ASSEMBLY STANDING COMMITTEE
COMMITTEE OF THE WHOLE
THE CITY AND BOROUGH OF JUNEAU, ALASKA

February 4, 2019, 6:00 PM.
Assembly Chambers - Municipal Building

AGENDA

I. ROLL CALL

II. APPROVAL OF AGENDA

III. APPROVAL OF MINUTES

A. January 14, 2019 Assembly Committee of the Whole Minutes

IV. AGENDA TOPICS

A. Census 2020 Presentation

B. Request to Rename Willoughby District

C. Subport Update (MHT Property)

D. Housing Action Plan Strategy Prioritization (Assembly Goal)

E. Future of Sleep Off/Homeless Services

V. ADJOURNMENT

ADA accommodations available upon request: Please contact the Clerk's office 72 hours prior to any meeting so arrangements can be made to have a sign language interpreter present or an audiotape containing the Assembly's agenda made available. The Clerk's office telephone number is 586-5278, TDD 586-5351, e-mail: city.clerk@juneau.org

DRAFT

ASSEMBLY STANDING COMMITTEE
COMMITTEE OF THE WHOLE
January 14, 2019, 6:00 PM.
Assembly Chambers - Municipal Building

DRAFT MINUTES

I. ROLL CALL

Deputy Mayor Maria Gladziszewski called the meeting to order at 6:01 p.m.

Assemblymembers present: Mary Becker, Jesse Kiehl, Loren Jones, Rob Edwardson, Carole Triem, Wade Bryson, Maria Gladziszewski and Michelle Hale (telephonic)

Assemblymembers absent: None

Staff present: City Manager Rorie Watt, City Attorney Rob Palmer, Deputy Manager Mila Cosgrove, Municipal Clerk Beth McEwen, Chief Housing Officer Scott Ciambor; Community Development Director Jill Maclean, Emergency Manager Tom Mattice, Finance Director Bob Bartholomew, Port Director Carl Uchytil, Port Engineer Gary Gillette; Police Chief Ed Mercer, Deputy Police Chief David Campbell, Fire Chief Rich Etheridge

II. APPROVAL OF AGENDA

The agenda was approved as presented.

III. APPROVAL OF MINUTES

A. November 19, 2018 Assembly Committee of the Whole Draft Minutes

MOTION by Ms. Becker to approve the minutes with minor corrections. *Hearing no objection, the minutes of the November 19, 2018 Committee of the Whole meeting were approved.*

IV. AGENDA TOPICS

A. Blueprint Downtown Update

Paul Voelckers and Pat Race gave a presentation on the Blueprint Downtown efforts so far as well as additional opportunities for the public to participate in upcoming events. They have held two walking tours so far and another walking tour is scheduled for Saturday, January 19 which will focus on Arts & Culture. There will be a public meeting held on January 24 at Centennial Hall 6:30-8:30 p.m. and will include interactive methods for public input. The public can also learn more on the Blueprint Downtown website or through Community Development Department.

Some of the key topics which have been discussed by the Steering Committee include: Business Vitality, Safety and Services for the homeless, Tourism and mitigation of tourism impacts.

Mr. Voelckers, Mr. Race and staff answered Assemblymembers' questions regarding the Cultural Gateway that historically has been an Assembly priority for the area and how that has been incorporated into the wayfinding signage. Mr. Kiehl encouraged the Steering Committee and consultants to work with CDD staff to ensure the goal for a Cultural Gateway is not lost in the planning. Additional Q&A took place with respect to the discussion of the Archipelago project and Mr. Voelckers said that Mr. Uchytil and his staff have been present at the public meetings to speak on it and that there has been both positive and negative public comments about the city's involvement in the project.

Mayor Weldon asked if they have reached out to the Legislature to ask for their input. Mr. Voelckers said they had not yet reached out to the legislators but that would be part of the ongoing efforts.

Discussion then turned to strategies to encourage Juneauites to come to town both in winter and summer. They also discussed year round residential occupancy, and how business evolution might look if the city employed some incentivized housing options to encourage more multi-use facilities and new downtown housing options. Mr. Bryson asked if the study included data on how many housing units have been lost in the last 10-15 years and what some of the potential areas for housing in the downtown core might be. Mr. Voelckers explained that CDD staff was working on a database of housing in the downtown area. Mr. Edwardson said he lives in the valley and that housing isn't a fix all. He asked how you get people from the valley to come and do stuff downtown. Mr. Voelckers and Mr. Race said this is a tricky question as it isn't mutually exclusive. Some of their discussions have been on how downtown areas can be used commercially, recreationally, culturally, and also tie it into the importance of a place to have meaningful community experiences such as the 4th of July celebrations, Celebration, the Alaska Folk Festival. Mr. Race said that many of the comments about this have also touched on transportation issues.

Ms. Gladziszewski thanked them for the presentation. She stated that one of the ways she found that they used to engage the public was to vote using pennies for their top priorities/issues. She asked how many participated in that exercise and Mr. Voelckers said they did it two separate times, once in October and then again during Gallery Walk. They had over 130 people participate in the exercise.

Ms. Gladziszewski noted that anyone wishing for more information on this can to to the website Blueprintdowntown.org. Mr. Jones also noted that the Steering Committee will hold its next meeting on January 17 in the Assembly Chambers.

B. JPD - Update on Crime

Police Chief Ed Mercer gave a presentation on crime statistics in Juneau.

He explained that under the Uniform Crime Reporting program, there are 29 crimes tracked. In that program Part I crimes are the 8 most serve crimes: Homicide, Rape, Robbery, Aggravated Assault, Burglary, Theft/Larceny, Motor Vehicle Theft, and Arson. the Part II crimes are considered lesser crimes and less data collection is required for Part II crimes.
He provided a comparison table showing the increase of Part I crimes from 2013-2017. Overall Part I crimes in 2013 totaled 1206 whereas in 2017 they totaled 1994. Statistically, 2017 was the highest rate of arrests in the last five years and although they only have date for the first three quarters of 2018, it is coming out as the second highest rate of arrests in the past five years.

Chief Mercer's presentation also focused on the breakdown of the calls for service vs. officer initiated calls. He and Deputy Chief David Campbell explained the correlation relating to the higher the crime rate, the higher the calls for service and the fewer number of officer initiated calls. The high rates also came during a period in 2017 when there were down 13 officers and at this time they are down 8 officers and that reduction in force also contributes to fewer officer initiated calls.

Chief Mercer also discussed the pros and cons of new technology with the use of video footage from body worn cameras and in-car cameras as well as privately owned surveillance cameras and how that has increased the amount of time an officer spends on each individual case. He answered a number of questions from Assemblymembers about the retention and processing of those types of evidence and he stated that JPD is looking at options with software and other solutions to take the burden off the sworn officers in processing that evidence.

Mr. Bryson asked about any statistics regarding conviction rates and Chief Mercer explained that while he doesn't have that information, they could request that from the prosecutors.

C. JPD - Update on Workforce Issues

Chief Mercer then gave a presentation on JPD staffing, recruitment and retention comparing what ideal full staffing would look like as well what current staffing levels are.

When fully staffed, JPD has a total of 97 employees: 57 sworn police officers and 37 civilian staff. Out of those 57 sworn positions, 49 are currently filled and 8 are vacant. of those 49 filled positions, three officers are in training so 46 officers are currently doing the work of 57 positions which represents a 19.3% operational vacancy factor.

Chief Mercer showed the anticipated retirement numbers along with the 2018 recruitment efforts. Nine officers were hired in 2018 and they have stepped up their advertising efforts with the new fiscal year as well as signing an agreement with the US Army PaYS program in December. They also held three officer prep test events in September which was attended by 14 potential candidates, four of which have gone through the testing process this past month. He said there are two individuals currently going through the entry level candidate selection process who will be attending the academy in Sitka in February.

The chief explained that previously testing of new candidates was offered twice a year and since he became chief, he changed that to offering testing four times a year. The hiring process takes a minimum of 90 days which is cut down from the previous 180 days. They are trying to get people through the process quicker and he said once they are hired, it takes 10 months for an officer to come up to speed. For dispatchers it takes 6-7 months of training before they can go solo. He explained that over the past ten years, 18 officers left JPD (and didn't return), primarily to go to other police departments. Over that same time, six officers, not included in the 18 above, who had left due to family and other reasons have returned. In 2018, JPD was fully staffed in the criminal investigation unit and they also added two civilian investigative officers. He noted that during 2018, they offered signing bonuses for new officers and out of the six new officers hired, five of them received signing bonuses.

Chief Mercer then gave an overview of the Dispatch unit and civilian staff. They have 12 dispatcher positions of which, currently seven are filled and five are vacant. He said that vacancy rate leads to higher overtime rates and lower moral and they would like to fill all the dispatcher positions.

Chief Mercer then answered a number of questions from Assemblymembers about overtime pay for sworn and civilian staff, competitive wages in comparison to other departments across the state as well as the lower 48, the amount the department spends annually on recruitment and relocation and the timing for training and full time patrol duties. Chief Mercer also answered questions about the lower moral due to the increased vacancy factor and resulting workloads as well as the benefits packages and differences between a defined benefits vs. a defined contribution model and the difference that makes in being able to retain staff. When asked about what JPD is doing to recruit dispatchers, Chief Mercer said they are looking at possibly implementing a tier system so new hires can work their way up to different levels. He said that with respect to the dispatchers, they are in a challenging position in a room for 12 hours a day and varying workloads. They do not seem to leave to go to other police departments but they do apply for other positions with in the organization. Two dispatchers are leaving their dispatch positions to move into Community Service Officer (CSO) positions.

Ms. Gladziszewski thanked the Chief for his presentations and answering everyone's questions.

D. CCFR - Update on Fitch Study

Fire Chief Rich Etheridge gave a presentation on the recruitment, retention and an update on the Fitch report from Capital City Fire Rescue (CCFR).

Presently there are 39 Front line staff with three vacancies, 10 Administrative staff, 4 Seasonal FF/EMT's, 52 Volunteers, 5 Cadets, and 11 new volunteers currently going through the intake process. They have a fairly young demographic on the force and are currently experiencing a transition from the three tier retirement system to the Tier Four staff. Another major shift is occurring with the volunteers. Previously volunteers would serve 15-20 years and that is now down to 3.7 average years of service. They currently only have one long time volunteer with 20 years of service. Every department across the state is recruiting and trying to find volunteers as well as career staff. Universal training programs have been good but they have also made it easier for staff to move to other states and departments.

In looking at solutions, they are trying to grow our own by bringing kids in 14-18 years old and getting them interested. Previously the minimum age was 21 but that has been lowered to 18 years old and that has helped. They are also trying to grow our own paramedics. There is an online program to do the didactic training with travel for testing. One person has successfully gone through the program and they now have a steady stream of paramedics coming in over the next couple of years. They have two new Paramedics who will graduate by this summer and two more are in the works to graduate in the next 18 months. Paramedics can sign a contract to work for 5 years and they get a $25,000 signing bonus which the Chief hopes will slow down the reduction in paramedics.

Currently working with Human Resources to create a flex position for an Emergency Trauma Technician (ETT), especially for seasonal work to drive an ambulance. It is not yet implemented but it is a stepping stone they are working on. They have a recruitment and retention committee on staff and with volunteers and they look forward to hearing their recommendations. He said they have recently boosted advertising using video and all their new recruits who tested from down south had seen the video which can be viewed o the CCFR website.

They are currently working on how volunteers are compensated and will move that forward to the Assembly. They are currently in talks with UAS and State of AK to form partnerships for career paths so they can go to school during the school terms and then live at the Fire Training Center in the summer time and help the instructors at the Fire Training Center with marine training. Their hope is to give them housing and a summer job so they are more likely to sign on when they are done with schooling to become career staff or volunteers.

The volunteers have created their own Facebook page to reach out and coordinate small training activities and stay connected with each other. They also have career mentors in the department who have been assigned to each of the volunteers making sure they have the equipment they need as well as making them aware of training opportunity. They are also working to identify areas that can be improved with run cards so that volunteers are not being called out to respond to someone who has flu like symptoms and are reducing the volunteers having to respond to unnecessary calls.

Active 911 has been implemented and it is application for cell phones and works similar to a pager and vibrates or sets a tone off when there is a call. It provides a map with where the call is at and it gives a brief description of what the call is. The categories are pretty broad but if it says medical call, most of the volunteers can ignore it but if there is something they need to respond to, they can see that in the brief description. It is not 100% reliable yet but it is a good adjunct to the pager system as most individuals are not more than 3-4 feet away from their phones.

He said they are looking at small team leadership training with their volunteers so they aren't expected to run a whole station but rather to concentrate on specific tasks.

With respect to near term solutions, they are currently working towards implementing a Ground Emergency Medical Transport (GEMT) Medicaid Supplement Reimbursement Program. That allows them to recover 50% of the money that they aren't allowed to collect from their Medicaid transports. Right now they can only bill between $400-$1,000 for a medical transport but it costs much more than that to do the actual transport. This allows them to include the total costs associated, including the expenses for fuel and heating of the transport vehicles. They are currently doing some trials and testing of the program and it is anticipated that it will bring in an additional $800,000 of revenues per year. They hope that by late spring/early summer to finish the testing phase of the program and turn in the first funding requests. The one caveat is that those funds are required to go back to Medicaid patients somehow. The department can use those funds towards ambulance replacement, training personnel, etc... it is up to the municipality to determine how to spend those funds but they do need to benefit Medicaid patients somehow.

