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Trust Capital Project Questionnaire

The Alaska Mental Health Trust Authority, along with our funding partners, Rasmuson Foundation, Denali Commission and the Mat-Su Health Foundation, participate in a program that promotes early and thorough planning for capital projects called the Pre-Development Program. It is administered by The Foraker Group.

This program has demonstrated the need for a thorough examination of the health and operations of a non-profit organization before undertaking a capital project. To assist The Trust in this assessment, all applicants seeking capital funds must complete the following questionnaire and be prepared to respond to questions regarding any of the areas covered.

If you would like more information about the Pre-Development Program and how to participate, please see The Foraker Group's website at
<http://www.forakergroup.org/index.cfm/Shared-Services/Pre-Development>

Organization name: Juneau Housing First Collaborative

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A. Organizational Issues

A1	What is your organization's core mission? How does this project fit into your core mission?	Response: The mission of the Juneau Housing First Collaborative is to end long term homelessness and stabilize lives and communities through collaborative public private partnerships. JHFC utilizes a housing first philosophy to provide safe, affordable, and permanent supportive housing.
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	<p>The Juneau Housing First Collaborative will serve adults who have barriers to housing stability, including those evicted from or refused by other self-supporting housing programs due to challenging behaviors that are a result of their disability. The project targets homeless individuals, including Alaska Mental Health Trust Authority beneficiaries and a broad group of Alaskans with mental illness, developmental disabilities, chronic alcoholism and other substance-related disorders, Alzheimer's disease and related dementia, and traumatic brain injuries.</p> <p>The Juneau Housing First Collaborative will follow the best practices of the US Interagency Council on the Homeless (USICH) and the Substance Abuse and Mental Health Administration (SAMHSA). In identifying and housing Juneau's most vulnerable residents, the Collaborative will combine permanent supportive housing with Housing First principles.</p> <p>Housing First principles include:</p> <ul style="list-style-type: none">1) Moving people directly from the streets and shelters into housing without requiring behavior compliance or preconditions of treatment;2) Bringing to the housing robust support services predicated on assertive engagement, not coercion;3) Providing continued tenancy that does not require participation in services;4) Focusing on the most disabled and vulnerable homeless members of the community;5) Embracing a harm-reduction approach to addictions as opposed to mandating abstinence, and encouraging and supporting in residents a commitment to recovery; and6) Providing lawful resident protections with signed lease agreements. <p>For this 32-unit, permanent supportive housing project, the Juneau Housing First Collaborative will focus on a priority population of vulnerable persons consisting of those served by crisis services, including emergency medical care, sobering and detoxification services, and correctional facilities.</p> <p>The project is monitored by a board of directors. The board of directors is a unique board, consisting of representatives of stakeholder agencies. Specifically, the City and Borough of Juneau, the Juneau Police Department, Bartlett Regional Hospital, Juneau Alliance for Mental Health, Tlingit and Haida Regional Housing Authority, and the Glory Hole are represented on the board. This unique board make up ensures that the needs of the patrons are met and that the project is on track and is meeting its mission. The expertise level of the board ensures that the project is on track, on budget, and is serving the population it is intended to serve. The board meets monthly and subcommittees meet weekly. A design and development subcommittee has been set up for the development and construction phase of the project. The committee meets weekly and is in constant contact with the design team.</p> <p>This subcommittee includes a developer, Bruce Denton, as well as the</p>
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		<p>Chief Financial Officer of the Tlingit and Haida Regional Housing Authority, Joyce Niven.</p> <p>The Juneau Housing First Collaborative Board was established specifically to ensure that development expertise was captured in order to keep the project on track.</p> <p>Additionally, Amy Skillbred, the Director of the Juneau Community Foundation, as well as members of the Juneau Community Foundation Board of Directors are closely involved with monitoring the project progress because the project is a community priority and receives funds from the Foundation.</p>
A2	<p>Please summarize the status of your organization's strategic plan (i.e. in draft form; complete and being monitored annually, etc.) How is this project part of the plan?</p>	<p>Response:</p> <p>The Juneau Housing First Collaborative came into existence through the hard work and persistence of a wide range of community partners that recognized the need for permanent supportive housing for the chronically homeless and most vulnerable residents of Juneau.</p> <p>The Board was established as its' own 501 c 3 because a wide need of expertise, including development, design, supportive housing, building maintenance, fiscal accountability, and grant writing. The board make up is as follows:</p> <p>Stephen Sorensen (Attorney at Law) Bruce Denton (Developer, downtown business owner, 2015 Chamber of Commerce Citizen of the Year) Joyce Niven (Chief Financial Officer, Tlingit and Haida Regional Housing Authority) Bryce Johnson (Juneau Chief of Police) Pam Watts (Executive Director Juneau Alliance for Mental Health) Doug Harris (Clinical Director, Juneau Alliance for Mental Health) Jeannette O'Lacey (Director of Social Work, Bartlett Regional Hospital) Laura Lucas (Manager, Front Street Community Health Center) Scott Ciambor (Alaska Mental Health Trust Advisory Board on Alcoholism and Drug Abuse)</p> <p>The focus of the Board is on development of the project, following a strategic plan and guidance of similar PSH projects across the state and country. The Board has received technical assistance from the Alaska Mental Health Trust, Karluk Manor, Tanana Chiefs Conference, Bill Hobson, the Director of the Downtown Emergency Services Center, as well as housing first project staff in Minnesota and New York .</p>
A3	<p>Does this project fit into a community or regional plan or process? How?</p>	<p>Response:</p> <p>The project is the number 1 priority of the Juneau Coalition on Housing and Homelessness.</p> <p>The project is one of the top 10 priority of the City and Borough of Juneau 2013 and 2014, and is a part of the operational plan.</p> <p>The project is consistent with the State's and Alaska Coalition's on</p>

