low-income limit" for the relevant area.

with both a written attestation from the applicant as to household income and also documentation available to the applicant, such as paystubs, W-2s or other wage statements, tax filings, bank statements demonstrating regular income, or an attestation from an employer. In appropriate cases, grantees may rely on an attestation from a caseworker or other professional with knowledge of a household's circumstances to certify that an applicant's household income qualifies for assistance.

Alternatively, a grantee may rely on a written attestation without further documentation of household income from the applicant under three approaches:

- *Self-attestation Alone* – In order to provide assistance rapidly, during the public health emergency related to COVID-19 the grantee may rely on a self-attestation of household income without further verification if the applicant confirms in their application or other document that they are unable to provide documentation of their income. If a written attestation without further verification is relied on to document the majority of the applicant's income, the grantee must reassess the household's income every three months, by obtaining appropriate documentation or a new self-attestation. Income attestations should specify the monthly or annual income claimed by the household to ensure that the household meets the applicable ERA requirements and to enable appropriate reporting. Under this approach, grantees are encouraged to incorporate self-attestation to demonstrate income eligibility into their application form. Similarly, grantees may rely on self-attestations to demonstrate applicants' financial hardship and risk of homelessness or housing instability as described above in FAQs 2 and 3 above. Thus, grantees are encouraged to simplify applications to allow for self-attestation for income eligibility during the public health emergency, as well as to allow self-attestation to demonstrate applicants' financial hardship and risk of homelessness or housing instability as described above in FAQs 2 and 3.
- *Categorical Eligibility* – If an applicant's household income has been verified to be at or below 80 percent of the area median income (for ERA1) or if an applicant's household has been verified as a low-income family as defined in section 3(b) of the United States Housing Act of 1937 (42 U.S.C. 1437a(b)) (for ERA2) in connection with another local, state, or federal government assistance program, grantees are permitted to rely on a determination letter from the government agency that verified the applicant's household income or status as a low-income family, provided that the determination for such program was made on or after January 1, 2020.
- *Fact-specific proxy* – A grantee may rely on a written attestation from the applicant as to household income if the grantee also uses any reasonable fact-specific proxy for household income, such as reliance on data regarding average incomes in the household's geographic area.

Grantees also have discretion to provide waivers or exceptions to this documentation requirement to accommodate disabilities, extenuating circumstances related to the pandemic, or a lack of technological access. In these cases, the grantee is still responsible for making the required determination regarding the applicant's household income and documenting that determination. Treasury encourages grantees to partner with state unemployment departments or entities that administer federal benefits with income requirements to assist with the verification process,



consistent with applicable law.

**5. ERA funds may be used for rent and rental arrears. How should a grantee document where an applicant resides and the amount of rent or rental arrears owed?**

Grantees must obtain, if available, a current lease, signed by the applicant and the landlord or sublessor, that identifies the unit where the applicant resides and establishes the rental payment amount. If a household does not have a signed lease, documentation of residence may include evidence of paying utilities for the residential unit, an attestation by a landlord who can be identified as the verified owner or management agent of the unit, or other reasonable documentation as determined by the grantee. In the absence of a signed lease, evidence of the amount of a rental payment may include bank statements, check stubs, or other documentation that reasonably establishes a pattern of paying rent, a written attestation by a landlord who can be verified as the legitimate owner or management agent of the unit, or other reasonable documentation as defined by the grantee in its policies and procedures.

*Written Attestation:* If an applicant is able to provide satisfactory evidence of residence but is unable to present adequate documentation of the amount of the rental obligation, grantees may accept a written attestation from the applicant to support the payment of assistance up to a monthly maximum of 100 percent of the greater of the Fair Market Rent or the Small Area Fair Market Rent for the area in which the applicant resides, as most recently determined by HUD and made available at <https://www.huduser.gov/portal/datasets/fmr.html>. In this case, the applicant must also attest that the household has not received, and does not anticipate receiving, another source of public or private subsidy or assistance for the rental costs that are the subject of the attestation. This limited payment is intended to provide the most vulnerable households the opportunity to gather additional documentation of the amount of the rental obligation or to negotiate with landlords in order to avoid eviction. The assistance described in this paragraph may only be provided for three months at a time, and a grantee must obtain evidence of rent owed consistent with the above after three months in order to provide further assistance to such a household; Treasury expects that in most cases the household would be able to provide documentation of the amount of the rental obligation in any applications for further assistance.