Chief Etheridge then gave a brief overview of the Fitch Report and its recommendations especially for the benefit of the new Assemblymembers who weren't on last year when the report came out. He said one of the recommendations from the report that CCFR honed in on was to bring on a third ambulance on board. They have been working through that process and will soon be putting a third ambulance team on the road. Another recommendation included providing a 24 hour shift commander/paramedic/training officer type of position. He explained that there are as many types of staffing structures as there are fire departments across the nation and they are looking at what will be the most cost effective model for CCFR and how to structure that to get the most bang for our buck.

Other recommendations in the Fitch Report included adding a Lemon Creek station with 2 staff cross staffing with a Quint (Fire and Ladder Truck combo) plus ambulance and then to eventually eliminate the cross staffing at Lemon Creek with a four person team so it is a stand alone station. They did recommend that as the call volume grows, to add a 4th 12-hour ambulance. Chief Etheridge said he doesn't see that need at this time, the call volume has plateaued out and he is not sure what it will look like next year with the increase in tourism.

Other recommendations related to volunteers, staffing structures, responses, training, service levels so the community members receiving the service don't know they are receiving help from volunteer or career path. Trying to stratify the dept so everyone has an opportunity to serve in some way. They are working on revising the allocation method of paying volunteers that has been worked on be a group of career and volunteers. They hope to bring a proposal to the Assembly for approval via resolution in near future. One of the recommendations from the report was to re-institute the scholarship program and incentives for live ins. They have had a successful return on their investment with those dollars previously and are looking at revitalizing it.

Other recommendations dealt with improved communications and reviewing dispatching procedures and equipment by using a third party. They have worked on improving internal communications, Facebook, etc... As for the dispatch improvements, they are working with JPD on a Homeland Security Grant for $150,000 to improve dispatch.

Chief Etheridge then touched on all the various ways they are implementing improvements with staff and volunteers including filling the positions for a third ambulance, reviewing multiple staffing models to see where improvements and cost effectiveness can be implemented and a new volunteer compensation program. He talked about the recruitment and retention committee for volunteers as well as the Alaska Firefighters Association which just put together the Fireman's Ball. The Auke Bay station has undergone significant improvements and is a more comfortable and desirable place to be.

He noted that turnout times are improving and they are doing what they can to trim off anytime at the station that it takes to respond to the call but that the one area they do not want to push is the driving time as they do not want the crews taking risks during driving. That part of the response time can only be improved by new station locations. He also said that they are pursuing funding for new lifting devices to help pay for the gurneys in the ambulances to reduce the reliance on engines having to respond to medical calls.

With respect to next steps, he said they are working at how to keep people here longer. Part of that process is better defining the department command structure and the recruitment roles and path to get there is identified for everybody. With all the new people coming on board, they want to make sure that everyone has all the necessary equipment they need to do the job they are need for the type of jobs they are assigned to. In looking at the long range plans, they might be looking to the next round of sales tax funding to try to pursue a Lemon Creek department. They are working on small team leadership levels in the volunteer ranks and also trying to identify triggers/markers for when the various growth models for the department needs to kick in. They also are formalizing their relationships with social service agencies and community navigators to try to ensure that the persons needing social service receive those connections since CCFR is often called in as the department of last resort for persons needing social service help.

In summary he said they are a very complex department meeting multiple missions with vast differing needs for volunteers and staff. The entire staff is extremely driven to provide the best service possible to the community. The biggest frustration for firefighters is if they see a need and don't let them solve it. They are problem solvers and are programmed to take a call and solve the problem within 15-20 minutes so trying to develop programs and solve problems long term can be somewhat frustrating to them that it can't be done immediately.

Chief Etheridge then answered a number of questions from Assemblymembers regarding the recruitment and retention as well as how best to grow our own and the formalization of the role of volunteers while also being flexible in how best to mix the various categories and roles that fit well for both the individual volunteers as well as the department.

Additional questions included how many volunteers were at the entry level (18-19) and how many volunteer EMTs there are (11). What the volunteer numbers are, what roles they have and what their time commitments are. Chief Etheridge explained that the jobs the volunteers can do cover every type of job in the department with the exception of running the ladder trucks and staffing the Airport equipment. The time commitment varies depending on each individuals' available time. Those serving as a Firefighter/EMT are required to serve an additional day per month. Some volunteers donate 4-8 hours/month whereas others volunteer 30-40/month.

Questions then turned to the effect the reduction in dispatch has had on the work of the CCFR and what the moral at CCFR is at this time. Chief Etheridge said that dispatch is doing an amazing job. With respect to moral, it fluctuates but has generally been up due to the new ambulance coming on and volunteer moral is on an upswing.

Assemblymembers then asked about the Fitch Report and the role of the Assembly in moving forward or if CCFR was going to be working on those and bringing recommendations back to the Assembly. Mr. Jones asked that in light of all the new development happening in Auke Bay if there as any thought of first having career staff at Auke Bay rather than looking at Lemon Creek. Chief Etheridge explained that the call volume is greater in the Lemon Creek area than Auke Bay and that is the reason they are concentrating on Lemon Creek first. He said the immediate need they had was to get the new ambulance on the road and the next step will be to look at a new apparatus but that they are trying to grow the department in stages.

Chief Etheridge then explained some of the details behind the statistics for the different stations including the Airport Station and how that is staffed. Mr. Edwardson asked about why they are heavily relying on the Fitch Report rather than using the guidelines as outlined in the NFPA 1710. Chief Etheridge explained that the NFPA 1710 isn't a good fit for CCFR as it is designed for purely career staffed departments. He said that the NFPA 1720 are the guidelines for strictly volunteer departments and CCFR falls between those two. He said that very few departments in the nation fit the NFPA guidelines as they are set it up for an ideal situation that has lots of funding and lots of personnel and while it is a goal to strive for, it is difficult for anyone to attain.

Ms. Gladziszewski thanked Chief Etheridge for the presentation and said they will look forward to hearing more when it comes to them during the budget cycle.

E. CCFR - Update on Workforce Issues

F. Update on Action Strategies from Public Safety Task force - Informational Item

Deputy Manager Mila Cosgrove said that last year at this time the Public Safety Task Force submitted its report to the Assembly. The task force had several recommendations and much of those were provided with an update in the packet as well the recruitment and staffing recommendations which were just covered by Police Chief Mercer. She said that many of the recommendations were fairly broad and were driving down to some root cause issues that were generating crime in the community. Some of the recommendations were determined not to be workable at the end of the day such as the misdemeanor probation officer. They did support additional staffing in the district attorney's office which they received.

She said that some of the more tricky pieces had to do with treatment and diversion. Those are all works in progress and she had a long conversation with Bradley Grigg, the Chief Behavioral Officer at BRH. He is working on bed to bed options to work with individuals to go from incarceration into treatment as needed. She said she doesn't know if there are any good solutions to receive treatment while they are incarcerated. Some of that work is out of the control of CBJ. The Juneau Community Foundation was hired to do a service gap survey and they are eager to see the outcomes of that.

A lot of discussion of the task force focused on legislation at the state level. SB91 had some unintended consequences and SB54 tried to modify that. The perfect balance has not been met yet and those are some of the big ticket items to watch as the new session begins.

V. ADJOURNMENT

There being no further business to come before the Assembly Committee of the Whole, Ms. Gladziszewski adjourned the meeting at 8:26 p.m. so the next meeting could begin.

Respectfully submitted,
Beth McEwen, MMC
Municipal Clerk

February 1, 2019

City and Borough of Juneau
Mayor and Assembly Members
155 South Seward St.
Juneau, AK 99801

Dear Madam Mayor and Honorable City and Borough of Juneau Assembly Members,

With the 2020 Census fast approaching, we appreciate the opportunity to inform you of the importance of a full and accurate count for Juneau residents. As a U.S. Census Bureau partner, the City and Borough of Juneau plays a vital role in helping us inform Juneau residents about the importance of being counted.

Census data determine representation in Congress and are used to redraw boundaries of congressional and (most importantly for Alaska) state legislative districts. They also inform the allocation of federal and state funding for public resources and services (e.g., roads, hospitals, schools, senior centers). In fact, more than $675 billion in federal funding is distributed each year to state and local governments across the country based on census data. To help Juneau thrive, it’s important that we encourage everyone to participate in the 2020 Census.

Conducting a census is a massive and vitally important undertaking—one the Census Bureau cannot do alone. You are trusted by your constituents and you have a direct line of communication with them. By getting the word out about the importance of the 2020 Census, you will help us ensure that they are fully represented and that the benefits of the Census flow to them via the many services that the City and Borough provides.

At the February 11th Assembly meeting, you will be considering a resolution in support of the Census and creating a Borough-wide Complete Count Committee. We look forward to providing an more in-depth overview of the Census and answering any questions you may have at your February 4th Work Session.

The City and Borough of Juneau has been a strong supporter of the Census and conducted Census outreach activities in both the 2000 and 2010 Censuses. We look forward to continued collaboration on the 2020 Census.

Thank you for your ongoing support.

With Highest Regard,

Barbara Miranda, Partnership Specialist - Juneau
Barbara.M.Miranda@2020census.gov

Myrna Gardner, Tribal Specialist - Juneau
Myrna.D.Gardner@2020census.gov

For the latest updates on the 2020 Census, visit 2020census.gov.

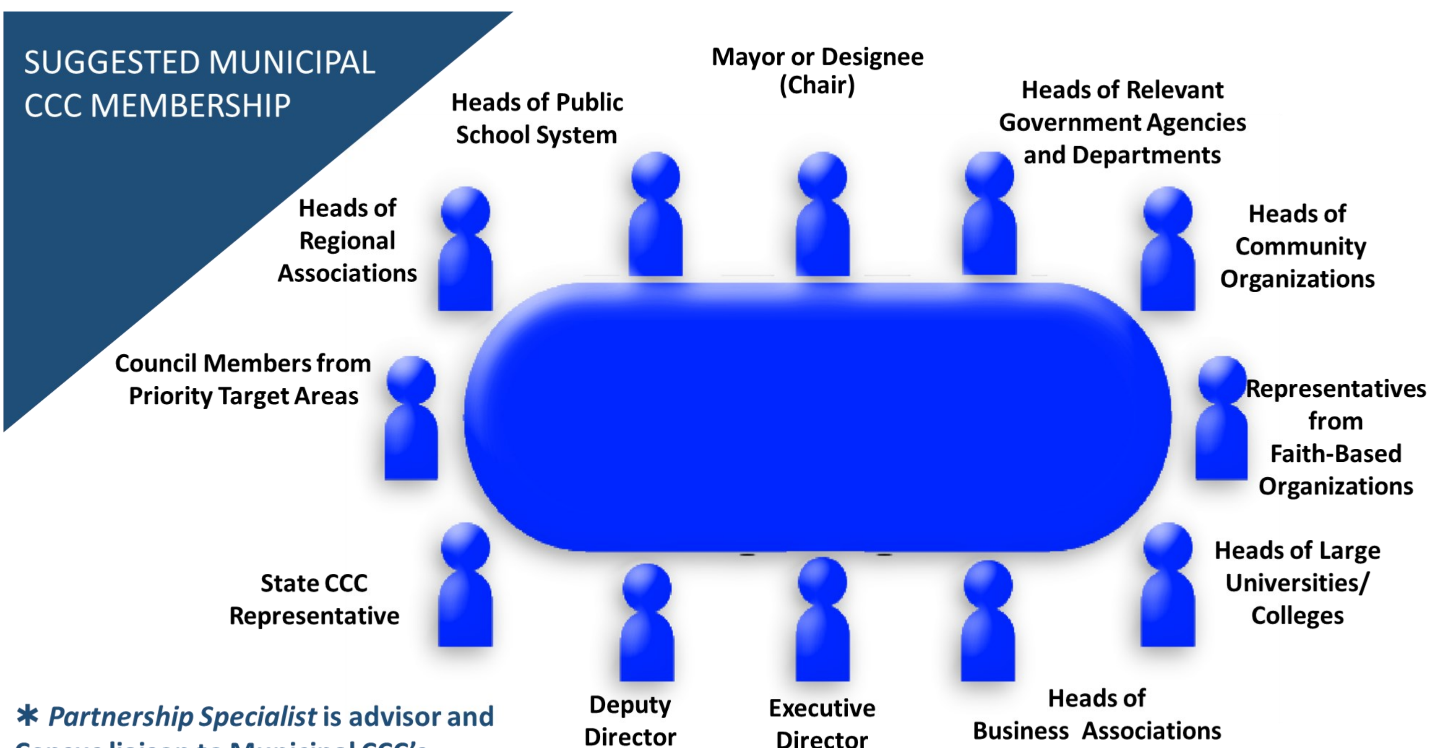
United States® Census 2020

MUNICIPAL COMPLETE COUNT COMMITTEE

A **Municipal Complete Count Committee** is a mutually beneficial partnership – at the highest level—within each city. The mayor often appoints members of the Complete Count Committee (CCC). Committees consist of influential community leaders who are charged with developing a census awareness campaign that:

- Communicates the importance of the census through local messaging.
- Raises awareness of the census throughout the city.
- Motivates every household in the city to participate in the census by completing the questionnaire thoroughly and in a timely manner.
- Increases the city's self-response rate.

