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Grantee: True North Recovery Inc
Request Amount: \$1,017,842.00
Project Title: Anchorage Launch Pad (Crisis Walk-in Center)
Grant Term: 7/1/2026 to 6/30/2027
Trust Staff: Samantha Ponts

Staff Analysis:

- What does this project do?
Trust funding will support True North Recovery's Anchorage Launchpad. The Anchorage Launchpad will feature four key components: integrated behavioral health assessments, mobile outreach, peer navigation, and an outpatient service access point. Funding will provide several 1.0 FTE positions, including a Program Manager, Intake Coordinator, and Administrative Assistant, as well as four direct service staff: an Assessment Clinician, a Mobile Outreach Peer, and two Crisis Peer/Crisis Case Managers who will staff the physical Launchpad location. Additionally, contracted clinicians will be available to provide overflow support. Other costs covered include travel for transporting individuals to appointments or other service locations, facility renovation expenses, supplies and equipment, and emergency hotel stays for individuals awaiting a bed or transitioning between levels of care.
- Who is receiving the funds?
True North Recovery offers a continuum of outpatient and residential substance use disorder treatment services in three Alaskan communities: Mat-Su, Fairbanks and Ketchikan. In the Mat-Su, True North's crisis services include a mobile crisis team, and a peer navigation program called the Launchpad as well as an ASAM 3.7 Withdrawal Management Program. Statewide, True North provides integrated behavioral health assessments and a telehealth adult mental health outpatient program. This request is to support standup and operating of an Anchorage-based Launchpad.
- Why is staff recommending this project?
True North's model, featuring rapid intake, peer integration, and a full continuum of care, is widely recognized as a best practice for service delivery. However, this approach is largely absent in Anchorage. Current service gaps stem less from the number of residential beds and more from challenges in service navigation, limited access to detox and residential beds, and a lack of coordinated care transitions. Providers consistently report that individuals miss treatment opportunities due to the absence of same-day intake, insufficient detox capacity, inadequate step-down options, and a shortage of peer navigators and case managers. System fragmentation, combined with barriers such as housing shortages, transportation challenges, and insufficient outpatient mental health services, often causes people to cycle repeatedly through crisis settings without sustained engagement in care.

In 2025, True North began providing outreach services to homeless encampments in Anchorage, partnering with the Anchorage Police Department two to three days per week. True North peer specialists engage individuals experiencing homelessness, assess their treatment needs and readiness, and, when appropriate, connect them to necessary care in Anchorage or transport them to the appropriate True North program in the Mat-Su. Funds from the Municipality of Anchorage will be used to purchase a building in Anchorage to further support

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this work. Provision of limited outreach services in Anchorage led True North leadership to explore opportunities for service expansion in Anchorage.

- Will this be a multi-year project?
This proposal requests one-year funding (12-months) for True North Recovery to establish the Anchorage Launchpad.

Trust Five Year Funding History

<u>Fiscal Year</u>	<u>Project Title</u>	<u>Amount</u>	<u>Status</u>	<u>Final Expended</u>
2026	MCT YEAR 4 & 5	\$1,193,275	Active	Grant ends 12/31/2027
2025	Mobile Crisis Team Year Three	\$850,000	Closed	Final Report Pending
2024	Year Two MCT	\$750,000	Closed	\$750,000
2023	Day One Medical Center Providers	\$255,000	Closed	\$255,000
2023	Wasilla Mobile Crisis Team	\$499,591	Closed	\$463,375
2023	Fairbanks MCT Peers – True North Recovery	\$95,700	Closed	\$79,302

Comp Plan Identification

Area of Focus	Objective	Comments
Area of Focus 4: Substance Use Disorder Prevention	4.3 Improve treatment and recovery support services to promote wellness and reduce the impact of mental health and substance use disorders	

Trust Focus Area Connection

Budget Area	Strategy	Comments
Mental Health & Addiction Intervention	MHAI - Improve Treatment & Recovery Support Services	

Project Description (from grant application)