**6. ERA funds may be used for “utilities and home energy costs” and “utilities and home energy costs arrears.” How are those terms defined and how should those costs be documented?**

Utilities and home energy costs are separately stated charges related to the occupancy of rental property. Accordingly, utilities and home energy costs include separately stated electricity, gas, water and sewer, trash removal, and energy costs, such as fuel oil. Payments to public utilities are permitted.

All payments for utilities and home energy costs should be supported by a bill, invoice, or evidence of payment to the provider of the utility or home energy service.

Utilities and home energy costs that are covered by the landlord will be treated as rent.

**7. The statutes establishing ERA1 and ERA2 allow the funds to be used for certain “other**

**expenses,” as defined by the Secretary. What are some examples of these “other expenses”?**

Under the statute establishing ERA1, funds used for “other expenses” must be related to housing and “incurred due, directly or indirectly, to the novel coronavirus disease (COVID-19) outbreak.” In contrast, the statute establishing ERA2 requires that “other expenses” be “related to housing” but does not require that they be incurred due to the COVID-19 outbreak.

For both ERA1 and ERA2, other expenses related to housing include relocation expenses (including prospective relocation expenses), such as rental security deposits, and rental fees, which may include application or screening fees. It can also include reasonable accrued late fees (if not included in rental or utility arrears), and Internet service provided to the rental unit. Internet service provided to a residence is related to housing and is in many cases a vital service that allows renters to engage in distance learning, telework, and telemedicine and obtain government services. However, given that coverage of Internet would reduce the amount of funds available for rental assistance, grantees should adopt policies that govern in what circumstances that they will determine that covering this cost would be appropriate. In addition, rent or rental bonds, where a tenant posts a bond with a court as a condition to obtaining a hearing, reopening an eviction action, appealing an order of eviction, reinstating a lease, or otherwise avoiding an eviction order, may also be considered an eligible expense.

All payments for housing-related expenses must be supported by documentary evidence such as a bill, invoice, or evidence of payment to the provider of the service. If a housing-related expense is included in a bundle or an invoice that is not itemized (for example, internet services bundled together with telephone and cable television services) and obtaining an itemized invoice would be unduly burdensome, grantees may establish and apply reasonable procedures for determining the portion of the expense that is appropriate to be covered by ERA. As discussed in FAQ 26 below, under certain circumstances, the cost of a hotel stay may also be covered as an “other expense.”

**8. Must a beneficiary of the rental assistance program have rental arrears?**

No. The statutes establishing ERA1 and ERA2 permit the enrollment of households for only prospective benefits. For ERA1, if an applicant has rental arrears, the grantee may not make commitments for prospective rent payments unless it has also provided assistance to reduce the rental arrears; this requirement does not apply to ERA2.

**9. May a grantee provide assistance for arrears that have accrued before the date of enactment of the statute?**

Yes, but not for arrears accrued before March 13, 2020, the date of the emergency declaration pursuant to section 501(b) of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5191(b).

**10. Is there a limit on how many months of financial assistance a tenant can receive?**

Yes. In ERA1, an eligible household may receive up to twelve (12) months of assistance (plus an additional three (3) months if necessary to ensure housing stability for the household, subject to the availability of funds). The aggregate amount of financial assistance an eligible household may

receive under ERA2, when combined with financial assistance under ERA1, must not exceed 18 months.

In ERA1, financial assistance for prospective rent payments is limited to three months based on any application by or on behalf of the household, except that the household may receive assistance for prospective rent payments for additional months (i) subject to the availability of remaining funds currently allocated to the grantee, and (ii) based on a subsequent application for additional assistance. In no case may an eligible household receive more than 18 months of assistance under ERA1 and ERA2, combined.

**11. Must a grantee pay for all of a household's rental or utility arrears?**

No. The full payment of arrears is allowed up to the limits established by the statutes, as described in FAQ 10 above. A grantee may structure a program to provide less than full coverage of arrears. Grantees are encouraged to consider whether payments of less than the full amount of arrears may result in a significant disincentive for landlord participation in the ERA program. Moreover, consistent with FAQ 32, grantees should consider methods for avoiding evictions for nonpayment or utility cutoffs in cases where arrearages are paid only in part.