The size of the Complete Count Committee is determined by each city. In addition, mayors and city councils may allocate funding to support the activities of the CCC. Cities view this funding as a sound investment in the future. Failure to count residents could result in a substantial loss of revenue for the next decade.



✱ *Partnership Specialist* is advisor and Census liaison to Municipal CCC's

MUNICIPAL COMPLETE COUNT COMMITTEE

EDUCATION → **PROMOTION** → **MOTIVATION / ACTION**

EDUCATION PHASE January 2018—September 2019

The education phase is often referred to as the **"Raising Census Awareness"** phase. The message to each community member is that the census is a civic activity that affects people of all ages, races, cultures, and ethnicities. This is the period to strongly emphasize the many uses of census data and highlight specific local examples of how census data benefits a community.

PROMOTION PHASE April 2019—January 2020

The promotion phase of the 2020 Census officially starts on April 1, 2019, a year out from Census Day. This phase overlaps with the education phase. The theme of this phase is "**The 2020 Census is Coming."** During this period, CCCs implement activities through their government, faith- and community-based organization, business, media, and recruitment partners. An effective strategy guarantees that community residents will encounter census messages during times of work, play, leisure, school, and worship.

MOTIVATION/ ACTION PHASE February 2020—June 2020

The motivation/action phase starts in February 2020, intensifies in March 2020, and reaches its peak on Census Day—April 1st, 2020. The theme of this phase is **"Be Counted for Your Community"** and the focus is to motivate each household to take ownership of the census and make a conscious decision to participate. The non-response follow-up operation will be the focus toward the end of this phase, and the message to the community will change, encouraging households to **"Cooperate with Census Takers".**

CCC SUBCOMMITTEE TYPES

BUSINESS
- Involving a community's business sector creates a unifying element that touches every household within the community.

COMMUNICATIONS, MEDIA AND TECHNOLOGY
- Assists community organizations in utilizing census toolkit materials and enables them to innovate.

COMMUNITY ORGANIZATIONS
- Community organizations provide outreach opportunities for a broad spectrum of residents of all ages, races and backgrounds.

DATA AND MAPS
- Understanding where hard-to-survey areas exist is important to direct subcommittee activities toward the correct populations and geographic areas.

EDUCATION (PRESCHOOL - GRADE 12)
- Reaches U.S. households through schools and helps create a generation of future self-responders.

EDUCATION (POST SECONDARY)
- Works with university housing to obtain administrative records for group quarters; educates off-campus students to participate accurately.

EX-OFFENDER
- The ex-offender population is sizeable and is often disenfranchised from the community and hard to track.

FAITH-BASED
- Faith-based organizations are found in every community and maintain interactive and ongoing communications with their members.

GOVERNMENT
- Leveraging the ability of local government to provide knowledge of the population, organizations, and institutions is essential to an accurate count.

GROUP QUARTERS
- Because of the limited access to most group quarters, cooperation from the institutions is vitally important to achieve an accurate count.

HOMELESS
- In the 2010 Decennial Census, the count was 209,325 for persons counted at shelters, outdoor locations, soup kitchens and mobile food vans.

IMMIGRANT
- One of the serious challenges for a Census enumerator is encountering housing units where no one in the household speaks English.

LIBRARY
- Urban Libraries Council says libraries are the "most trusted government entity", poised to be pivotal for civic engagement.

RECRUITING
- Reaching all members of the workforce community enhances the ability of the Census to plug into existing recruiting resources.

SENIOR CITIZEN
- Although a high responding group, the trend towards reduced home ownership may create enumerating challenges for field.

SPECIAL HOUSING
- The rental population will exceed a third of the entire U.S. population by 2020. No matter the housing type, access is vital for an accurate count.

VETERANS
- Over 22 million veterans living in the United States present a sizeable population distributed throughout the 50 states. Former military personnel can provide leadership and excellent recruiting assistance.

PHILANTHROPIC

The Road to 2020 and Complete Count Committees

Barb Miranda
Partnership Specialist
U.S. Census Bureau
Los Angeles Regional Census Center – Juneau, AK
January 30, 2019

2020 Census

Why We Do a Census

- Article 1, Section 2 of the US Constitution

  The actual Enumeration shall be made within three Years after the first Meeting of the Congress of the United States, and within every subsequent Term of ten Years, in such Manner as they shall by Law direct.

- Key Purpose is Apportioning the US House of Representatives

New Ability to Self Respond Starting March 23, 2020

Internet | Phone | Paper Form | In-person

**13 languages including English will be supported*

Why does the 2020 Census matter?

Power
- Congressional representation
- Reapportionment & redistricting

Money
- $675 billion distributed annually
- Funding distributed based on population

Alaska
- Over $2.1 billion in federal funds each year to the State
- $2,959 approx. per Alaskan counted*

Federal Funding

Census data informs how **$675 billion** is distributed annually among local, state, and tribal governments for programs like:

- Transportation
- Job training centers
- Schools (Title 1 Grants, National School Lunch Program, Head Start/Early Head Start)
- Secure Rural Schools and PILT
- Housing (Section 8 housing choice vouchers)
- Medical Assistance Programs (Medicaid, Medicare)
- Senior and Foster Care Centers

Census Participation Rates Alaska

Alaska had the lowest participation rate in the country in the 2010 Census

64% Census Participation Rate in 2010

Translates to over 255,000 people

in Alaska that required follow-up

by Census enumerators in 2010

City and Borough of Juneau 2010 Participation Rates

75%

Census Participation Rate in 2010

Translates to around 7,850 people

within the CBJ that required follow-up

by Census enumerators in 2010

(using 31,400 as the 2010 population)

An undercount directly affects the distribution of federal dollars to the state and local governments!

What if we have a 1% undercount in the CBJ? (using 2018 est. population of ~32,200)

322 x $ 3000* = $966,000/year

Potential per person federal funds available

X 10 years =

$9,660,000

over the 10 year life of the census

How can we work together to ensure a complete count in 2020?

Hard-to-Count Populations

Racial and ethnic minorities	Lower income	Renters
LGBT	Undocumented immigrants	Children under 5
People experiencing homelessness	Tribal members	Rural Communities
College students	Frequent Movers	Linguistically Isolated

All of Alaska is Hard to Count!

Community Partnership and Engagement Program (CPEP)

Trusted voices are the best way to increase participation in the 2020 Census!

- **Educate** people about the 2020 Census and foster cooperation with enumerators
- **Encourage** community partners to motivate people to self-respond
- **Engage** local governments and grass roots organizations to reach out to hard to count groups and those who aren't motivated to respond to the national campaign

Complete Count Committees

- Communicate importance of the census through local messaging
- Raise awareness of the census
- Motivate every household to participate
- Increase the area response rate

Committee members are leaders in the following areas:

Government	Health and Social Services
Education	Business
Media	Faith-Based
Community Service	Workforce development
Tribal Organizations	Other, Based on Needs

Next Steps

- Pass a resolution in support of the 2020 Census and to create a Borough-wide CCC
- Work to mobilize your community and hold a 2020 Census Kick off event
- Start brainstorming ideas to generate community participation and interest in the 2020 Census

Recruiting

Questions ?

Contact Information

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The Road to 2020 and Complete Count Committees

Barb Miranda

Partnership Specialist

U.S. Census Bureau

Los Angeles Regional Census Center – Juneau, AK

January 30, 2019

2020 Census

Why We Do a Census

- Article 1, Section 2 of the US Constitution

  The actual Enumeration shall be made within three Years after the first Meeting of the Congress of the United States, and within every subsequent Term of ten Years, in such Manner as they shall by Law direct.

- Key Purpose is Apportioning the US House of Representatives

New Ability to Self Respond Starting March 23, 2020

Internet | Phone | Paper Form | In-person

**13 languages including English will be supported*

Why does the 2020 Census matter?

Power
- Congressional representation
- Reapportionment & redistricting

Money
- $675 billion distributed annually
- Funding distributed based on population

Alaska
- Over $2.1 billion in federal funds each year to the State
- $2,959 approx. per Alaskan counted*

Federal Funding

Census data informs how **$675 billion** is distributed annually among local, state, and tribal governments for programs like:

- Transportation
- Job training centers
- Schools (Title 1 Grants, National School Lunch Program, Head Start/Early Head Start)
- Secure Rural Schools and PILT
- Housing (Section 8 housing choice vouchers)
- Medical Assistance Programs (Medicaid, Medicare)
- Senior and Foster Care Centers

Census Participation Rates Alaska

Alaska had the lowest participation rate in the country in the 2010 Census

64% Census Participation Rate in 2010

Translates to over 255,000 people

in Alaska that required follow-up

by Census enumerators in 2010

City and Borough of Juneau 2010 Participation Rates

75%

Census Participation Rate in 2010

Translates to around 7,850 people

within the CBJ that required follow-up

by Census enumerators in 2010

(using 31,400 as the 2010 population)

An undercount directly affects the distribution of federal dollars to the state and local governments!

What if we have a 1% undercount in the CBJ? (using 2018 est. population of ~32,200)

322 x $ 3000* = $966,000/year

Potential per person federal funds available

X 10 years =

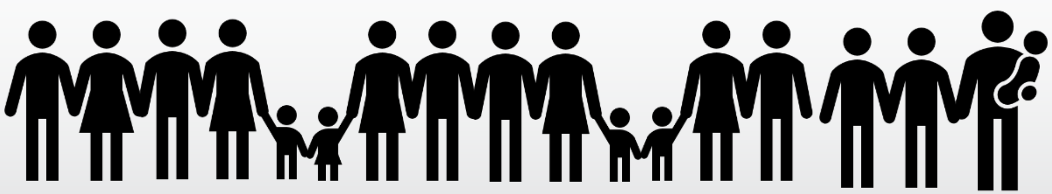
$9,660,000

over the 10 year life of the census

How can we work together to ensure a complete count in 2020?

Hard-to-Count Populations

Racial and ethnic minorities	Lower income	Renters
LGBT	Undocumented immigrants	Children under 5
People experiencing homelessness	Tribal members	Rural Communities
College students	Frequent Movers	Linguistically Isolated



All of Alaska is Hard to Count!

Community Partnership and Engagement Program (CPEP)

Trusted voices are the best way to increase participation in the 2020 Census!

- **Educate** people about the 2020 Census and foster cooperation with enumerators
- **Encourage** community partners to motivate people to self-respond
- **Engage** local governments and grass roots organizations to reach out to hard to count groups and those who aren't motivated to respond to the national campaign

Complete Count Committees

- Communicate importance of the census through local messaging
- Raise awareness of the census
- Motivate every household to participate
- Increase the area response rate

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Recruiting


Supervisory
&
Non-supervisory
positions available in
ALASKA
$28.00 - $31.00 per hour
JOIN THE 2020 CENSUS TEAM
APPLY ONLINE!
2020census.gov/jobs

Questions ?

Contact Information

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907.957.9894

City and Borough of Juneau
City & Borough Manager's Office
155 South Seward Street
Juneau, Alaska 99801
Telephone: 586-5240| Facsimile: 586-5385

DATE: January 30, 2019

TO: Maria Gladziszewski, Chair Assembly Committee of the Whole

FROM: Rorie Watt, City Manager

RE: Request to Change Name of Willoughby District to Aak'w Kwaan Village District

Attached is letter from Ms. Fran Houston, representing the Aak'w Kwaan and requesting that CBJ consider renaming the Willoughby District to the Aak'w Kwaan Village District.

The name "Willoughby District" appears to have gained popular usage during the creation of the "Willoughby District Plan." As this area is within the Blueprint Downtown planning area, I recommend that the name change request be routed to that process for recommendation. The Blueprint steering committee can then forward any recommendation to the Assembly for consideration.

AAK'W KWAAN CULTURAL HERITAGE AND LAND COUNCIL

January 4, 2019

Mayor Weldon
The City and Borough of Juneau
155 S. Seward St.
Juneau, AK 99801

Dear Mayor Weldon:

I am spokesperson for the Aak'w Ḵwáan, and I am writing on behalf of the Aak'w Ḵwáan. Over the past few years, there have been several names proposed that refer to the area of the Aak'w Village and the (now filled) coastal area lying in front of it, as the 'Willoughby District' and the 'Juneau Arts and Culture District.'

Most recently, the area has been called, the 'Auk Summer Village' by the Downtown Wayfinding planning team. We appreciate the efforts by the Downtown Wayfinding team to recognize the original residents of the Aak'w Village, as contrasted with the aforementioned names that erase the indigenous people from the map of Juneau.

I am writing to request that this area be named the 'Aak'w Village District' in recognition of the historical and ongoing settlement and residence of the Aak'w people in this area. The area was identified as the Auk Village or the Auk Indian Village from the earliest maps and historical photos, and is identified as such on the first survey map of the Juneau Townsite (1892). It continued to be recognized in this way in legal proceedings and newspaper accounts up to about 1950, after which the area became more generally known as the Juneau Indian Village in recognition of the members of other tribes and clans who moved to Juneau and took up residence in the Aak'w Village.

The Aak'w Ḵwáan strongly recommends that this area be recognized henceforth by the historically and cultural correct term, Aak'w Village District.

