



City and Borough of Juneau
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TO: Deputy Mayor Nankervis, Chair of Assembly Committee of the Whole

DATE: March 13, 2017

FROM: Rorie Watt, P.E., City Manager 

RE: Wellness Strategy

Attached to this memorandum is an inventory of efforts being undertaken by CBJ and community organizations to address the issues of housing, homelessness, addiction and crime and a collection of associated ideas from various sectors of town that have been suggested as partial solutions to our issues. The inventory and list are likely incomplete.

Historically, the CBJ's (non-criminal enforcement) role has been that of a grantor through the annual Social Service grants and Utility Waivers. With the recent addition of the Chief Housing Officer position, we are also now able to help in the collection of data and to assist in the communication and coordination of community efforts.

Recommendation:

1. Receive comments from the public, social service providers and the Juneau Community Foundation on their opinions on how the City could/should play a role in these issues and the components that should be included in a more cohesive "Wellness Strategy."
2. Review the CBJ's role in these issues and update or maintain as you see fit.

City and Borough of Juneau Addressing Community Wellness

Over the last twelve months, the community's vision of our housing, health and social services issues has rapidly evolved. The Assembly has been asked to deal with problems ranging from heroin and opioid abuse, crime and blighted properties, to housing and homelessness. To address these concerns in the future and to improve our community wellness (an umbrella term for these issues), CBJ should develop and agree upon a cohesive strategy moving forward.

Background

For the most part, the Assembly and CBJ staff have tried to address wellness concerns as they have arisen. Here is a partial list of activities in those areas since January 1, 2016:

Substance Abuse

- Recent actions taken to assist with substance abuse issues, including
 - Bartlett Regional Hospital hiring a Chief Behavioral Health Officer to add capacity and improve program coordination;
 - Identification of Rainforest Recovery Center model as needing re-evaluation;
 - Can RRC be utilized to expand services to provide addiction treatment; and
 - If so, how best to provide sleep-off services in the community?
 - Community education and efforts for needle disposal; and
 - Bartlett Regional Hospital application for and receipt of Medically Assisted Treatment (MAT) grant

Crime & Safety

- Juneau Police Department Community Outreach on Crime & Prevention Strategies;
 - Crisis Intervention Team (mental health crisis)
 - Geographic policing
 - Offender policing
 - Increased drug enforcement
 - Drug dog
 - Consolidation with AST
 - Reconvening SEACAD
 - DARE teaching in elementary schools and SRO outreach in middle and high school
 - Stop Heroin, Start Talking participation
 - Partnership with State Health Department for Naloxone (heroin antidote)
 - Prescription drop off box
- Bergmann Hotel Code Compliance Issues & JPD Health and Safety Outreach;

- Managing changes from SB 91, particularly sentencing reform and the lack of pre-trial services or social services when people commit crimes but don't get jailed.
- The Municipal Attorney is working on a proposal for a pilot program to be submitted to the Criminal Justice Commission for grant funding. The program would be aimed at reducing recidivism for low to moderate risk offenders committing property crimes. The program would allow for deferred prosecution or deferred sentencing and envisions a process whereby the offender receives cognitive behavioral therapy and works on achieving some measurable positive goal agreed upon by the offender and program manager.

Housing

- Resolution to Adopt Housing Action Plan
- Hiring Chief Housing Officer
- Sale of 2nd and Franklin Parking Lot;
- Completion of Renninger Subdivision and future sale of the remaining 3 lots;
- Pederson Hill Subdivision preliminary plat approved by Planning Commission;
- \$1.5 million in funding for Housing First Permanent Supportive Housing and \$1.8 million in bridge financing;
- Looking at utilizing CBJ Bonding Capacity to help finance workforce housing and Senior Housing/Assisted
- Mobile Home Loan Down Payment Assistance Program and Accessory Apartment Grant program; and others.

Homelessness

- Participation in Project Homeless Connect, January 28, 2017;
- Street Outreach homeless surveys, December 1, 2017 (Glory Hole, Zach Gordon Youth Center staff)
- Brainstorming sessions with the following ideas presented:
 - More outreach, more downtown police presence;
 - low-barrier emergency shelter, a warming station (below 25 degrees shelter);
 - downtown winter campground;
 - no camping ordinance;
 - 24-hour bathrooms, mobile shower units; and
 - Long-term: Rapid Re-housing program development and Phase II of Housing First Permanent Supportive Housing. (additional 20 units)

Despite great efforts in these areas, the approach to addressing these issues often feels disjointed and reactionary. It is hard to gauge the real impact of these efforts or to determine if resources would be better suited pursuing other activities.