**12. What outreach should be made by a grantee to a landlord or utility provider before determining that the landlord or utility provider will not accept direct payment from the grantee?**

Treasury expects that in general, rental and utility assistance can be provided most effectively and efficiently when the landlord or utility provider participates in the program. However, in cases where a landlord or utility provider does not participate in the program, the only way to achieve the statutory purpose is to provide assistance directly to the eligible household.

In ERA1, grantees must make reasonable efforts to obtain the cooperation of landlords and utility providers to accept payments from the ERA program. Outreach will be considered complete if (i) a request for participation is sent in writing, by mail, to the landlord or utility provider, and the addressee does not respond to the request within seven calendar days after mailing; (ii) the grantee has made at least three attempts by phone, text, or e-mail over a five calendar-day period to request the landlord or utility provider's participation; or (iii) a landlord confirms in writing that the landlord does not wish to participate. The final outreach attempt or notice to the landlord must be documented. The cost of contacting landlords would be an eligible administrative cost.

ERA2 does not require grantees to seek the cooperation of the landlord or utility provider before providing assistance directly to the tenant. However, if an ERA2 grantee chooses to seek the cooperation of landlords or utility providers before providing assistance directly to tenants, Treasury strongly encourages the grantee to apply the same ERA1 requirements as described above.

**13. Is there a requirement that the eligible household have been in its current rental home when the public health emergency with respect to COVID-19 was declared?**

No. There is no requirement regarding the length of tenure in the current unit.

**14. What data should a grantee collect regarding households to which it provides rental assistance in order to comply with Treasury’s reporting and recordkeeping requirements?**

Treasury provided interim guidance to ERA1 grantees regarding reporting requirements covering the period January through May 2021. The interim guidance required grantees to report limited data elements for the first quarter of 2021, as well as monthly for April to August. A grantee’s failure to submit required reports to Treasury on a timely basis may constitute a violation of the ERA award terms.

Treasury has provided grantees with additional guidance regarding quarterly reporting requirements. Grantees are required to submit reports in accordance with the additional guidance beginning with the first quarter of 2021 for ERA1 and the second quarter of 2021 for ERA2, with the first reports under the additional guidance being due in October 2021.

ERA1 grantees will be required to submit monthly reports from September to December 2021, which will be consistent with monthly reports that were previously required for April to August.

Treasury’s Office of Inspector General may require the collection of additional information in order to fulfill its oversight and monitoring requirements.<sup>6</sup> Grantees under ERA1 must comply with the requirement in section 501(g)(4) of Division N of the Consolidated Appropriations Act, 2021, to establish data privacy and security requirements for information they collect; grantees under ERA2 are also encouraged to comply with those requirements.<sup>7</sup>

The assistance listing number assigned to the ERA is 21.023.

**15. The statute establishing ERA1 requires that payments not be duplicative of any other federally funded rental assistance provided to an eligible household. Are tenants of federally subsidized housing, e.g., Low Income Housing Credit, Public Housing, or Indian Housing Block Grant-assisted properties, eligible for the ERA?**

An eligible household that occupies a federally subsidized residential or mixed-use property or receives federal rental assistance may receive assistance in the ERA, provided that ERA1 funds are not applied to costs that have been or will be reimbursed under any other federal assistance. Grantees are required to comply with Title VI of the Civil Rights Act (which prohibits discrimination on the ground of race, color, or national origin in programs or activities receiving federal financial assistance) and should evaluate whether their policies and practices regarding assistance to households that occupy federally subsidized residential or mixed-use properties or receive federal rental assistance comply with Title VI. In addition, grantees are required to comply

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<sup>6</sup> Note that this FAQ is not intended to address all reporting requirements that will apply to the ERA but rather to note for grantees information that they should anticipate needing to collect from households with respect to the provision of rental assistance.