Sincerely,

Frances A. Houston

Frances A. Houston
Aak'w Ḵwáan Tribal Spokesperson
Aak'w Ḵwáan Cultural Heritage and Land Center
9241 Emily Way
Juneau, AK 99081
franceshouston01.yahoo.com

cc: City Manager
Planning Commission

City and Borough of Juneau
City & Borough Manager's Office
155 South Seward Street
Juneau, Alaska 99801
Telephone: 586-5240| Facsimile: 586-5385

DATE: January 30, 2019

TO: Maria Gladziszewski, Chair Assembly Committee of the Whole

FROM: Rorie Watt, City Manager

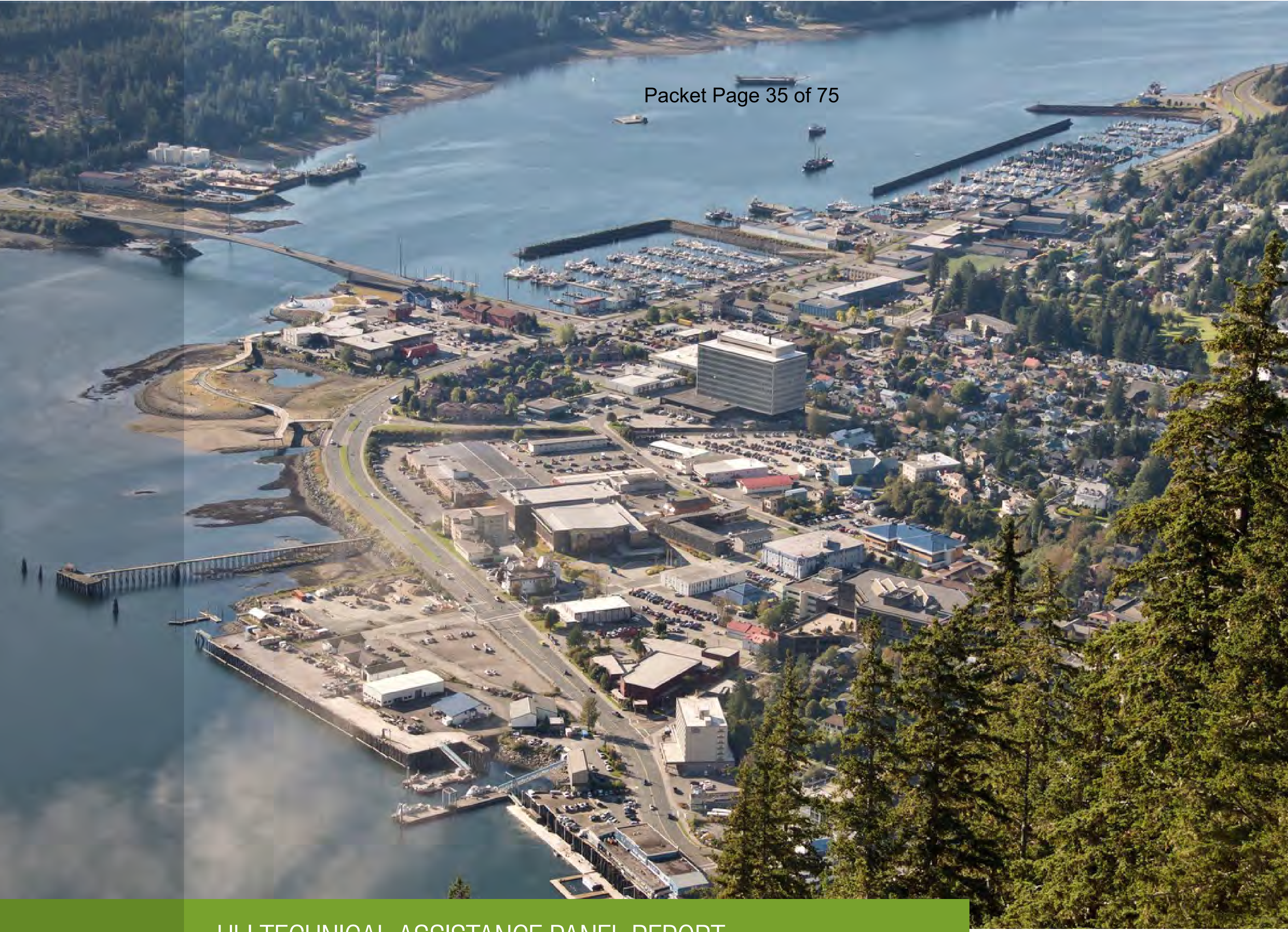
RE: Subport Parcel for sale by AMHT

After several years of inaction, the Alaska Mental Health Trust is finally going to sell Lot C1 of the Juneau Subport. This parcel is the undeveloped three acre waterfront parcel across from the Prospector that is currently being used as a construction staging yard. To say the least, it has been a frustrating and lengthy process to get the MHT to agree to sell the effectively dormant parcel.

There has previously been significant interest from the Juneau private sector to purchase the land. In 2018, the Trust hired the Urban Land Institute to advise them on how to move forward, that report can be found here:

https://alaskamentalhealthtrust.org/wp-content/uploads/2019/01/Juneau-TAP-Report.pdf

The Trust reports that: "After much consideration, the Trust has determined that it is in its best interest to sell the Subport parcel to a developer. Beginning in later winter, the parcel will be marketed by a brokerage firm and will then be sold through a sealed-bid auction to the highest bidder. A public notice of the sale will be forthcoming and the Trust hopes to announce the winner of the auction in late summer of 2019."



ULI TECHNICAL ASSISTANCE PANEL REPORT

JUNEAU SUBPORT DEVELOPMENT

Alaska Mental Health Trust Authority

SPONSORED BY:

Trust Land Office

Urban Land Institute Northwest

Published January 2019

ABOUT ULI NORTHWEST

ULI Northwest is a District Council of the Urban Land Institute (ULI), a non-profit education and research organization supported by its members. Founded in 1936, the Institute today has more than 44,000 members worldwide. ULI members represent the full spectrum of land use planning and real estate development disciplines working in the private, public, and non-profit sectors.

ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Northwest carries out the ULI mission locally by serving as the preeminent real estate forum in the Pacific Northwest, facilitating the open exchange of ideas, information, and experiences among local, national, and international industry leaders and policy makers.

Our mission is to:

- Build a regional vision of the Northwest that embraces and acts upon quality growth principles.
- Encourage collaboration among all domains—public and private—of the real estate industry.
- Build consensus among industry and public leaders who influence land use, transportation, environmental, and economic development policies.

Contact Us

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Cover photo: Subport site can be seen on left side of frame, along the water

ABOUT THE TECHNICAL ASSISTANCE PANEL (TAP) PROGRAM

The objective of ULI Northwest's Technical Assistance Panel (TAP) Program is to provide expert, multidisciplinary, and non-partisan advice on land use and real estate issues facing public agencies and nonprofit organizations in the Pacific Northwest. Drawing from its extensive membership base, ULI Northwest conducts multi-day panels offering objective and pragmatic advice to local decision makers on a variety of land use and real estate issues, ranging from site-specific projects to public policy questions. The TAP Program is intentionally flexible to provide a customized approach to specific land use and real estate issues.

Learn more at: **https://northwest.uli.org**

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Founder, URBANEXUS

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Acknowledgments

ULI Northwest is grateful to the Trust Land Office for its commitment to make this TAP a productive experience and owes special thanks to Aaron O'Quinn, Wyn Menefee, and Jusdi Doucet for managing program logistics and coordinating with local stakeholders and staff. The engagement and desire for development that benefits the Trust's beneficiaries and the Juneau community is reflected in this report. ULI would like to acknowledge former Alaska Mental Health Trust trustee Greg Jones and current trustee Carlton Smith, and Craig Driver, who originally recommended that the Trust Land Office work with ULI on this project. Finally, ULI thanks the stakeholders, staff, and trustees who provided valuable input for this report.

Local stakeholders share their thoughts with the Trust Land Office and TAP Panelists

Executive Summary

The Juneau Subport Subdivision (Subport) is positioned to contribute to the vibrancy of the city and the health of the local economy while the city continues to develop as a center for employment in Southeast Alaska, a cruise destination and a base for adventure tourists. It is located on the projected path of the city's signature Seawalk along the waterfront, as called for in the city's comprehensive plan. The site is also near important government, cultural and civic centers. With good design decisions and an optimum mix of uses, the 1.9-acre parcel can become an important asset to the region.

The Subport is owned by the Alaska Mental Health Trust Authority (the Trust). The Trust is charged with optimizing revenue from this property, because the primary mission of the Trust is to generate revenue on behalf of its beneficiaries. Funding is derived from land sales and leases as well as other investments owned by the Trust, with proceeds used directly for beneficiary programs or invested in the Alaskan Permanent Fund.

The Trust Land Office (TLO) is a unit of the State of Alaska Department of Natural Resources, responsible for managing and disposing of the Trust's real estate, including the Subport. With its advantageous geographical position along the city's primary shoreline, the Subport now provides short-term revenue and it is likely appreciating in value. At the same time, the TLO faces decisions about the Subport: whether to sell the property outright or seek a developer who will enter into a long-term ground lease with the TLO.

At the request of the TLO, ULI Northwest convened a volunteer Technical Assistance Panel in Juneau for a two-day intensive study of the site. The Panel considered implications of the land sale and ground lease alternatives.

The Panel concluded that, considering investment return assumptions described in this report, the TLO's least risky option is to sell the parcel. This option would likely result in similar financial returns for the beneficiaries of the Trust over a 50-year period when compared to the ground lease option. In addition, the sell option minimizes the opportunity cost of TLO staff time and management focus on the Subport.

The riskier choice, which may yield more spendable income in the midterm (5 to 30 years) as well as sale or financing options over the long term, is to seek a development partner who would be willing and able to enter into a long-term ground lease and pursue the highest and best use for the site. Panel recommendations include a conceptual site plan that outlines potential land uses that are consistent with site conditions and perceived market demand. Those uses include mixed-use residential, boutique hotel and ground-floor commercial containing retail or food and beverage.

Development of the proposed marina adjacent to the site to accommodate small to medium-size boats and smaller ships for adventure cruises could help support mixed-use residential, boutique hotel, retail, and food and beverage uses on the site.

A museum or research facility along the tidelands adjacent to the parcel would also be compatible with such a marina.

Therefore, it is in the best long-term interest of the Trust and the community for the proposed marina project to go forward in the short term, and the TLO should be ready to negotiate a right-of-way easement through the site to accommodate it.

> **“The waterfront is sacred—it’s important that whatever happens here must be good for the long term.”**

A view of the Subport looking southeast across Gastineau Channel

Background

The City and Borough of Juneau is the capitol city of the state of Alaska, located along Gastineau Channel in the panhandle. Its US Census population of 32,406 makes Juneau one of the three largest cities in the state. Drivers of Juneau's economy include government, tourism (especially the cruise ship industry) and healthcare. Historic industries include mining and logging. Commercial fishing is still a major economic sector in Juneau and Southeast Alaska. The population of Juneau can fluctuate over 100 percent with the seasonal docking of cruise ships. Much of the central business district is dominated by retail and food and beverage outlets that cater to tourists who are in the city for less than a day during the summer, from May to September. The state legislature convenes from January through April, which provides a countercyclical season, especially during weekdays.

Whale statue and fountain at the northeast terminus of the Seawalk

The undeveloped subject area, called the Juneau Subport Subdivision, lies along the shore between Egan Drive, the main thoroughfare through Juneau, and the water. It is in the projected path of the Seawalk, a unifying pedestrian corridor and main promenade along the shoreline. The Seawalk is fully built out at the cruise ship docking area and it continues to the northeast of the Juneau Subport to the destination dominated by public art. The Subport area itself lies along the shore near government office buildings and also near the Willoughby District, Juneau's civic, arts and cultural district. It does not yet support the Seawalk, and users must traverse the gap by walking along busy Egan Drive.

The owner is the Alaska Mental Health Trust Authority, a public corporation within the state of Alaska. The Trust is primarily a grant-making organization, which funds beneficiary-serving organizations who provide everything from direct services to the mentally ill to adaptive sport and safety training to employment transition service. Since 2015, it was the source of nearly $3.8 million in grants to Juneau organizations, including the Juneau Alliance for Mental Health Inc (JAHMI), Aiding Women in Abuse and Rape Emergencies (AWARE), and Southeast Alaska Independent Living, Inc. Grants are often keystone grants that make other funding possible for programs.

In an effort to geographically diversify its real estate holdings, the TLO sold many high value Alaska parcels in recent years. Proceeds of these sales were used to purchase seven investment properties in the lower 48 states. The findings of a recent legislative audit have caused the TLO to pause the use of sale proceeds (which is categorically Trust principal) to purchase investment property. This pause has necessarily caused the TLO to consider and often prioritize diversifying its income streams by other means, including more long-term ground leases of its valuable commercial properties in Alaska.

Along with first hand observations and interviews with a broad sample of stakeholders, the Panel was informed by various civic documents, including a Juneau Assembly resolution supporting the disposal of the Subport land, a vision for the Juneau Ocean Center, a marina development plan and a concept statement for Juneau District Heating. The panel reviewed the Juneau conceptual master plan for waterfront development, a due diligence report for the land, and a 1982 geotechnical investigation for the Gold Creek Reclamation Project by Dames & Moore. Additionally, the panel viewed a 2007 subdivision survey for the property and the Southeast Alaska Business Climate and Private Investment Survey of 2018. Other documents made available to the Panel were the Juneau planning documents, the Southeast Alaska 2020 Economic Plan, and the Willoughby District Land Use Plan.