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	<p>Housing and Homelessness emphasis on the need to create more supportive housing beds in the balance of State.</p> <p>In 2012, the Juneau Coalition on Housing and Homelessness conducted the Juneau Vulnerability Index Survey as part of the 100,000 Homes Campaign – a national movement seeking to identify chronically and medically vulnerable and homeless individuals and to find them permanent homes. Fifty-five persons were surveyed on the streets of Juneau at that time, and forty met the vulnerability criteria – meaning they were highly likely to die on the streets. These individuals were extremely vulnerable, with the following characteristics: 62% had been violently attacked since becoming homeless; 85% were chronically homeless – living without shelter for more than one year; 9.5 years was the average length of time spent homeless; and 84% had been in jail, with 33% having been in jail ten times or more.</p> <p>Fulfilling the 100,000 Homes Campaign's second goal of finding permanent housing for these individuals could not be met. Juneau has a tight housing market and lacks any permanent supportive housing without sobriety requirements. Work began soon thereafter to develop a project that would meet the goal of providing permanent supportive housing.</p> <p>Since the 2012 Vulnerability Index Survey, the Juneau Housing First Collaborative and other community stakeholders have extensively researched the Housing First permanent supportive housing option and come to the conclusion that developing such a unit would fill a glaring gap in the housing continuum. Even the City and Borough of Juneau (CBJ) Assembly has made development of Housing First permanent supportive housing a priority. Visits to other such projects have been made, including the New San Marco Apartments in Duluth, Minnesota, the Anishinabe Wakiagun project in Minneapolis, Karluk Manor in Anchorage, and the Downtown Emergency Services Center in Seattle. Consultation and frequent communication with operators, developers, and architects associated with those projects have greatly assisted the permanent supportive housing development plan in Juneau.</p> <p>The Housing First project will be a mixed-use residential</p>
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		<p>facility. The uses will include a first floor with controlled resident entry, support offices, conference room, commercial kitchen, and dining area for the residents. The project contains an outdoor garden area for therapeutic activities. In addition, a semi-independent walk-in clinic of 2,200 sq.ft. will be located on the first floor, with an entrance from the parking area, and with an interior connection to the resident space. The upper levels provide all the resident housing, totaling 32 single-room occupant (SRO) tenant rooms, with sixteen units per floor on levels two and three. 16 of the 32 units will be fully ADA accessible, including audio and visual enhancements. All units will meet full ADA access requirements, with bathroom clearances and grab bars. Four units will include roll-in showers. All units will be equipped with a stove, a bed, and a living area. The building design will feature sound and impact resistant materials to facilitate pleasant habitation. All of the units will be connected to a central reception area via an intercom.</p>
A4	How many months of operating reserves do you maintain?	<p>Response: The project has developed a proforma which includes operating reserves, however, currently the project is in the development phase.</p>
A5	Have you explored opportunities for collaboration with other organizations on this project? If so, how?	<p>Response: The project is a strong and powerful collaboration between the following entities...</p> <p>Alaska Mental Health Trust Authority (technical assistance) Alaska Housing and Finance Corporation City and Borough of Juneau Tlingit and Haida Regional Housing Authority Central Council of Indian Tribes of Alaska The Glory Hole St. Vincent DePaul Society Juneau Alliance for Mental Health Bartlett Regional Hospital Front Street Community Health Center Salvation Army</p> <p>These partnerships ensure that services are not duplicated and are delivered in an efficient and cost effective manner, in order to reduce both suffering and the cost of services. A diagram explaining partner roles is attached.</p>