<sup>7</sup> Specifically, the statute establishing ERA1 requires grantees to establish data privacy and security requirements for certain information regarding applicants that (i) include appropriate measures to ensure that the privacy of the individuals and households is protected; (ii) provide that the information, including any personally identifiable information, is collected and used only for the purpose of submitting reports to Treasury; and (iii) provide confidentiality protections for data collected about any individuals who are survivors of intimate partner violence, sexual assault, or stalking.

with the Fair Housing Act. With respect to ERA2, grantees must not refuse to provide assistance to households on the basis that they occupy such properties or receive such assistance, due to the disproportionate effect such a refusal could have on populations intended to receive assistance under the ERA and the potential for such a practice to violate applicable law, including Title VI and the Fair Housing Act.

If an eligible household participates in a HUD-assisted rental program or lives in certain federally assisted properties (e.g., using a Housing Choice Voucher, Public Housing, or Project-Based Rental Assistance) and the tenant rent is adjusted according to changes in income, the renter household may receive ERA1 assistance for the tenant-owed portion of rent or utilities that is not subsidized. Grantees are encouraged to confirm that the participant has already reported any income loss or financial hardship to the Public Housing Authority or property manager and completed an interim re-examination before assistance is provided.

Treasury encourages grantees to enter into partnerships with owners of federally subsidized housing to implement methods of meeting the statutory requirement to prioritize assistance to households with income that does not exceed 50 percent of the area median income for the household, or where one or more individuals within the household are unemployed as of the date of the application for assistance and have not been employed for the 90-day period preceding such date.

Pursuant to section 501(k)(3)(B) of Division N of the Consolidated Appropriations Act, 2021, and 2 CFR 200.403, when providing ERA1 assistance, the grantee must review the household's income and sources of assistance to confirm that the ERA1 assistance does not duplicate any other assistance, including federal, state, or local assistance provided for the same costs.

Grantees may rely on an attestation from the applicant regarding non-duplication with other government assistance in providing assistance to a household. Grantees with overlapping or contiguous jurisdictions are particularly encouraged to coordinate and participate in joint administrative solutions to meet this requirement. The requirement described in this paragraph does not apply to ERA2; however, to maximize program efficacy, Treasury encourages grantees to minimize the provision of duplicative assistance.

**16. In ERA1, may a Tribe or Tribally Designated Housing Entity (TDHE) provide assistance to Tribal members living outside Tribal lands?**

Yes. Tribal members living outside Tribal lands may receive ERA1 funds from their Tribe or TDHE, provided they are not already receiving ERA assistance from another Tribe or TDHE, state, or local government.

**17. In ERA1, may a Tribe or TDHE provide assistance to non-Tribal members living on Tribal lands?**

Yes. A Tribe or TDHE may provide ERA1 funds to non-Tribal members living on Tribal lands, provided these individuals are not already receiving ERA assistance from another Tribe or TDHE, state, or local government.

**18. May a grantee provide assistance to households for which the grantee is the landlord?**

Yes. A grantee may provide assistance to households for which the grantee is the landlord, provided that the grantee complies with the all provisions of the statute establishing ERA1 or ERA2, as applicable, the award terms, and applicable ERA guidance issued by Treasury, and that no preferences (beyond the prioritization described in FAQ 22) are given to households that reside in the grantee's own properties.

**19. May a grantee provide assistance to a renter household with respect to utility or energy costs without also covering rent?**

Yes. A grantee is not required to provide assistance with respect to rent in order to provide assistance with respect to utility or energy costs. For ERA1, the limitations in section 501(c)(2)(B) of Division N of the Consolidated Appropriations Act, 2021, limiting assistance for prospective rent payments do not apply to the provision of utilities or home energy costs.

**20. May a grantee provide ERA assistance to homeowners to cover their mortgage, utility, or energy costs?**

No. ERA assistance may be provided only to eligible households, which is defined by statute to include only households that are obligated to pay rent on a residential dwelling. However, homeowners may be eligible for assistance under programs using funds under the Homeowner Assistance Fund, which was established by Treasury under the American Rescue Plan Act of 2021.

**21. May grantees administer ERA programs by using contractors, subrecipients, or intergovernmental cooperation agreements?**

Yes. Grantees may use ERA payments to make subawards to other entities, including non-profit organizations and local governments, to administer ERA programs on behalf of the grantees.