With the benefit of these sources and experiences, the panel addressed the following questions from the Trust:

- For maximizing long-term revenue for the Trust, is it better to treat the parcel as a whole or should the parcel be subdivided in order to facilitate multiple uses?
- Considering the real estate market, community trends, probability of successful project, structure of real estate transaction, maximizing long-term revenues for the Trust, or any other factors applicable to the best interest of the Trust, what is the highest and best commercial real estate development use for the parcel, or what are the most ideal types of development and transactions for this parcel?
- Considering the City and Borough of Juneau's conceptual master plan for waterfront development, is there a way to maximize long-term revenue for the Trust while being consistent with the intent of the plan?
- Can the Trust do anything to this parcel or in preparation that will help the Trust Land Office better market this parcel to potential developers?
- Are there any timing considerations that may influence whether a long-term action should be taken on this parcel now or later?

TAP Panelists at Tracy's King Crab Shack, which currently sits on the site

Recommendations

The Trust faces a basic, binary decision about disposing of its Juneau Subport site. Put simply, it must answer the following question: Should the Trust sell the site outright, or should it seek a development partner under a long-term lease? A sale would be the simpler option. A long-term lease allows more flexibility and control of use, and also potentially more revenue. But it also brings more risk. As described below and in graphic analyses on pages 12-13, projected financial returns in the two scenarios are close.

The Panel noted that there is local interest in purchasing the Subport site and developing a marina on tidelands adjacent to the site, and there is community support for such a project. There is also considerable local support for a proposal called The Juneau Ocean Center—a research, exhibit and meeting facility that could complement the other civic arts and cultural facilities in the neighboring Willoughby District.

As the Panel set out to offer advice to the Trust, members sought answers to two overarching questions. One is about highest and best use: What kind of development brings the most value to the owner and to the community? The answer to this question informs the second one, which is financial: What is the best way to dispose of the land in light of risks and potential returns?

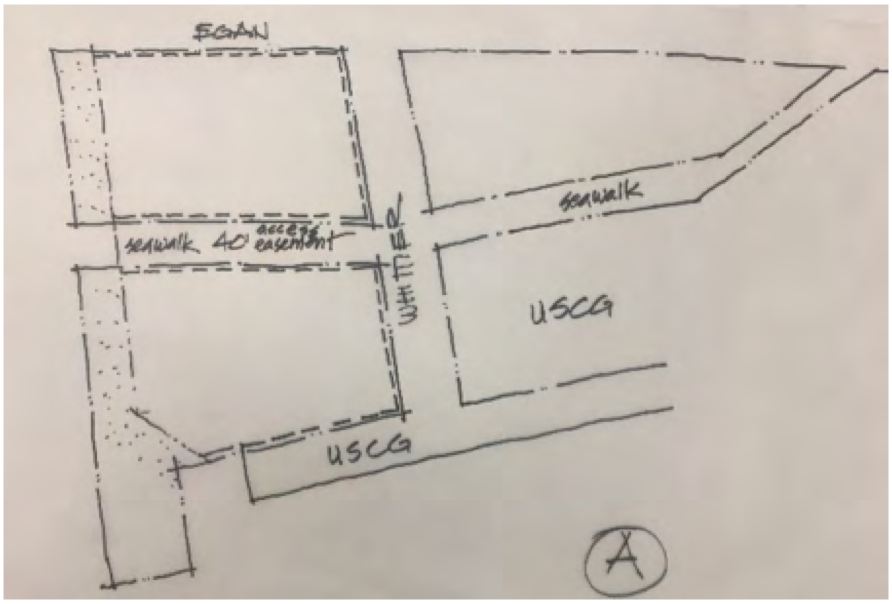
Highest and best use

Recommendations include conceptual site sketches on page 11, which show a suggested division of uses and an ideal level of development intensity. Optimum use of the land is likely to be achieved by dividing the existing parcel into smaller parcels around key rights-of-way in preparation for sale or lease. No specific improvements other than subdivision and dedication of key rights-of-way need to be made prior to disposal.

Parcelization would enhance value to the public by accommodating extension of the Seawalk in an alignment that is consistent with the City's long-term waterfront planning. At the same time, dividing the site may enhance developer interest by allowing for smaller acquisition or ground lease opportunities and by connecting the property with future development (the marina) while allowing flexibility for future uses on the site.

“It doesn't work as a single site.”

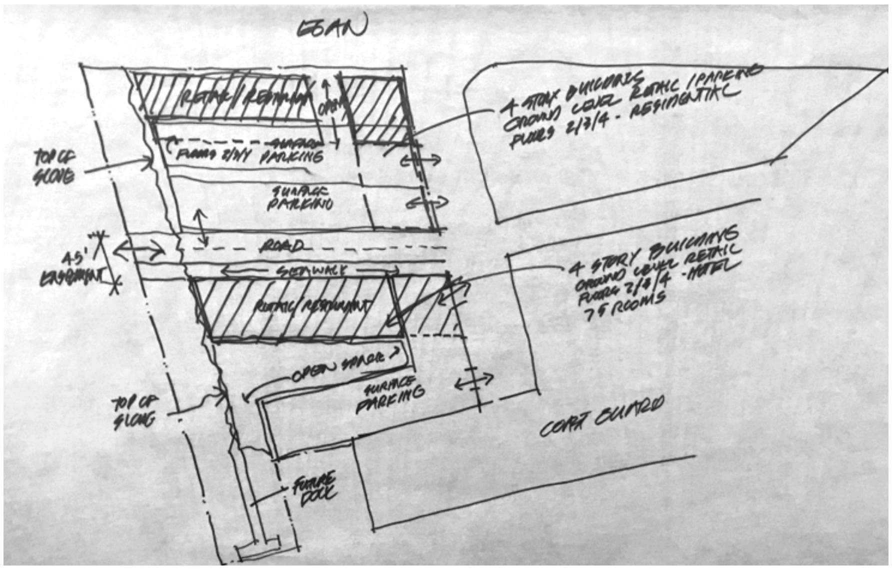
Divisions. The optimum division or parcelization would begin with a continuation of Whittier Street alignment into the Subport in a new right-of-way perpendicular to Egan Drive. This street would become the essential landside access for a marina nearby, through an easement or dedicated right-of-way through the Subport. It would contain continuing utilities that now run along Whittier Street. It may have the character of a community street similar to Pike Place in Seattle, wherein pedestrians share the roadway with slow vehicular traffic. The division should accommodate a second pedestrian street or wide walkway through the center of the site that is roughly parallel to Egan Drive. This walkway would be a continuation of the Seawalk, connecting other sections on either side of the site.



Sketch showing a potential easement parallel to Egan Drive

Uses. The best mix of uses would build upon the potential moorage adjacent to the site and the anticipated growth in adventure cruising. It may include a mix of housing (apartments and/or condos), food and beverage, retail and hospitality. A boutique hotel would complement the value of the marina and support adventure cruising, which brings an estimated $2,100 per visitor into the economy, in contrast to $300 per visitor for the traditional cruise industry. While surface parking does not optimize the use of the site, it may be necessary to comply with zoning, and it can be accommodated with low-rise (four-story) buildings. The city may be willing to significantly reduce parking requirements based on proposed uses. Feasibility of any use is subject to market conditions. While there is proven demand for apartments, condos and retail within the Juneau market and a need for additional hotel rooms, the boutique hotel would be a new class of high-end product within the market and would require average daily rates that greatly exceed the current stock of hotel rooms.

“Have people come in and see how to fillet a fish.”



Sketch showing a scenario in which mixed-use developments front Egan Drive and Seawalk

Intensity. Market demand and site conditions are such that exceeding the intensity called for in the city's development plans and regulations is not warranted. The site can support only low-to-medium intensity development. This would mean four-story-high buildings, at 45 feet in height, with floor-to-ceiling heights of 15 feet for ground floor retail and 10 feet on upper floors. Such a scheme would yield about 76 apartments, 17,800 square feet of retail space and a 75-room boutique hotel, along with 130 stalls of surface parking and a small amount of open space.

> "How much meeting space does the town need?"

Financial assumptions and projections

Cashflow projections, as shown in analyses on pages 12-13 are based on the following general assumptions:

- The value for developable land is $40 per square foot.
- There is a one percent transaction cost.
- The cash flow duration is 50 years.

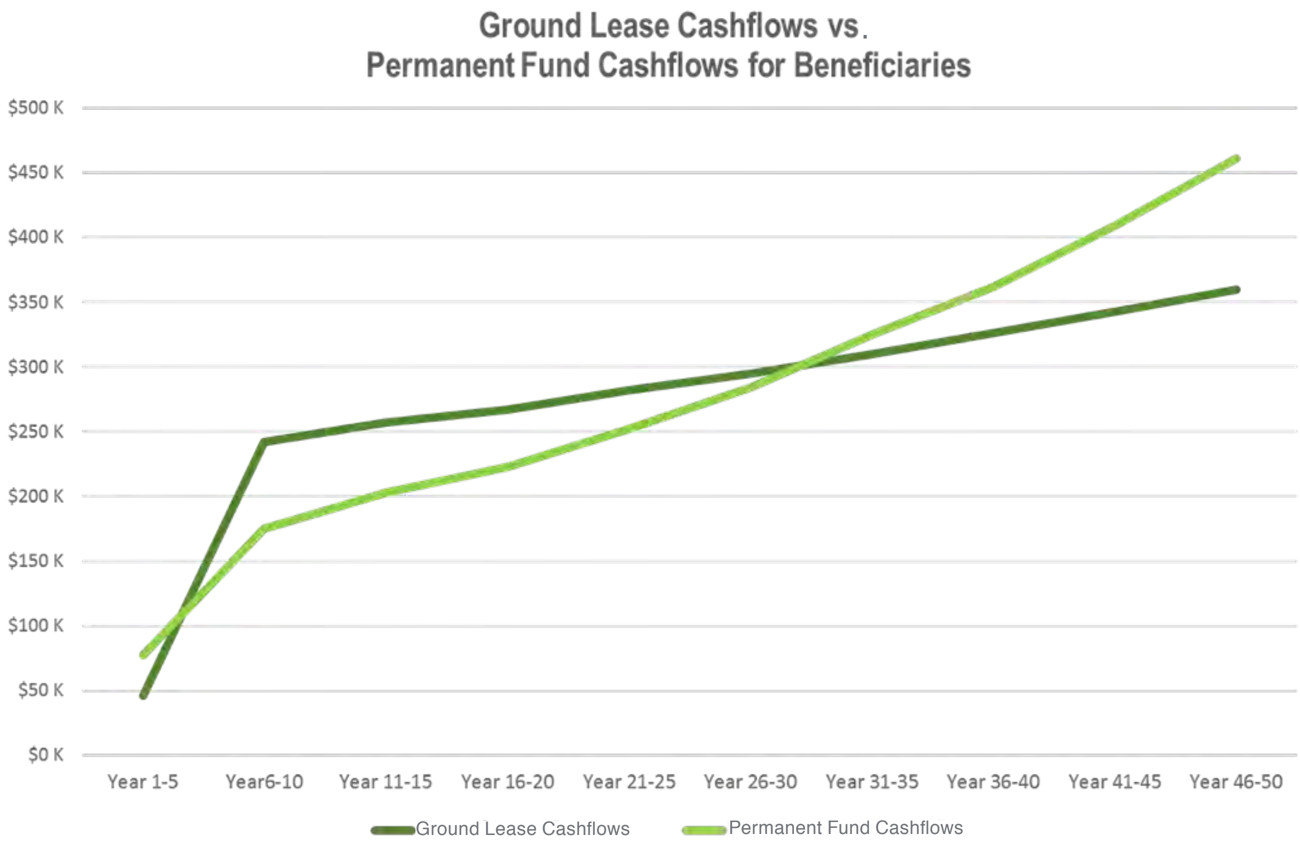
A discount rate of 6.55 percent determines the present value of future cash flows. It is estimated that a fee simple sale would net $3.0 million in principal funds to the Trust. Principal funds are statutorily required to be placed in a trust fund managed by the Alaska Permanent Fund Corporation. Trust policy currently dictates that the Trust may draw 4.25 percent of its trust fund balance yearly. Returns for the first five years would average $78,000 annually and grow to an estimated $483,000 in year 50 for a total net present value (NPV) of $2.75 million.

The fee simple sale option is based on the following assumptions:

- The land sale would take place in 2019.
- Annual Permanent Fund returns will average 6.55 percent.
- The annual payout from the trust fund remains 4.25 percent of the balance.

For the sake of comparison, the ground lease option is based on the following cash flow assumptions:

- Ground lease payments are set at seven percent of total value.
- Values step up by 5.1 percent every five years (assuming the value of land appreciates at one percent per annum).
- Ground lease begins when construction is complete (1/1/2022).
- Income from existing leases at the Subport continues for the next two years.
- $300,000 is expended on preparing site information required to secure ground lease bids.
- There is no sale of underlying land after 50 years.