Role of CBJ & Agencies in Housing, Health and Social Services (Wellness)

The start of many citizen questions is "What is the City doing about _____?"

Below is a quick summary of CBJ involvement and community partner roles in these areas.

City and Borough of Juneau:

In December 2000, CBJ disestablished the Health and Social Services (HSS) department (Ordinance 2000-51). The Juneau Recovery Hospital, now known as Rainforest Recovery Center, was absorbed by Bartlett Regional Hospital. The mental health services division function were

absorbed by Juneau Alliance for Mental Health, Inc. That left the CBJ with two HSS programs that are still administered today: *Social Service Advisory Block Grants & Utility Waiver Program* (currently administered by the Juneau Community Foundation) and *The Teen Health Center*.

Recent funding from the SSABG has included Bartlett/Rainforest Recovery Center, Juneau Youth Services, Juneau Homeless Medical Respite Care program, SAIL, Inc., Housing First Permanent Supportive Housing. Other funding requests have been made directly to the Assembly.

The Capital Improvement Program (CIP) is another option for funding for capital project and facility improvements.

CBJ also participates in the development of CBJ Policy and code and provides staff to engage with community partners on these issues. (JPD, CDD, Chief Housing Officer, staff to Affordable Housing Commission, etc.)

Community Partners

Because the CBJ general government is not a direct service or housing provider, community partners play a substantial role in identifying community issues, providing expertise and best practice information, calculating need, and devising and implementing housing, service, and wellness programs for the benefit of the community.

Examples of these organizations include Bartlett Regional Hospital, Central Council Tlingit Haida Indian Tribes of Alaska (CCTHITA), the 40+ organizations that form the Juneau Coalition on Housing and Homelessness, the Juneau Re-Entry Coalition, and many more.

An increasingly important agency is the Juneau Community Foundation that administers the CBJ Social Services Advisory Block Grant as well as the Hope Endowment Fund that provides annual dollars to nonprofit organizations and government agencies in the following wellness areas: *Homelessness, Suicide Prevention, Substance Abuse, Mental Health, Hospice, and Relief for Victims of Violence* – many of the same issues being brought directly to the Assembly. Subsequently, as part of the grant-making process, the JCF has established a Professional Advisory Committee that is gaining expertise on community wellness issues and providing counsel on annual grant requests.

To effectively address community wellness concerns it requires clear communication, collaboration, and efficient use of funds in what are often complex, multi-layered issues.

Moving Forward

Already, based on recent discussions, many immediate, short-term, and long-term wellness ideas have come to the Assembly. (Attached list)

Some questions that likely should be considered as the community continues to work on wellness issues include:

1. How to develop and agree upon a comprehensive wellness strategy utilizing CBJ and partner resources in the community?
2. How best to engage with community partners and utilize their expertise in CBJ decision-making processes?

3. How to provide timely information to the Assembly when approached on wellness issues and funding requests?
4. How to utilize data and performance metrics to gauge success in these areas?
5. Although CBJ no longer directly provides social services, other than the Teen Health Center, is a more involved role – one of coordination and convening in the areas of wellness more appropriate? The general public does look to CBJ for guidance and resources.

Plan to Address Homelessness

In some instances, enhanced coordination would help greatly. For example, for long-term planning on homelessness for the community, engaging with the Juneau Coalition on Housing and Homelessness can provide most of the essential data and expertise. For example, data on persons experiencing homelessness, inventory of housing and services targeting the homeless that are available in Juneau, and adopting a ten-year plan to end homelessness for development of future programs and projects would help. This is in-line with an Implementing Action in the Comprehensive Plan.¹

Health and Wellness Needs Assessment

For broader health and wellness initiatives, communities have assembled Community Health Needs Assessments that provide data and funding direction. The [Mat-Su Health Foundation](#) has provided this evaluation and implementation planning since 2013 and is a community example. There are also have been local efforts that perhaps need to be re-visited such as the [Healthy Alaskans 20/20](#) efforts, 2005 & 2009 United Way Compass II indicator reports, and other wellness tracking efforts have taken place in the community.