The subrecipient monitoring and management requirements set forth in 2 CFR 200.331–333 will apply to such entities. Grantees may also enter into contracts using ERA payments for goods or services to implement ERA programs. Grantees must comply with the procurement standards set forth in 2 CFR 200.317–327 in entering into such contracts. Grantees are encouraged to achieve administrative efficiency and fiduciary responsibility by collaborating with other grantees in joint administrative solutions to deploying ERA resources.

**22. ERA requires a prioritization of assistance for households with incomes less than 50 percent of area median income or households with one or more individuals that have not been employed for the 90-day period preceding the date of application. How should grantees prioritize assistance?**

Grantees should establish a preference system for assistance that prioritizes assistance to households with incomes less than 50 percent area median income<sup>8</sup> and to households with one or more members that have been unemployed for at least 90 days. Grantees should document the

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<sup>8</sup> For the definition of area median income, see FAQ 4 above.

preference system they plan to use and should inform all applicants about available preferences.

Treasury will require grantees to report to Treasury on the methods they have established to implement this prioritization of assistance and to publicly post a description of their prioritization methods, including on their program web page if one exists, by July 15, 2021.

**23. ERA1 and ERA2 both allow for up to 10 percent of the funds received by a grantee to be used for certain housing stability services. What are some examples of these services?**

ERA1 and ERA2 have different requirements for housing stability services.

Under ERA1, these funds may be used to provide eligible households with case management and other services related to the COVID-19 outbreak, as defined by the Secretary, intended to help keep households stably housed.

Under ERA2, these services do not have to be related to the COVID-19 outbreak.

For purposes of ERA1 and ERA2, housing stability services include those that enable eligible households to maintain or obtain housing. Such services may include, among other things, eviction prevention and eviction diversion programs; mediation between landlords and tenants; housing counseling; fair housing counseling; housing navigators or *promotoras* that help households access ERA programs or find housing; case management related to housing stability; housing-related services for survivors of domestic abuse or human trafficking; legal services or attorney's fees related to eviction proceedings and maintaining housing stability; and specialized services for individuals with disabilities or seniors that support their ability to access or maintain housing. Grantees using ERA funds for housing stability services must maintain records regarding such services and the amount of funds provided to them.

**24. Are grantees required to remit interest earned on ERA payments made by Treasury?**

No. ERA payments made by Treasury to states, territories, and the District of Columbia are not subject to the requirement of the Cash Management Improvement Act and Treasury's implementing regulations at 31 CFR part 205 to remit interest to Treasury. ERA payments made by Treasury to local governments, Tribes, and TDHEs are not subject to the requirement of 2 CFR 200.305(b)(8)–(9) to maintain balances in an interest-bearing account and remit payments to Treasury.

**25. When may Treasury recoup ERA funds from a grantee?**

Treasury may recoup ERA funds from a grantee if the grantee does not comply with the applicable limitations on the use of those funds.

**26. May rental assistance be provided to temporarily displaced households living in hotels or motels?**

Yes. The cost of a hotel or motel room occupied by an eligible household may be covered using ERA assistance within the category of certain "other expenses related to housing" (as described in

FAQ 7) provided that:

- i. the household has been temporarily or permanently displaced from its primary residence or does not have a permanent residence elsewhere;
- ii. the total months of assistance provided to the household do not exceed the applicable time limit described in FAQ 10; and
- iii. documentation of the hotel or motel stay is provided and the other applicable requirements provided in the statute and these FAQs are met.

The cost of the hotel or motel stay would not include expenses incidental to the charge for the room.

Grantees covering the cost of such stays must develop policies and procedures detailing under what circumstances they would provide assistance to cover such stays. In doing so, grantees should consider the cost effectiveness of offering assistance for this purpose as compared to other uses. If a household is eligible for an existing program with narrower eligibility criteria that can provide similar assistance for hotel or motel stays, such as the HUD Emergency Solutions Grant program or FEMA Public Assistance, grantees should utilize such programs prior to providing similar assistance under the ERA program.