Graph comparing ground lease cashflows and Permanent Fund cashflows over a 50-year period

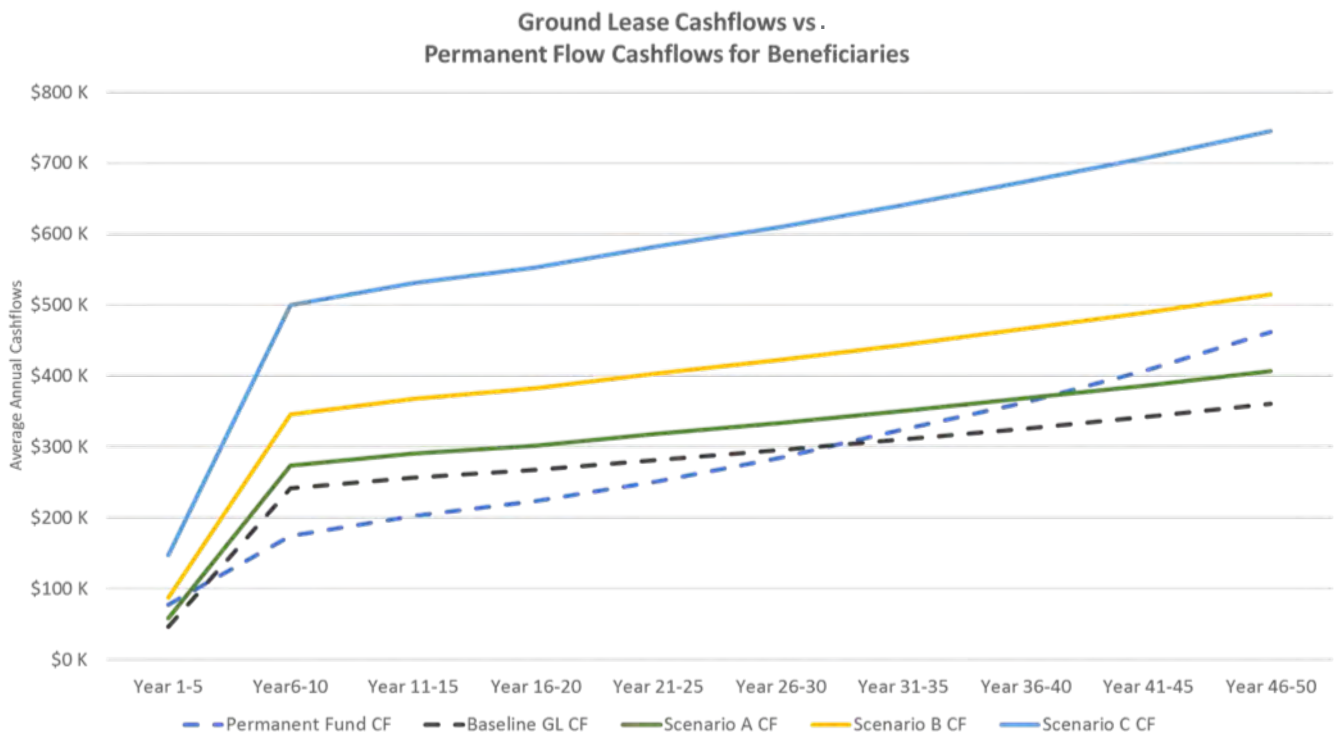
	Years 1-5	Years 6-10	Years 11-15	Years 16-20	Years 21-25	Years 26-30	Years 31-35	Years 36-40	Years 41-45	Years 46-50	NPV@ 6.55%
Ground Lease Cashflows for Beneficiaries	$46 K	$242 K	$257 K	$267 K	$282 K	$295 K	$310 K	$326 K	$343 K	$360 K	**$2.95M**
Permanent Fund Cashflows for Beneficiaries	$78 K	$175 K	$203 K	$223 K	$252 K	$284 K	$325 K	$362 K	$409 K	$461 K	**$2.75M**

Ground lease and Permanent Fund cashflows (5-year averages)

	Program	Overall Cost	Target Return on Cost	Estimated Ground Lease Payment	Comments
Scenario A: Mixed-Use Lower Density	48 units rental apartments 17,800 sf retail 60 room boutique hotel	$31.6M	8%	$315k (year 1)	Parking requirements on site
Scenario B: Mixed-Use Maximize Capacity	77 units rental apartments 17,800 sf retail 75 room boutique hotel	$42.6M	8%	$240k (year 1)	With fee-in-lieu parking
Scenario C: Mixed-Use Max w/condos	77 units for sale condos 17,800 sf retail 75 room boutique hotel	$44.0M	8%	$490k (year 1)	Challenging to find sophisticated developer With fee-in-lieu parking Complex structure (condos on ground lease)

Chart comparing three ground lease scenarios

TAP panelists review potential ground lease scenarios



Graph comparing ground lease cashflows in the three scenarios and Permanent Fund cashflows over a 50-year period

A ground lease, based on these assumptions, would generate $46,000 in the same five-year period. It would then surpass the returns of the sale scenario for the following 25 years but would be less than the sale scenario after year 25. The total NPV of just the ground-lease payments would be slightly higher than the sale scenario at $2.95 million (see two tables: Ground Lease Cashflows versus Permanent Fund Cashflows for Beneficiaries).

In addition, unlike the sale scenario, the TLO would be able to capitalize the principal (i.e. the underlying land asset) during the lease term. The value of the land is likely to appreciate one percent per annum based on the TLO estimate. Assuming the TLO held the land for a full 50-year lease term with an estimated worth of $3 million now, in year 50 the land value would be $4.99 million. Discounting this future value back to the present at a 6.55 percent rate (the discount rate given by the TLO) would result in an NPV of the underlying land asset of $220,000 and increase the total present value of the ground lease option from $2.95 million to $3.15 million.

There may be strategic financial reasons an owner may choose to generate cash flow through a long-term lease, such as the desire to enhance operating capital over time. Also, an owner could potentially sell or borrow against the land with a ground lease in place. The land could be sold at the end of the lease period, although the value of improvements is typically nil at that time.

In conservative cash flow projections for a long-term (50-year) lease, the lease option is roughly similar to the sale option in returns. There is an upside potential for a long period of robust returns on a ground lease, but it comes with high risks. Exposure to these risks begin in the months of preparation for marketing the land to potential lessors with desire and capacity to develop the parcel. This preparation typically involves a request for proposal (RFP) and an information packet that reflects due diligence. The ground lease scenario is subject to the following risks and uncertainties:

Panelists review potential site designs

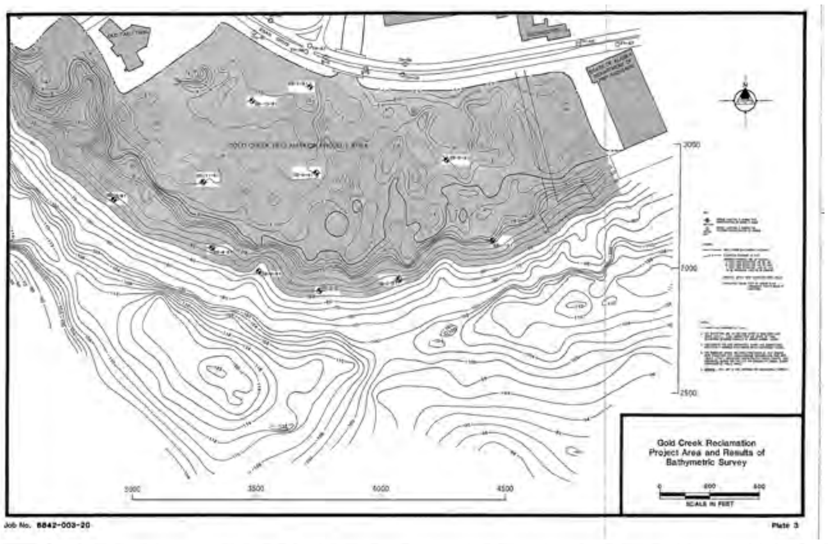
Lack of local market. There is little evidence of Juneau-based demand for a ground lease. In general, ground leases are less attractive to institutional capital. Though ground leases are common in other parts of Alaska, long term lease between owner and developer are unknown in the region, which means the land may need to be marketed to an outside developer who is comfortable with it. The Trust would need to develop a request-for-proposal, accompanied by a geotechnical analysis, a bulkhead concept, sea level rise projections (FEMA data), an environmental soil study, and market data. In addition, there is risk that if the Trust “stays in the deal” via a ground lease, there could be negative public perception if the lessor’s project fails to materialize or runs into significant challenges.

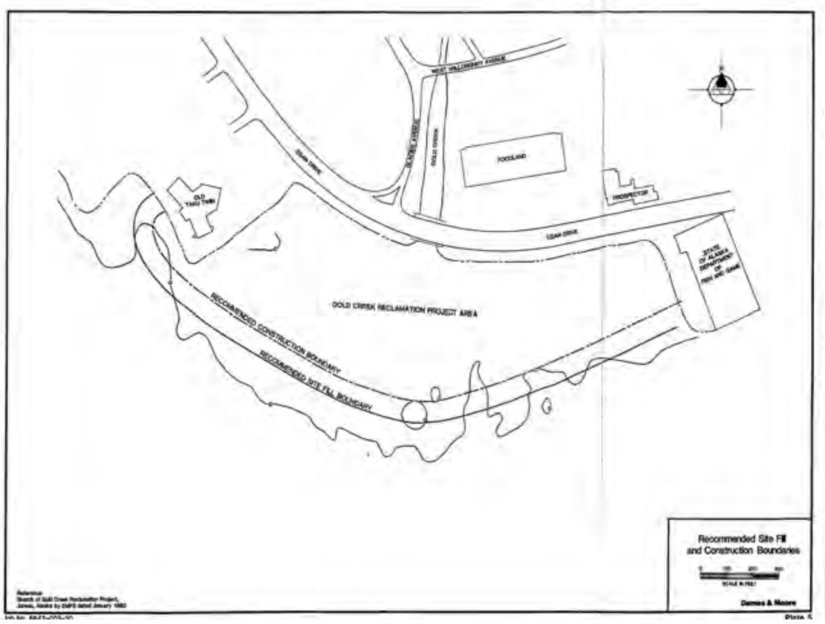
Ongoing community and organization challenges. As it grapples with decisions about the site, the TLO faces challenges from the local community. These include:

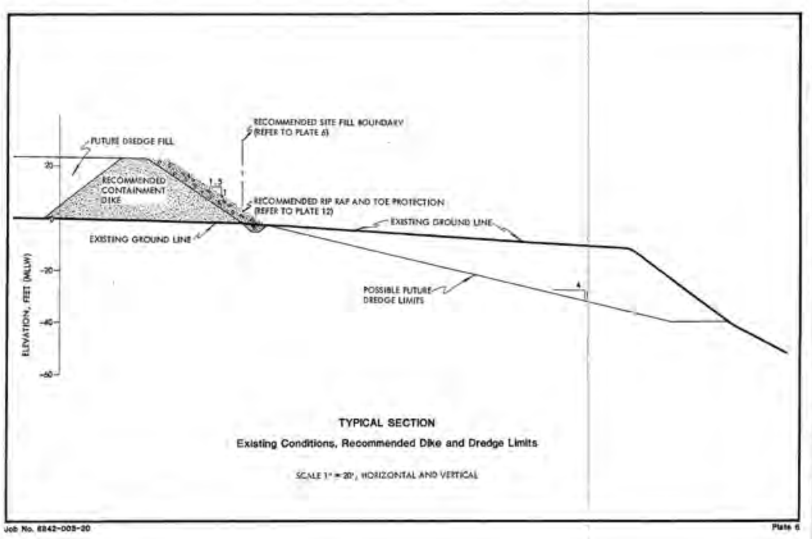
- Opaque goals. The Trust has been reviewing options for this site for a number of years without visible progress.

- Need for a local champion. The Trust has lacked a local advocate with the ability to connect with stakeholders and interact with those interested in acquiring the site.
- Limited community understanding of the Trust's primary mission. The Trust desires a favorable outcome for the community, but this is secondary to its fiduciary responsibility to its beneficiaries.
- Lack of transactional connections locally and nationally. Given the complexity of disposing of this site and the need to attract investors from outside the region, a broker may be appropriate.
- Diversion from focus on the Trust's other assets. With finite management and staff time, the Trust may be best served by refocusing on its broader portfolio.

Geotechnical complications. A Geotechnical analysis for a site directly north of the Subport, prepared by Dames and Moore in 1982, was reviewed. It involved 11 borings to 20 feet, supplemented with data from the geotechnical investigation for the Juneau-Douglas Bridge, and showed a silty fine to medium sand layer likely to extend 150 to 170 feet below grade. Below the sand layer, a dense layer of glacial till is expected, with bedrock at about 170 to 210 feet below grade. Although not addressed in this report, soils of this type typically do not have high bearing capacities. Construction of multistory structures may require a deep foundation, but lighter buildings may require only shallow foundations. Soil improvements may be required to mitigate liquefaction. The Dames and Moore analysis also addressed stability of a submerged slope to the south of the site. The slope appears to align with the current bulkhead at the site and is expected to extend the length of the site boundary. The report recommended a fill and setback for the adjacent site to limit damage during the analyzed seismic event. In order to determine requirements specific to the Subport site, a new geotechnical investigation is called for.







Images from Dames and Moore Geotechnical report, 1982

Conclusion

It is clear that the Trust's highest priority is the welfare of its beneficiaries and the return on investment that supports those beneficiaries. The Juneau Subport Subdivision is one of its better-quality developable assets.