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B. Program Issues

B1	What are your current services and how will the project enhance/expand your services?	Response: Juneau Housing First Collaborative does not provide any services other than the services it hopes to provide through the project, specifically 32 units of permanent supportive housing and supportive services, as well as a space for the Front Street Community Health Center.
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C. Site Issues

C1	Has a site been identified for this project?	Response: yes, the site has been identified and secured. The site is a piece of flat and buildable land, in the properly zoned Lemon Creek area. The site is on the bus line. It is within walking distance to Costco, Breeze Inn, a lovely Mexican restaurant, the Lemon Creek Glacier trail, Home Depot, a yoga studio, and other amenities. Walmart and Fred Myer are less than 10 minutes away by bus. Additional transportation assistance will be provided by the Glory Hole and the Juneau Housing First Collaborative on both routine and need basis. Tlingit and Haida Regional Housing Authority has contributed land to the project as a 99 year lease, at a cost of a dollar per year.
C2	Were alternative sites fully evaluated?	Response: yes, the project team worked with the City and Borough of Juneau Lands Department, the firm of Sheinberg and Associates, and the City and Borough of Juneau planning department to evaluate all possible sites for the project within the City and Borough of Juneau. Several other properties were evaluated, including a property out Thane, several properties downtown, and a property on Gastineau Ave. All the properties proved to be not viable due to the cost, topography, or price. Documentation regarding the selection process is available from the City and Borough of Juneau upon request.
C3	Has the selected site been evaluated for appropriate size, access, utilities, and environmental constraints?	Response: Yes, the site has been evaluated for access, size, and utilities by the City and Borough of Juneau as well as the architectural firm MRV Architects. Reports from both entities are available upon request. The site is optimal and the project has secured a conditional use permit, Army Corp permit, Department of Environmental Conservation permit, and has undergone the federal environmental review process through Alaska Housing and Development Corporation.
C4	Has a site plan been completed?	Response: Site plan has been completed.
C5	What is the status of site ownership?	Response: The site is owned by Tlingit and Haida Regional Housing Authority who is contributing the land to the project. A 99 year lease has been signed between the Tlingit and Haida Regional Housing Authority and Juneau Housing First Collaborative. The lease is available upon request. The site is being leased for 1 dollar per year.

D. Facility Issues

D1	Explain why you need a	Response: Currently, there is no housing first facility in Juneau. The
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	new, expanded, or remodeled facility.	facility fulfills a large gap in the Juneau housing stock and a huge gap in the permanent supportive housing stock in Alaska. Juneau has completed Vulnerability Survey Assessments in 2012 and 2015. The results are available upon request and on the Alaska Coalition on Housing and Homelessness website. The results clearly demonstrate a dire need for the apartments the facility will provide. Furthermore, the Juneau housing assessment clearly demonstrates the need for more units. The assessment is also available upon request.
D2	How much total square footage do you think you will need?	The building will consist of 17,000 square feet.
D3	Has a construction cost estimate been prepared? Who prepared it?	Response: The project has completed the process of selecting a contractor, Triplette Construction. Triplette Construction has completed many projects of this size in Juneau. Resumes and qualifications are available upon request. The contractor provided a guaranteed maximum price to the project. Additionally, a third party, Tonsina Consulting was hired to assess the estimate and has agreed that the estimate is realistic. The document prepared by Tonsina Consulting Services is available upon request.

E. Financial Issues

E1	Is the full cost of the project identified?	Response: yes
E2	What funding has been identified for the capital project? Please provide amounts and sources.	Response: <u>Funding Secured</u> City and Borough of Juneau 1,500,000 Special Needs Housing Grant 3,000,000 Juneau Community Foundation 200,000 The Glory Hole 148,000 (through Hope Funds assistance) CBJ Bridge 1,800,000 <u>Funding in progress</u> Alaska Mental Health Trust 350,000 (submitted) Rasmuson Foundation 850,000 (in process) Murdoch Foundation 150,000 (in process) Community Development Block grant 850,000 (submitted) Indian Community Development Block grant 600,000 (submitted) Indian Community Development Block grant 600,000 (in process)
E3	How will increased operating expenses be covered?	Response: The operating budget is estimated at \$750,000 The following is the list of operating sources: AHFC vouchers 306,000 Rental Income and Vouchers 200,000



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		Hope Funds	110,000
		CBJ Block grant	50,000
		CBJ water and sewer	12,000
		Community Fundraising and private	90,000
		DHSS	40,000
		Social Enterprise	15,000
		Rental Income (Clinic)	42,000
			<u>865,000</u>

F. Other information that helps explain your project:

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