**27. May a renter subject to a “rent-to-own” agreement with a landlord be eligible for ERA assistance?**

A grantee may provide financial assistance to households that are renting their residence under a “rent-to-own” agreement, under which the renter has the option (or obligation) to purchase the property at the end of the lease term, provided that a member of his or her household:

- i. is not a signor or co-signor to the mortgage on the property;
- ii. does not hold the deed or title to the property; and
- iii. has not exercised the option to purchase.

Homeowners may be eligible for assistance under programs using funds under the Homeowner Assistance Fund, which was established by Treasury under the American Rescue Plan Act of 2021.

**28. Under what circumstances may households living in manufactured housing (mobile homes) receive assistance?**

Rental payments for either the manufactured home or the parcel of land the manufactured home occupies are eligible for financial assistance under ERA programs. Households renting manufactured housing or the parcel of land the manufactured home occupies may also receive assistance for utilities and other expenses related to housing, as detailed in FAQ 7 above. This principle also applies to mooring fees for water-based dwellings (houseboats).



**29. What are the applicable limitations on administrative expenses?**

Under ERA1, not more than 10 percent of the amount paid to a grantee may be used for administrative costs attributable to providing financial assistance and housing stability services to eligible households. Under ERA2, not more than 15 percent of the amount paid to a grantee may be used for administrative costs attributable to providing financial assistance, housing stability services, and other affordable rental housing and eviction prevention activities.

The revised award term for ERA1 issued by Treasury permits recipients to use funds provided to cover both direct and indirect costs. A grantee may permit a subrecipient to incur more than 10 or 15 percent, as applicable, of the amount of the subaward issued to that subrecipient as long as the total of all administrative costs incurred by the grantee and all subrecipients, whether as direct or indirect costs, does not exceed 10 or 15 percent, as applicable, of the total amount of the award provided to the grantee from Treasury.)

Further, the revised award term for ERA1 no longer requires grantees to deduct administrative costs charged to the award from the amount available for housing stability services. Rather, any direct and indirect administrative costs in ERA1 or ERA2 must be allocated by the grantee to either the provision of financial assistance or the provision of housing stability services. As required by the applicable statutes, not more than 10 percent of funds received by a grantee may be used to provide eligible households with housing stability services (discussed in FAQ 23). To the extent administrative costs are not readily allocable to one or the other of these categories, the grantee may assume an allocation of the relevant costs of 90 percent to financial assistance and 10 percent to housing stability services.

Grantees may apply their negotiated indirect cost rate to the award, but only to the extent that the total of the amount charged pursuant to that rate and the amount of direct costs charged to the award does not exceed 10 percent of the amount of the award.

**30. Should grantees provide tenants the option to apply directly for ERA assistance, rather than only accepting applications for assistance from landlords and owners of dwellings?**

For ERA1, Treasury strongly encourages grantees to provide an option for tenants to apply directly for funding, rather than only accepting applications for assistance from landlords and owners of dwellings. For ERA2, grantees are required to allow tenants to apply directly for assistance, even if the landlord or owner chooses not to participate, consistent with the statutory requirement for the funds to be used to provide financial assistance to eligible households.

See FAQ 12 for additional information on grantees providing assistance to landlords and tenants.

**31. How should grantees ensure that recipients use ERA funds only for permissible purposes?**

Grantees should require recipients of funds under ERA programs, including tenants and landlords, to commit in writing to use ERA assistance only for the intended purpose before issuing a payment. Grantees are not required to obtain documentation evidencing the use of ERA program

funds by tenants and landlords. Grantees are expected to apply reasonable fraud- prevention procedures and to investigate and address potential instances of fraud or the misuse of funds that they become aware of.

There may be instances when a landlord refuses to accept a payment from a tenant who has received assistance directly from a grantee for the purpose of paying the landlord. In these cases, the grantee may allow the tenant to use the assistance for other eligible costs in accordance with the terms of the grantee's ERA programs.

**32. Can grantees prohibit landlords from pursuing eviction for nonpayment of rent for some period after receiving ERA assistance?**

With respect to landlords that receive funds under an ERA program for prospective rent or for rental arrearages, the grantee must prohibit the landlord from evicting the tenant for nonpayment of rent with respect to the period covered by the assistance.

In addition, with respect to landlords that receive funds for rental arrears, to promote the purpose of the program the grantee is encouraged to prohibit the landlord from evicting the tenant for nonpayment of rent for some period of time, consistent with applicable law.