With the future of this extraordinary site at stake, it is also appropriate for the Trust to proceed carefully in its disposal, and to consider the consequences of its decisions about how and when to proceed in a sale or lease. Part of that care is to determine the likely uses and best direction for development.

Based narrowly on investment risks and returns, and according to assumptions described in this report, the Trust's best option is to sell the parcel outright. This option is preferred by a slight margin over a long-term lease, only because it is relatively risk free and it is also projected to lead to slightly better financial returns for the Trust, both in the short and in the long terms. A sale converts a risky investment into a more predictable and steady income stream for beneficiaries.

The Panel recommends the following simultaneous actions based upon this conclusion:

- Seek a buyer based on a general estimate of value of $40 per square foot of usable land.
- Work with the owner-developer of the proposed marina to guarantee an access easement through the Subport land so that marina construction can proceed in advance of overall Subport development, if such an arrangement is advantageous to the Trust as well as other parties. This access should be compatible with parcelization of the site.

The Trust is to be commended for placing the highest priority on its fiduciary role toward Trust beneficiaries, but also for its desire to optimize the development of the Subport site. The sooner the shoreline and related urban developments are completed, the better for the city and for the region.

Panelists tour the Willoughby District

Urban Land Institute
Northwest

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MEMORANDUM

CITY AND BOROUGH OF
JUNEAU
ALASKA'S CAPITAL CITY
HOUSING PROGRAM
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Voice (907) 586-0220
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TO: CBJ Committee of the Whole
FROM: Scott Ciambor, Chief Housing Officer
DATE: February 4, 2019
SUBJECT: CBJ Assembly Housing Goals

On 12/18/2018 the Assembly established its goals on Housing. These included the following:

1. Prioritize Housing Action Plan Strategies (tonight)
2. Improve downtown housing (Examples: Gastineau properties, incentives) (Blueprint Downtown, housing incentives discussions)
3. Examine status of Affordable Housing Commission (at Human Resources Committee)
4. Identify next CBJ-owned area for residential development/disposal (In the future)

The intent of this memo is to update the Assembly on the strategies included in the Housing Action Plan and to prioritize upcoming efforts.

Housing Action Plan Update

The Housing Action Plan was adopted by resolution in December 2016. The Plan has a set of 66 suggested strategies for the Assembly to consider over a 30-year timeframe. These strategies are broad in scope and require a number of CBJ departments (Manager's Office, Housing Office, Community Development, Finance, and Lands) to implement.

Attached is a strategy and status table that shows the current status of each strategy as of Jan. 1, 2019. More than half of the strategies are complete or in progress.

Key Accomplishments of Strategies in the Housing Action Plan

At the December 2018 Assembly Retreat, the City Manager provided a Memo that listed the activities associated with the Plan in the past two years. (attached)

Current Activities on Housing Action Plan Strategies

1. Housing Action Plan 2-year update *in progress*
   - Strategy and status table (attached)
   - Metrics update (*in progress)*
2. Data
   - Quarterly Housing metrics update *(Plan metrics & market indicators -in progress)*
   - Downtown Housing Inventory: GIS mapping & details of downtown for Blueprint Downtown discussion
3. Juneau Affordable Housing Fund: Proposed program changes to move to annual process, and to increase grant/loan amounts.
   - Changes to Affordable Housing Commission ordinance (in process)
4. CBJ Land Development

- Pederson Hill
- Renninger Subdivision

Ongoing, Medium-term Housing Action Plan Strategies

1. Developer Engagement & Project Development: Senior Assisted Living, numerous other developers interested in housing incentives or public private partnerships. Outreach and engagement on current Housing Programs and on Juneau Affordable Housing Fund options, zoning changes, and incentives.
2. Planning: Downtown Blueprint
3. Tax Abatement Incentive Discussion
4. Blighted Property Ordinance with CDD, JPD
5. Pederson Hill Disposal strategies and identifying next properties for disposal

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

Housing Action Plan			
Chapter 1 Formally Adopt Housing Action Plan	**Strategies** 1a. Complete the Plan 1b. Measure Progress of Plan for update to Assembly	**Status** 1a. Completed: Resolution 2780 passed by CBJ Assembly December 19, 2016 1b. *2-year update in process by Chief Housing Officer*	**Metrics** 1a. Public Meetings, Planning Commission Endorsement, and Assembly Endorsement. 1b. Report Card
Chapter 2 Juneau Affordable Housing Fund	**Strategies** 2a. Increase the Fund Capital: • Sales tax • State, Federal, Private Grants • Surcharges on premium homes • Business community contributions • Sale of CBJ Land • Bed tax/AIR BNB taxes • Voter approved bonds • Real estate transfer fees 2b. Broaden scope of fund 2c. Prioritize fund for new fair market workforce and senior housing for <80% AMI 2d. Develop underwriting criteria and operating plan that preserves capital.	**Status** 2a. • Sales Tax : 2017 1% sales tax: $2 million over five years • *State, Federal, Private Grants – ongoing* • *Sale of CBJ Land – ongoing* • **Not Addressed**: Surcharges on premium homes, business community contributions, bed tax/AIRBNB taxes, voter approved bonds, real estate transfer fee • 2b. 2018: JAHF Program changes that 1) increase the level of grant/loan funding available; 2) implement consistent timeline and application process; and 3) clarify program terms for development community. 2c. *Included in 2018 program changes in 2b* 2d. *Ongoing*	**Metrics:** 2a-d: • # of annual projects supported by the Fund • Breakdown of unit tenure and types of projects supported by the Fund • Dollars leveraged by fund resources • Sustainability of the Fund * Annual JAHF report to Assembly once new annual process begins.

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

	2E. Current Programs Updates • CBJ Homeowner Accessory Apartment Incentive Grant • CBJ Mobile Home Down Payment Assistance Program		**2E. Current Programs Updates** CBJ Homeowner Accessory Apartment Incentive Grant 2018: $96,000 reserved for 5 years for program. March 2018-Jan. 2019 13 grant applications 2 Completed and Awarded 1 Expired 2 In Plan Review Stage 8 Still Under Construction CBJ Mobile Home Down Payment Assistance Program $100,000 in JAHF set aside in 2017 Jan. 2017-Jan. 2019 9 loans totaling $49,165 • $9k in loans returned • Current availability $59,835
Chapter 3 Hire Housing Director	**Strategies** 3a. Hire housing director 3b. Establish agency budget, job description, lines of authority, & draft project list 3c. Develop reporting mechanism 3d. Appoint CBJ staff to liaise w/ Director 3e. Community meetings to update on progress, educate on housing issues	**Status** 3A. Hired Chief Housing Officer, Manager's Office (April 2016) 3b. 2020 Housing Office budget will be broken out from Manager's Office budget. Project list from CBJ Assembly, City Manager, Housing Action Plan and Alaska Mental Health Trust grant funds. 3c. *2-year update in process by Chief Housing Officer* 3d. Coordinate through regular city structure through Manager's Office 3e. Housing Office staff participation in Assembly meetings, Commission meetings, Downtown Business	**Metrics** Hire Chief Housing Officer Housing Programs Office 2 FTE's: Chief Housing Officer & CBJ Coordinator on Housing and Homelessness Oversight of Housing Action Plan & Housing Programs CBJ Coordinator: $100K/year AMHTA grant for three years; $16K Travel/training grant Emergency Cold Weather Shelter – 2 year operation • $75K each year (CBJ -GF) • 2017: $16K grant; 2018: $30K AMHTA grant

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

	3f. Community website 3g. Update needs assessment; housing plan metrics	Association, Blueprint Downtown, meetings with developers, and meetings upon request. 3f. CBJ Housing Program page available; update in progress 3g. Update needs assessment; housing plan metrics • Housing data available upon request • Housing Action Plan Update metrics *in progress* Additions to Plan based on feedback • Quarterly indicators *in progress* • Downtown Housing Inventory *in progress*	Work Program with Glory Hall: 2018: $9000 Blueprint Downtown (CDD) • Kick-off: Aug 30, 2018 (SC&IG) • Public Meeting: Oct 30, 2018 (IG) • Tour: Jan 5, 2019: Business Vitality, Housing, and Public Safety (SC) Meetings upon request: • Two City Corner articles on homelessness • Quarterly Newsletter Updates to the AMHTA and Governor's Council • Re-entry: public forum (6/26/18), monthly work groups, and CCTHITA housing (1/9/19) • Juneau Coalition on Housing and Homelessness (monthly meeting) • Navigator meeting (weekly) • AMHT Meeting and Work Session (April and June, 2018) • Governor's Council on the Homeless, May and November, 2018 • Alaska Coalition on Housing and Homelessness, November 2018 • Note that the CHO serves on the Juneau Housing First Collaborative Board, is Board Chair for the Alaska Coalition on Housing and Homelessness, and serves on the Governor's Council on Homelessness

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

	Strategies	Status	Metrics
Chapter 4 Create New Housing for Workforce, Seniors, and Young Families	4a.Develop annual targets	4a. Baseline targets established in Housing Action Plan Workforce Housing (0% to 120% AMI) targets • Annual total = 66 • 30-year total = 1980	**New Construction** Workforce Housing (0% to 120% AMI) targets • Annual total = 66 • 30-year total = 1980 Senior Housing • Growth, size of senior population • Independent Living Units (14 per year) • Assisted Living Units (# of additions) • Single-Family Housing Units Homeowner Opportunities Young Adults & Families • Total # of market-rate rental units • # of new market-rate rental units • Total # of starter homes (mobile homes, CLT, etc.) # of new starter homes
	4b.Ensure the Housing Fund can be used for workforce housing	4b. Workforce housing has always been an eligible activity for the JAHF; program changes approved in 2018 to provide clarity and increase funding levels.	
	4c. Consider tax abatement program	4c. CBJ assembly discussion at Finance Committee, COW in 2018.	
	4d. Evaluate Tax Increment Financing districts	4d. No action at this time.	
	4e. CBJ financing to directly finance or enhance private financing of substantial projects	4e. Discussed/requested by developers on specific projects. Assisted living/senior housing, downtown workforce housing. Table of all incentive requested provided at 08/09/2018 Committee of the Whole (Housing Incentives).	
	4f. Evaluate time-share or related tourist housing for temporary workers	4f. No action at this time	
	4g. List of developers, potential CBJ partners, funders	4g. Housing office and CDD continued outreach to development community, Housing Office working with state and federal housing partners and funders.	
	4h. Update zoning on mobile homes, manufactured homes, *(& modular homes, RV's, and Tiny Houses.)*	4h. On short-term radar for CDD.	
	4i. Solicit feedback/annual survey from employers on funding spent on worker housing/services	4i. No action at this time. Much commentary on difficulty of finding workforce housing of all types.	

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

	• Feedback from employers to determine growth plans • Maximize/leverage employer-owned housing	(Season, SFH for families, affordable rentals)	

Chapter 5 Preserve Existing Affordable Housing	**Strategies**
	
	5a. Reinstate Code Enforcement Officer
	
	5b. Impose prohibitive fines for code enforcement violations
	
	5c. Develop blighted property ordinance
	
	5d. Support energy efficiency upgrades to existing units
	
	5e. Create a provision where owners pass inspections and can receive property upgrade funding
	
	5f. CBJ requirement to register property and have 24-7 reachable point of contact or periodic inspection similar to Housing Choice Voucher Program
		Status
		
		5a. Hired compliance officer in 2016; key to prioritize activities for limited staffing resources.
		
		5b. Current fines in place; review and adjust based on staffing resource.
		
		5c. Ongoing blighted property ordinance discussions (CDD, JPD, Housing Office). One component to consider is Housing Task Force of departments involved to assess and prioritize problem properties.
		
		5d. Discussion with Sustainability Commission, Renewable Juneau about incentivizing heat pump conversion; Energy efficiency code changes adopted to Title 49 in 2018 and 2019 (density bonuses in ARS for 5 Star Plus and 6 Star energy efficiency ratings; setback exemptions for energy efficiency)
		
		5e. No action taken.
		
		5f. Registration and 24-7 point of contact could be part of blighted property ordinance discussions (CDD, JPD, Housing Office). No action on inspection concept.
			Metrics:
			• Preservation of Affordable Rental Units ($700 or less) 10 annual
			• Preservation of Mobile Homes – 5 annual
			• Number of rehabilitation permits per year
			    o Property/neighborhood location
			    o Scope and scale of rehabilitation
			• Number of homes improved with energy efficiency upgrades
			• Number of properties on blighted property list
			• Number of properties threatened with loss/demolition

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

	Strategies	Status	Metrics:

Chapter 6 Develop Policies for CBJ Owned Land and Assets	6a. Finalize land management plan to include inventory of buildable land	6a. Land Use Plan approved in 2016 and update in progress.	• CBJ-Owned Land
			  o RFP's for CBJ Land
			  o # of proposals returned
			  o Contracts
			  o #of units built by type, tenure, and price
			• Properties acquired through foreclosure or code enforcement
			  o Foreclosures slated for affordable housing (<80% AMI)
			  o Foreclosures slated for senior housing.
			• Number of CBJ-owned parcels bought for permanent preservation (Community Land Trust properties, etc.)
			• Dollars raised by the sale of publicly owned parcels for development or preservation.