Anchorage’s behavioral health and substance use disorder (SUD) care landscape is characterized less by a shortage of treatment beds and more by significant gaps in access, navigation, and coordinated transitions between levels of care. Providers consistently report that individuals lose treatment opportunities due to the lack of same-day intake, limited detox capacity, inadequate step-down options, and a shortage of peer navigators and case managers. System fragmentation combined with barriers such as housing shortages, transportation challenges, and limited outpatient mental health services, leads many people to cycle repeatedly through crisis settings without sustained engagement

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in care. True North Recovery's model of rapid access, peer-driven navigation, and an integrated continuum of services directly addresses these gaps, making their planned Anchorage Launchpad a highly valuable addition to Anchorage's behavioral health system.

Launchpad Overview

True North Recovery's Anchorage Launchpad will serve as a hub for behavioral health navigation and service access for adults. Learning from the successful launch of the Day One Center in Wasilla, True North Recovery plans to expand services in Anchorage to include an Anchorage Launchpad. The Anchorage Launchpad will include four components:

- **Integrated Behavioral Health Assessments:** True North's virtual assessment team provides integrated behavioral health assessments statewide. Individuals will come to the Launchpad to access a Master's level clinician who will provide an in-person or virtual assessment, depending on availability. Assessments will be available Monday – Friday, 9AM – 5PM on a walk-in basis.
- **Mobile Outreach:** True North's existing Anchorage-based mobile outreach team will have office space within the Launchpad. True North's two-peer team will provide outreach and engagement services alongside the Anchorage Police Department's (APD) HOPE Team. Having a physical space within Anchorage to bring people when they are ready to connect to services will enhance the outreach team's existing operations. The Mobile Outreach Team will operate jointly with APD's HOPE Team, which conducts outreach Monday – Thursday, 9AM – 7PM. The Mobile Outreach Team will support transportation between Anchorage and True North's withdrawal management and residential treatment services in the Mat-Su when individuals are identified as eligible and ready to engage in these services.
- **Peer Navigation:** The Anchorage Launchpad will offer a space for walk-in and coordinated access to navigation services. Individuals who are interested in engaging in behavioral health services but face barriers such as identification, active Medicaid, challenges completing paperwork or following through with appointments will have a safe, welcoming landing place for completing pre-treatment activities and identifying service options that meet their needs. Staffed with two peer support specialists in the first year, with additional staff planned in year two if needed. Peer navigation services will be available Monday – Friday, 9AM – 5PM on a walk-in basis. True North will also build partnerships with potential referral partners such as area emergency departments and soon-to-open crisis stabilization centers to be a resource for individuals discharging from crisis and emergency settings who need additional navigation supports.
- **Outpatient Service Access Point:** The Launchpad will also serve as an access point for virtual and in-person outpatient services. True North has a statewide telehealth adult mental health outpatient program. Individuals who do not have internet access will be able to come to The Launchpad to participate in their individual counseling sessions. Similarly, individuals will be able to come to The Launchpad for virtual, individual SUD counseling sessions and participate in in-person groups. Medication management and ambulatory withdrawal management services may also be provided on-site.

The Launchpad fills a gap in Anchorage service availability by providing rapid access to behavioral health assessments and service navigation and builds capacity for peer-led support during care transitions. Community support for expanding services emerged consistently through interviews with Anchorage providers and key knowledge holders, who emphasized the effectiveness of True North's

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model and the urgent need for stronger navigation, peer support, and coordinated access within the city's care system.

Demand Estimates

Data from True North's Wasilla Day One Center, which includes assessments and a Launchpad, were used to inform Anchorage demand.

- In 2025, there were 462 assessments completed in Mat-Su for a monthly average of 38.5. This informs the projected number of assessments for Anchorage at 40 assessments per month in year 1, increasing to 60 assessments per month in year two as additional referral pathways and knowledge of same day assessment availability increases.
- The Mat-Su Launchpad saw an average of 30 visits per week in 2025, with 19,643 units of crisis stabilization billed between April and December of 2025, or an average of 3.19 hours per visit. Wanting to be conservative during the first year, True North estimates 15 billable visits per week during year one of Anchorage Launchpad operations, growing to 35 billable visits per week in year 2.