In all cases, Treasury strongly encourages grantees to require landlords that receive funds under the ERA, as a condition of receiving the funds, not to evict tenants for nonpayment of rent for 30 to 90 days longer than the period covered by the rental assistance.

**33. How can grantees work with other grantees to make their ERA programs consistent?**

Treasury encourages grantees with overlapping or contiguous jurisdictions to collaborate to develop consistent or complementary terms of their ERA programs and to coordinate in their communications with the public, to minimize potential confusion among tenants and landlords regarding assistance. Treasury also encourages grantees to reduce burdens for entities seeking assistance from multiple grantees across different jurisdictions, including utility providers and landlords with properties in multiple jurisdictions.

**34. Should a grantee require that a landlord initiate an eviction proceeding in order to apply for assistance under an ERA program?**

No.

**35. How can ERA assistance be used to support an eligible household moving to a new home?**

ERA funds may be used to provide assistance to eligible households to cover prospective relocation assistance, rent, and utility or home energy costs, including after an eviction. Treasury encourages grantees to provide prospective support to help ensure housing stability. See FAQ 7 (regarding qualifying relocation expenses) and FAQ 10 (regarding time limits on assistance).

Before moving into a new residence, a tenant may not yet have a rental obligation, as required by

the statutes establishing ERA1 and ERA2. In those cases, Treasury encourages grantees to provide otherwise eligible households with an official document specifying the amount of financial assistance under ERA programs that the grantee will pay a landlord on behalf of the household (such as for a security deposit or rent) if the landlord and the household enter into a qualifying lease of at least six months. Such documentation may expire after a certain period, such as 60 to 120 days after the issuance date. Treasury encourages grantees to work with providers of housing stability services to help these households identify housing that meets their needs. For purposes of reporting to Treasury, grantees may consider these commitments to be an obligation of funding until their expiration.

**36. What steps can ERA grantees take to prevent evictions for nonpayment of rent?**

Treasury strongly encourages grantees to develop partnerships with courts in their jurisdiction that adjudicate evictions for nonpayment of rent to help prevent evictions and develop eviction diversion programs. For example, grantees should consider: (1) providing information to judges, magistrates, court clerks, and other relevant court officials about the availability of assistance under ERA programs and housing stability services; (2) working with eviction courts to provide information about assistance under ERA programs to tenants and landlords as early in the adjudication process as possible; and (3) engaging providers of legal services and other housing stability services to assist households against which an eviction action for nonpayment of rent has been filed.

**37. How can grantees promote access to assistance for all eligible households?**

Grantees should address barriers that potentially eligible households may experience in accessing ERA programs, including by providing program documents in multiple languages, by enabling persons with disabilities to access the programs, and by conducting targeted outreach to populations with disproportionately high levels of unemployment or housing instability or that are low income.

Grantees should also provide, either directly or through partner organizations, culturally and linguistically relevant outreach and housing stability services to ensure access to assistance for all eligible households.

**38. May grantees obtain information in bulk from utility providers and landlords with multiple units regarding the eligibility of multiple tenants, or bundle assistance payments for the benefit of multiple tenants in a single payment to a utility provider or landlord?**

Data-sharing agreements between grantees and utility providers or landlords with multiple units may reduce administrative burdens and enhance program integrity by providing information to validate tenant-provided information. Therefore, grantees may establish prudent information-sharing arrangements with utility providers and landlords for determining household eligibility. Grantees may also establish reasonable procedures for combining the assistance provided for multiple households into a single “bulk” payment made to a utility or landlord. Grantees should ensure that any such arrangements (1) comply with applicable privacy requirements; (2) include appropriate safeguards to ensure payments are made only for eligible households; and (3) are documented in records satisfying the grantee’s reporting requirements, including, for example, the amount of assistance paid for each household.”