	6b. Zone CBJ land for least restrictive/highest density use	6b. ongoing with Lands and CDD	
	6c. Adopt formal criteria for appropriate use of publicly-owned developable land.	6c. Land Use Plan	
	6d. Work with Army Corps on land banking for parcels inappropriate for development	6d. No action taken.	
	6e. Create a Problem Building Acquisition and Redevelopment Plan (acquire, properly re-zone, and dispose)	6e. No action taken. *Ongoing blighted property ordinance discussions (CDD, JPD, Housing Office)*	
	6f. Create a menu of disposition strategies for publicly owned land and buildings to meet housing goals.	6f. Land Management Plan and Development Implementation Strategy	
	6g. Properties transferred incrementally to developers;	6g. Subdivision development/lot disposal • Reninger 6 lots, 4 sold • 6 Lena lots sold since this plan, and 4 lot subdivision created for spring sale • Pedersen Hill lots disposal in spring • Hurlock Ave property	
	6h. Process for developers to "buy down" the sale price for meeting public objectives	6h. No action taken	
	6i. Develop competitive process for disposal that would reduce sales price. (0% to 50%)	6i. No action taken. *Land Management disposal 2-year plan ongoing.*	

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

	Strategies	Status	Metrics
Chapter 7 Amend Zoning Code to Promote Housing	7a. Develop inclusionary zoning housing ordinance and density bonus for workforce and senior housing	7a. No action taken on inclusionary zoning. Density bonus for workforce housing in Alternative Residential Subdivision ordinance (2018)	• # of affordable housing units built through inclusionary zoning • # of developers taking advantage of “point” for affordable housing • Number of infill units constructed (units that did not require any new infrastructure investment) • Return on investment for new water/sewer/road financed by public within 10 years.
	7b. Streamline/fast-track infill housing permitting	7b. CDD looking at efficiencies for all processes.	
	7c. Evaluate policies encouraging development in areas with infrastructure	7c. Reviewing zoning as part of the Blueprint Downtown planning effort.	
	7d. Establish policies that stipulate CBJ does not have to spend money on infrastructure unless for workforce/senior housing	7d. No action taken	
	7e. Use LID financing for new roads, utilities.	7e. (need to update)	
	7f. Make infrastructure development automatically increase zoning density. Evaluate other up-zone possibilities.	7f. No action taken – some historical examples of automatic up-zone.	
	7g. Re-zone D-18 zoning districts to Mixed Use	7g. Looked at through small area plan process (Lemon Creek, Auke Bay) and case by case basis. Note: D18 has a height limit of 35’, MU is unlimited – this may make this unsuitable for certain D18 locations, e.g. downtown Douglas	
	7h. Evaluate criteria for approving conditional use permits	7h. No action taken	

	7i. Adjust language to require housing and commercial uses in mixed-use areas 7j. Complete the bonus section of Title 49.	7i. Discussed in small area plans (Lemon Creek, Auke Bay) 7j. Auke Bay area planning is providing insight for future bonus language.	
Chapter 8 Develop Neighborhood Plans	**Strategies:** 8a. Identify 5-10 areas appropriate for detailed area plans; develop housing targets/preservations targets 8b. Prioritize on development potential, developer/investor interest, community input, existing infrastructure, and ability to provide community benefits. 8c. Invite local and outside developers to tour sites/discuss potential projects; Invite financing firms to potential sites 8d. Meet with property owners to discover current development plans and obstacles.	**Status** 8a. Auke Bay and Lemon Creek complete, Downtown Blueprint underway, Douglas and Comprehensive Plan update beginning 2019. 8b. Small area plans, continuous discussions with developers, education and outreach through Housing Programs and Housing Forum, etc. 8c. Small area plans, CBJ property disposal (Renninger, 2nd and Franklin, Pederson Hill), consistent engagement with developers by Chief Housing Officer. 8d. Small area plans, Blueprint Downtown, consistent discussions with developers	**Metrics** • Number of small area plans completed per year (note, a plan generally takes at least a year) • Public participation in Planning projects • Total new housing allowed under approved neighborhood plans • Development activity associated with plans • Increased potential and realized economic value attributable to completed plans
Chapter 9 Develop Downtown Strategy	**Strategies** 9a. Make a downtown area plan 9b. Set a goal for number of residential units desired downtown	**Status** 9a. Blueprint Downtown 9b. Downtown Housing Inventory initiated and Blueprint Downtown	**Metrics:** • Number of housing units in downtown area by type, tenure, and price • Number of people living in downtown • Retails Sales activity in downtown CBJ • # of blighted properties in downtown CBJ

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

	9c. Evaluate tax abatement, state statue code change; apply to downtown area	9c. Previous Assembly discussions, no action taken. • 4/28/2018 Finance Committee • 06/13/2018 Finance Committee (Eagle Rock Ventures) • 08/09/2018 Committee of the Whole (Housing Incentives)	• Increased property value and related taxes in downtown CBJ
	9d. Create a downtown improvement district with a revenue stream	9d. No action taken	
	9e. Inventory abandoned and illegal housing units and create blighted property ordinance	9e. Ongoing blighted property ordinance discussions (CDD, JPD, Housing Office*)*	
	9f. Develop Incentives and provide assistance to upgrade and permit illegal housing units	9f. Incentives: Downtown Upstairs program discussed at Finance Committee 1% sales meetings (2017) - no action taken; Permitting changes allowing accessory apartments on duplexes borough-wide and Alternative Development Overlay District for Downtown Juneau adopted; new zoning for downtown Douglas ADOD to be complete by August 2020.	
	9g. Seek and assemble resources for restoration of housing	9g. No action taken.	
	9h. Evaluate outside funding for downtown investment	9h. Ongoing, ad hoc. Downtown Blueprint. Main Street USA program.	
	9i. Consider Cruise-ship passenger fees for downtown-related tourism	9i. No action taken. Recent CLIA decision impacts this; status unknown.	
	9j. Inclusionary zoning for downtown tourist-related businesses	9j. No action taken	

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

	9k. Tax incentives for a grocery store downtown 9l. Develop Historic Preservation Opportunities (local fund to match national funding) 9j. Address parking: review 2010 plan, examine opportunities to get public parking, review offsite mitigation opportunities, evaluate downtown	9k. No action taken 9l. No action taken on funding. Historic Preservation Plan 9j. Blueprint Downtown	

City and Borough of Juneau
City & Borough Manager's Office
155 South Seward Street
Juneau, Alaska 99801
Telephone: 586-5240| Facsimile: 586-5385

DATE: November 26, 2018

TO: Mayor Beth Weldon
CBJ Assembly

FROM: Rorie Watt
City Manager

RE: Housing Action Plan Implementing Actions

Background:

In 2017, the CBJ adopted the Housing Action Plan (HAP). There are many concurrent implementation approaches that fit under the goals of the plan. As the two year mark approaches, the Chief Housing Officer is preparing a two year-report with metrics updates for winter 2019.

Some of the many issues that are being worked on, corresponding to the chapters of the Housing Action Plan, include:

1. Adopting the Plan, hiring Housing Officer
2. Juneau Affordable Housing Fund & Other Programs
   - Juneau Affordable Housing Fund Revision & $2 million available over next five years
   - Fund Restructuring Proposal – COW Fall 2019
   - CBJ Mobile Home Loan Program Down Payment Assistance: 8 loans for $45,565; $54,435 available as of Nov. 22, 2018
   - CBJ Homeowner Accessory Apartment Grant Incentive: March-October 2018: 13 grant applications, 4 completed and awarded, 1 expired, 2 in plan review stage, 6 under construction
   - Restructure/Redirect purpose of Affordable Housing Commission
3. Housing Director & Housing and Homeless Coordinator
   - Contact/negotiation with developers (senior, multi-family, affordable housing projects)
   - Collection of Standard Housing Market Indicators & Housing Action Plan 2-year update (winter 2019)
   - Housing First Phase II – Awaiting AHFC Grant decision ~ January 2019.
   - Cold Weather Warming Shelter
   - CBJ Glory Hole work program
4. Create New Workforce Housing, Seniors, and Families
   - Updated CDD permit data 2018
   - Create housing incentives:
   - 1% sales tax funding ($2 million) to be added to the Juneau Affordable Housing Fund
   - Tax Abatement Discussions with Finance Committee(March 2018), Committee of the Whole (August 2018)
5. Preserve Existing Affordable Housing
6. Develop Policies and Sales Approaches for CBJ Owned Land and Assets
   - Pederson Hill Subdivision – First phase under construction, ongoing

- Renninger Subdivision – Some property left for sale
- Lena Lot Sales
- Purchase and Sale negotiations with Eagle Rock Ventures for 2nd and Franklin
- Hurlock Property Sale
- Sale of Pocket Park property
- Consideration of disposal of large tracts undeveloped CBJ parcels – Designated as Natural Area Parks in Land Management Plan (after Parks Master Planning)

7. Zoning Code to Promote Housing
    a. ADOD – Douglas & Downtown – Supports infill development in old neighborhoods
    b. Adopt Alternative Residential Subdivisions
    c. Non-Conforming Ordinance – Allows existing properties to access conventional financing
    d. Researching blighted/nuisance property strategies
    e. Shared Access/Panhandles – Allows infill development

8. Neighborhood Planning
    a. Downtown Strategy
        i. Blueprint Downtown Strategy - Ongoing
        ii. Downtown Housing Inventory: CDD, Chief Housing Officer (winter 2019)
        iii. City Hall Business Case (would free up significant housing)
    b. Auke Bay Neighborhood Plan and associated zoning
    c. Lemon Creek Neighborhood Plan

City and Borough of Juneau
City & Borough Manager's Office
155 South Seward Street
Juneau, Alaska 99801
Telephone: 586-5240| Facsimile: 586-5385

DATE: January 30, 2019

TO: Maria Gladziszewski, Chair Assembly Committee of the Whole

FROM: Rorie Watt, City Manager

RE: Sleep Off Services

This memorandum is to give the Assembly an update on staff level conversations regarding the sleep off program currently provided on the BRH campus in one end of the Rainforest Recovery Center building.

CBJ provides BRH funding in the amount of $1.5M of tobacco and alcohol taxes to provide addiction recovery and sleep off service to the community. Addiction and recovery services are provide in the Rainforest Recovery Center (RRC). The sleep off service is provided in one end of the RRC and consists of picking up people who are too inebriated to care for themselves and giving them a safe and supervised place to sleep off the inebriation. The facility is simple, consists of mats, an observation station, laundry facilities, a shower and basic sustenance. The primary cost of the program is the staffing.

Since the opening of the Housing First facility, utilization of sleep off is substantially down. We would expect and hope that this trend will continue when the second phase is complete. Currently sleep off usage is down more than 50% from prior years. However, even though usage is down, the program costs of having a standby service remain unchanged. (For the impact of the Housing First facility on BRH's emergency department and Rainforest Recovery Center sleep-off, see attached letter from Chuck Bill)

The concept that BRH, CCFR and the Manager's office is working on is a transfer of the service to CCFR. Benefits would include additional staffing for CCFR that would initially maintain the existing community response services and provide CCFR support personnel in emergency operations. In time, this program could be expanded into a proactive community medical response system. They would work with the highest utilizers of EMS to find more appropriate options to meet their needs in collaboration with local housing and service providers that work frequently with this population. As the program grows, staff can also be utilized as manning for a Basic Life Support Ambulance when the existing system is taxed with concurrent incidents.

If the concept is developed to fruition, there would be a fund transfer of about $800K to the CCFR budget. The presumption is that the program would move to a location that would allow for additional staff to have dual purpose (both sleep off, and additional emergency response capacity). If this change is made, there is additional opportunity to continue to develop the career ladder within the Department.

It is safe to assume that the community and service providers will have opinions on location. One possible option is a modular trailer at the Glacier Station. There will have to be a process to allow for public input. Moving sleep off from the current location would allow RRC more facility space to provide addiction and recovery services to the community.

Staff have had a number of preliminary conversations as we have attempted to evolve the idea so that a quality sleep off service is available in the community that can also provide staffing benefit to CCFR. It has been a long, slow and careful process and I felt appropriate to advise the Assembly at this time of the ongoing consideration.

Bartlett Regional Hospital

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August 6, 2018

Dear Mr. Watt,

As the initiative to build phase two of housing first gets underway, I would like to clarify Bartlett Regional Hospital's position.

I believe that the Housing First program, phase 1, has been a great thing for the CBJ. It has reduced the vagrancy downtown, and the use of the sleep off facility and Bartlett's emergency department, by the residents of Housing First, has been reduced dramatically. These are both tremendous for the community and the system as a whole. The overall use of sleep off has gone from an average occupancy of 75% prior to under 25% after the program's start up. ED visits from these residents have fallen by 60%.

The financial implications are not as intuitive.

Sleep off: 95% of the cost of running sleep off is staffing. We operate with a minimum core staff whether we are full, or empty. Therefore, actual savings are minimal. There is no income to Bartlett Regional Hospital from the sleep off program other than the CBJ grant of Alcohol and Tobacco tax monies.

Emergency Room: A similar situation exists in the emergency room. The reduced usage by sleep off residents does not reach the economies of scale that would allow us to downsize staff. We actually lose some revenue since some of these visits would be covered by Medicaid or Medicare. The positive impacts on the ED are a slight reduction in cost of supplies that might be used and some decongestion of the waiting room.

While the Housing First program is wonderful for the community, it cannot be funded by savings from the hospital, because they don't exist.

Sincerely,

Chuck Bill

Chuck Bill, CEO
Bartlett Regional Hospital