¹ **Policy 4.1** TO FACILITATE THE PROVISION AND MAINTENANCE OF SAFE, SANITARY, AND AFFORDABLE HOUSING FOR CBJ RESIDENTS.

4.1 - IA8 The CBJ government should participate with other local agencies in the federal program to prepare and adopt a "Ten Year Plan to End Homelessness" in the City and Borough of Juneau.

Community Wellness Ideas Proposed – March 2017

Focus Area #1: Homelessness

Providing Appropriate Options for Persons Experiencing Homelessness

1. **Street Outreach (Navigators):** Continue to invest and support the development of the street outreach team (Glory Hole, St. Vincent DePaul, AWARE, and Zach Gordon Youth Center) that engage with clients on the street and work to get people into housing and services immediately.
2. **Rapid Re-Housing Program:** Consider provision of new grant funding for a Rapid Re-Housing program that provides financial assistance and services to prevent individuals and families from becoming homeless and to quickly re-house and stabilize them if they are homeless. Grant funds would be used to build capacity, provide immediate rental assistance or, in some cases, travel funds if a person has appropriate accommodation in another location.
3. **Year-Round Campground:** Consider provision of year round camping space near downtown. Consider range of locations that are not in avalanche hazard areas. Provide funds for supervision, cleaning, port-a-potties, etc. Note that there are likely zoning problems with most locations and that some options may require code amendments.
4. **Low-Barrier Shelter:** Consider CBJ support for low barrier sheltering available when temperature drops below 25 degrees. Low barrier means that there are few rules (barriers) for people who want to use the shelter. As an example, inebriation would not disqualify a person from entry. Salvation Army has recently begun this service.
5. **Bathrooms:** Consider provision of additional 24-hour restroom facilities for downtown.

Focus Area #2: Public/Non-Profit Facility Planning

Consider Public or Non-Profit Infrastructure and program Improvements

Discuss whether CBJ should financially support a variety of social infrastructure ideas. Below is a list of ideas that have been publicly proposed -- in no particular order. Consider these ideas during the budget cycle (April – June). Potential future capital projects include:

1. **Juneau Housing First Collaborative Phase II:** Phase I that includes 32 beds is due to open June 2017. Phase II would provide an additional 20 beds.
2. **Permanent Year Round Campground Infrastructure** – Thane Campground is typically open from 4/15 – 10/15, and is near an avalanche hazard area. Further study needed to understand the avalanche risk of this site. Moreover, a year round campground would need heating source(s), additional funding, and additional

management. CBJ staff who manage the campground have become increasingly uncomfortable in performing those duties.

3. **New Sobering Center (on or off BRH Campus):** Currently “Sleep Off” is housed in the Rainforest Recovery Center. BRH Staff would like to consider relocation of this function to better provide treatment services at RRC.
4. **Medically Assisted Treatment Outpatient Center:** A new facility that could provide treatment for people with opioid addiction.
5. **Child Adolescent Mental Health Unit (CAMU) –** BRH Staff and Board will update the Assembly on this project at the 3/20 Committee of the Whole. The Board has updated ideas on how to differently serve youth in crisis.

Focus Area #3: Housing Projects & Public Funds

Work on Long Range Housing Shortage and Implement Housing Action Plan

1. **Continue Implementation of the Housing Action Plan**
2. **Pederson Hill Development:**
 - a. Determine how to proceed with the project
 - b. Partnerships, phasing and funding, lot disposal method
3. **Analyze housing finance ideas for projects that have asked for CBJ Involvement:**
 - a. PDG Proposals for Renninger Lots
 - b. Senior Citizens Support Services, Inc – Riverview Senior Community
 - c. Additional funding for Accessory Apartment Grant Program
4. **CBJ Land Disposals:**
 - a. Continue to dispose land in accordance with the Assembly adopted Land Management Plan
 - b. Monitor progress of Parks & Rec master plan. Address the question of whether some of the lands in Parks status may be candidates for disposal for housing.
5. **Monitor Real Estate Market and Vacancy Rates**