In addition, to speed the delivery of assistance, grantees may adopt policies and procedures enabling landlords and utility providers to receive assistance based on reasonable estimates of arrears owed by multiple households, before their application and documentation requirements are satisfied. Specifically, a grantee may provide for payments based on such estimates if (1) the landlord or utility provider certifies that its estimate is reasonable based on information available to it at the time, (2) the grantee requires the landlord or utility provider to receive all required documentation within six months, and (3) the landlord or utility provider agrees in writing to return to the grantee any assistance the landlord or utility provider receives that the household was ineligible for or for which the required documentation is not received within six months. Grantees are encouraged to limit such payments to a portion of the landlord's or utility provider's estimate (for example, 50 or 75 percent of the estimated amount) to limit the risk of providing funds that are used for an ineligible purpose and subsequently must be returned. If an estimated payment is subsequently found to have been used for an ineligible household or an ineligible expense, or if the required documentation is not timely submitted, the payment will be considered an ineligible use of ERA funds by the grantee.

**39. If ERA program funds are used for a security deposit for a lease, to whom should the landlord return the security deposit at the end of the lease?**

Grantees should establish a policy with regard to the payment and disposition of security deposits, which should include a reasonable limit on the amount of a security deposit to be paid using ERA program funds. The amount of a security deposit should not exceed one month's rent, except in cases where a higher amount is reasonable and customary in the local housing market. The treatment of security deposits is generally subject to applicable law and the rental agreement. In order to mitigate risks associated with the use of ERA program funds for security deposits, grantees should establish a minimum rental period, not less than four months, before a tenant is entitled to receive a returned security deposit that was paid for with ERA funds. To the extent that the security deposit is not returned to the tenant, it should be returned to the grantee.

**40. May ERA assistance be used for rental or utility arrears after the tenant no longer resides in the unit?**

In order to remove barriers a household may face in accessing new housing, a grantee may, at the tenant's request, provide assistance for rental or utility arrears after an otherwise eligible tenant has vacated a unit. In addition to not engaging in further collection efforts regarding the arrears that are paid or related fees or expenses, as a condition to receiving payment, Treasury strongly encourages grantees to require the landlord or utility provider to agree not to pursue any further collection efforts against the household and ensure that any reports to credit agencies will confirm the matter's resolution. In addition, grantees may consider requiring the landlord or utility provider to notify the tenant that payment has been received and that there will be no further collection efforts.

**41. May a grantee provide additional payments to landlords that enter into leases with eligible households experiencing circumstances that make it more difficult to secure rental housing?**

Grantees may use ERA funds to pay for an additional rental payment required by a landlord as a

condition to entering into a lease with a “hard-to-house” household that would not qualify under the landlord’s previously established, non-discriminatory, and lawful screening or occupancy policies. “Hard-to-house” applicants are those who, during the preceding 12 months, suffered an eviction; aged out of foster care or similar arrangements; were convicted of a criminal offense or released from incarceration; or experienced homelessness. The additional payment must be documented in the written lease agreement as additional rent and may not, in the aggregate, exceed one month’s rent (excluding the additional payment). Grantees should establish reasonable safeguards to ensure these additional rental payments do not incentivize landlords to adopt more stringent leasing policies and are otherwise compliant with any rent or security deposit restrictions imposed by state or local law.

**42. May a grantee provide ERA funds to another entity for the purpose of making payments more rapidly?**

To speed the delivery of assistance, grantees may enter into a written agreement with a nonprofit organization to establish a payment fund for the sole purpose of delivering assistance using ERA funds while a household’s application remains in process. A grantee may use such a process if:

- The process is reserved for situations in which an expedited payment could reasonably be viewed as necessary to prevent an eviction or loss of utility services that precludes employing the grantee’s standard application and payment procedures on a timely basis.
- The nonprofit organization has the requisite financial capacity to manage the ERA funds, such as being a certified community development financial institution.
- The nonprofit organization deposits and maintains the ERA funds in a separate account that is not commingled with other funds.
- The grantee receives all required application and eligibility documentation within six months.
- The nonprofit organization agrees in writing to return to the grantee any assistance that the household was ineligible for or for which the required documentation is not received within six months.
- Any funds not used by the nonprofit organization are ultimately returned to the grantee.

If a payment made by the nonprofit organization is subsequently found to have been used for an ineligible household or an ineligible expense, or if the required application and eligibility documentation are not timely submitted, the payment will be considered an ineligible use of ERA funds by the grantee. Any administrative expenses attributable to a payment fund should be considered in accordance with FAQ 29.