Data from True North's existing street/encampment outreach in Anchorage informed demand for the Mobile Outreach Team.

- In 2025, True North made 3,753 contacts over the course of 78 days – approximately 48 contacts each day. The team anticipates this need being static, but increasing the number of days being in Anchorage (an average of 1.5 days increasing to 4 days per week in 2026). While the Outreach team makes numerous contacts per day, they only provided 64 individuals with billable services in 2025, indicating the high number of contact hours needed before collection of information needed to bill, and individual readiness for engaging in services is reached. While it is anticipated that the TNR Mobile Outreach Team will make 9,360 contacts in 2026, they will only provide billable services to 168 individuals.

Facility Needs and Location

True North must acquire a physical location in Anchorage for The Launchpad. The physical space must include or must be able to be renovated to include individual and group rooms, a reception area, an open space for people to meet with peers and wait for service connections, staff office space, restrooms and showers. Based on the design of the Wasilla Launchpad, True North estimates a square footage need of 3,000-4,000. Mountain View, Midtown and the U-Med district have all been proposed as potential locations based on need for behavioral health access points in those locations or distance to parter providers. True North is committed to partnership with the Municipality of Anchorage to ensure plans for service operation are shared with area community councils in advance and opportunities to address questions and concerns are available before opening.

True North is pursuing meaningful growth in Anchorage and began work in Anchorage in 2025 via a partnership for homeless encampment outreach services with the Anchorage Police Department's HOPE Team. A recently awarded grant will allow True North to continue this partnership into 2026.

2025- Mobile Outreach Launched

2025-Anchorage Expansion Planning

QT1 2026- Acceptance of COSSUP Grant with Anchorage Police Department

QT2 2026- Building Acquisition in Anchorage

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QT2/QT3 2026- Facility Renovations and Staging for services.

Begin recruitment and hiring process for all positions.

Ensure all training and community partner introductions have been completed by mid QT3.

Late QT3- QT4 2026- Open Launch Pad Services (Walk-in Assessments, Peer Based crisis services)

2027- Full Launch of Services to include access to telehealth services utilizing in office quiet room,

QT1/QT2 2027- Evaluate need for program modifications and/or additions.

Grantee Proposed Evaluation Measures (from grant application)

True North is committed to quality performance and data collection, so much so that key performance indicators are built into the organization's strategic plan. Because the Launchpad program is modeled after an operational program in the Mat-Su, True North has a strong sense of the performance measures that are mostly likely to demonstrate impact.

To answer "How much did you do?", True North will collect the following information from individuals accessing services at the Anchorage Launchpad:

- #/% of completed intakes that receive an assessment
- # individuals contacted by MOT
 - # individuals contacted by MOT with a billable service delivered
- # individuals visiting the Launchpad (peer navigation)
 - # individuals at Launchpad (peer navigation) with a billable service delivered
- Method of arrival to Launchpad (peer navigation)

To answer "How well did you do?", True North will collect the following information from individuals accessing services at the Anchorage Launchpad:

- #/% of assessments scheduled within 48 hours of intake packet receipt
- #/% of completed assessments resulting in program enrollment at TNR programs
- #/% of assessments resulting in referral to another agency for treatment services
- #/% of landed referrals from Launchpad to other agency SUD residential services
- #/% of landed referrals from Launchpad to other agency WM services

To answer "Is anyone better off?", True North will collect the following information from individuals accessing services at the Anchorage Launchpad:

- Client satisfaction survey results

Proposed Project Performance Measures (developed by the Trust)

How much did you do?

- a. Number (#) and percentage (%) of completed intakes that receive an assessment.
- b. Number (#) of individuals contacted by the MOT.
 - i. Number (#) of individuals contacted by the MOT with a billable service delivered.
- c. Number (#) of individuals visiting the Launchpad (peer navigation).

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- i. Number (#) of individuals at Launchpad (peer navigation) with a billable service delivered.
- d. Method of arrival to Launchpad.

How well did you do it?

- a. Number (#) and percentage (%) of assessments scheduled within 48 hours of intake packet receipt.
- b. Number (#) and percentage (%) of completed assessments resulting in program enrollment at TNR.
- c. Number (#) and percentage (%) of assessments resulting in referral to another agency for treatment services.
- d. Number (#) and percentage (%) of landed referrals from Launchpad to other agency SUD residential services.
- e. Number (#) and percentage (%) of landed referrals from Launchpad to other agency withdrawal management (WM) services.

Is anyone better off?

Provide a synopsis of the client satisfaction survey results.

Sustainability (from grant application)

Projected growth in the number of individuals served in the Anchorage Launchpad's Assessment and Peer Navigation service lines indicates that these two components of the Launchpad program will be sustainable by the second year of program operations. If community need continues to drive volume for these service lines as projected, True North is committed to continuing operations after Trust start-up funding ends.

Assessment Program

TNR will bill for a behavioral health screening and for an integrated behavioral health assessment for each individual receiving assessment services in the Anchorage Launchpad. Based on Mat-Su assessment data, TNR estimates a payer mix of 82% Medicaid, 9% Commercial/Medicare, 4% self-pay and 5% uncompensated care (self-pay clients who do not pay any portion of their charges). With all assumptions and adjustments factored in, TNR anticipates \$315,816 in revenue in year 1 for this service line (480 annual assessments) and \$473,724 in year 2 (720 annual assessments).

Peer Navigation

TNR will bill for a behavioral health screening and SBIRT for each individual engaged in peer navigation services at the Launchpad. Additionally, peers at the Launchpad will be crisis stabilization, when appropriate for all encounters with participants as their crisis needs are stabilized and they are connected to needed services. The estimated payer mix is 75% Medicaid and 25% uncompensated care (self-pay clients who do not pay any portion of their charges). With all assumptions and adjustments factored in, TNR anticipates \$250,283 in revenue in year 1 for this service line (2,080 service hours for 260 unique participants) and \$583,994 in year 2 (4,853 service hours to 607 unique participants).

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The Mobile Outreach Team is the service line with the least amount of billable revenue associated, given the target population of this service line. Pre-engagement services are not Medicaid billable in the state's current service array and it may take many contacts with an individual before they are ready to share sufficient information to determine Medicaid-eligibility. Outreach services are a vital, but non-billable component of engagement in behavioral health treatment, particularly for the most vulnerable. True North secured one year of funding via a grant obtained by the Anchorage Police Department to support a True North peer support specialist's participation in APD's HOPE Team. Leveraging Trust funds to support a second outreach peer, True North hopes to continue efforts piloted over 2025 and develop a case for ongoing funding to support non-billable outreach services. If additional grant funds are not made available after the first two years of operation, this service line is not anticipated to be sustainable at its current capacity.

Based on 2025 data, True North estimates they can engage 168 individuals in billable services provided by the Mobile Outreach Team in 2026. For these clients they will be a behavioral health screen, SBIRT and either crisis stabilization or peer-based crisis services. Anticipated revenue with all adjustments, including annual rate increases for state plan services is \$72,347 in year one and \$74,377 in year two. The team does not anticipate growth in the number of individuals engaged in the outreach program over the two-year period.

A complete financial model for the Anchorage Launchpad is included as an attachment

Who We Serve (from grant application)

The primary Trust beneficiary groups to be served by this program are individuals experiencing chronic alcoholism or substance abuse and individuals with mental illness. True North's goal is to provide rapid access to treatment to those who are ready to engage in formal treatment services and to outreach to those who are not yet ready to engage but need support. The Launchpad's location will allow for walk-in access to services and the Mobile Outreach Team will be in the community connecting with individuals in homeless camps and shelters. It is likely that these services will reach individuals with developmental disabilities and traumatic brain injury in addition to those with mental health and/or substance use disorder diagnoses.

To staff this project, True North Recovery will hire and train five new direct care staff – an assessment clinician, two Mobile Outreach Peers and two Crisis/Case Management Peers. Service connections impact not just the individual being connected, but those in their network and True North anticipates each individual connected to services will ripple out two-fold.

Estimated Numbers of Beneficiaries Served Experiencing (from grant application)

Mental Illness:	357
Substance Abuse	1,071
Secondary Beneficiaries (family members or caregivers providing support to primary beneficiaries):	3,570
Number of people to be trained	5

Project Budget (from grant application)

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Personnel Services Costs	\$782,342.00
Personnel Services Costs (Other Sources)	\$87,008.36
Personnel Services Narrative	<p>True North's Mat-Su Launchpad is successful because of the support of management and administrative staff. As such, this funding request includes the cost of hiring a Program Manager (\$122,850), Intake Coordinator (\$73,819) and Administrative Assistant (\$63,172) for the Anchorage Launchpad. Program modeling identified the need for four direct service staff members, in addition to the Mobile Outreach Peer funded by an Anchorage Police Department grant. Those direct service staff members include: Assessment Clinician (\$130,249), 1 Mobile Outreach Peer (\$78,078) and 2 Crisis Peer/Crisis Case Managers (\$158,995) to staff the physical Launchpad location. True North's assessment model relies on on-demand access and as such, the funding request includes funding for contracted clinicians (\$50,715) to provide overflow support in the event that staff clinicians are unavailable to complete assessments and to support coverage for PTO.</p>
Travel Costs	\$6,000.00
Travel Costs (Other Sources)	\$14,000.00
Travel Costs Narrative	<p>True North estimates fuel and vehicle maintenance for the Mobile Outreach Team (\$18,000). This includes transportation to and from the Anchorage Launchpad, Mat-Su services and access to camps and shelters around the city. Additionally, there may be times when Launchpad peers must transport individuals to appointments or other service locations and True North plans for staff to travel from the Mat-Su Launchpad to Anchorage to support staff training activities (\$2000)</p>
Space or Facilities Costs	\$190,000.00
Space or Facilities Costs (Other Sources)	\$850,000.00
Space or Facilities Narrative	<p>Funds from the Municipality of Anchorage will be used towards the purchase of a building in Anchorage, and potential funding through the DOH Crisis Readiness grant that will cover \$100,000 of renovation costs. However, it is anticipated that there will be more than \$100,000 in renovations needed as well as operational costs for the facility, such as utility payments and routine maintenance. Funds in this category will be used to support costs associated with getting the building ready for operations and maintaining an operational facility over the first year of the program.</p>

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Supplies Costs	\$32,000.00
Supplies Costs (Other Sources)	\$11,000.00
Supplies Narrative	True North anticipates purchasing supplies such as personal hygiene, feminine products, handwarmers, gloves, beanies, non-perishable food, and drawstring bags for individuals contacted by the Mobile Outreach Team at a cost of approximately \$12,000 annually. For individuals accessing Launchpad peer navigation services, supply costs are estimated at \$26,000 annually. This includes snacks for participants, purchasing identification cards, cost of covering co-pays for medication and medical visits, and clothing. Funding in this category also includes office supplies and materials for staff use (\$5,000).

Equipment Costs	\$7,500.00
Equipment Costs (Other Sources)	\$52,000.00
Equipment Narrative	True North Recovery purchased a vehicle for the Anchorage Mobile Outreach Team (\$52,000). True North Recovery will provide new hire essential hardware and IT for the three new hire administrative staff at the Anchorage Launchpad, including; laptops, identification badges, cell phones and other equipment for the six new direct service personnel to be hired to staff the Anchorage Launchpad. (\$7,500).

Other Costs	\$0.00
Other Costs (Other Sources)	\$6,000.00
Other Costs Narrative	Emergency housing, \$6000, used to cover hotel stays for individuals that are waiting a bed, or transitioning between levels of care that do not have safe stable housing options while in transition.

Other Funding Sources (from grant application)

SECURED: COSSUP Grant Funding through partnership with Anchorage Police Department	\$118,008.36
SECURED Municipality of Anchorage Community Development Block Grant	\$750,000.00
PENDING Crisis Services Institutional Readiness Department of Family and Community Services	\$100,000.00
SECURED True North Recovery	\$52,000.00
Total Leveraged Funds	\$1,020,008.00